

# Embedding Sustainability: Learning from Leadership and Organisational Challenges

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## ABSTRACT

The Anglo American Sustainable Mining Plan (the Plan) was launched in March 2018, outlining a series of stretch goals across three major areas – the environment, community development, and driving greater trust and transparency, underpinned by critical foundations – to be delivered between 2018 and 2030. Anglo American Platinum (Amplats), a 79.5%-owned subsidiary of Anglo American Plc, initiated a process to integrate the Plan into its business. The Plan, while developed in consultation with the business units and external stakeholders, including academia, consulting companies, and global thought-leaders, requires effective integration into business units covering diverse commodities, contexts and geographies to be successfully implemented. Amplats sought to harness the transformation approach inherent in the Plan, to go beyond business as usual in sustainability performance. To achieve this, Amplats developed a 3 phased approach; mapping of sustainability ambition against current performance, integration into key business processes and cultural transformation.

The sustainability mapping process began with sustainability dialogues – thought-provoking interviews across the business which identified leadership challenges and organizational opportunities in delivering on the targets in the Plan. This process allowed the identification of key strategic focal points for embedding the Plan in Amplats; namely the Amplats strategy development process and the Life of Asset Planning (LoAP). The embedding, integration and operationalisation of the Plan has encountered some leadership and organisational challenges; not unsurprising given the complexity of a multi-commodity, multi-jurisdictional, and diversified company such as Anglo American. Some of the learnings derived from the ongoing journey to have a transformative impact on societal and global challenges will be shared with the UCT Minerals to Metals forum.

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