

Returning the social pillar to sustainable infrastructure



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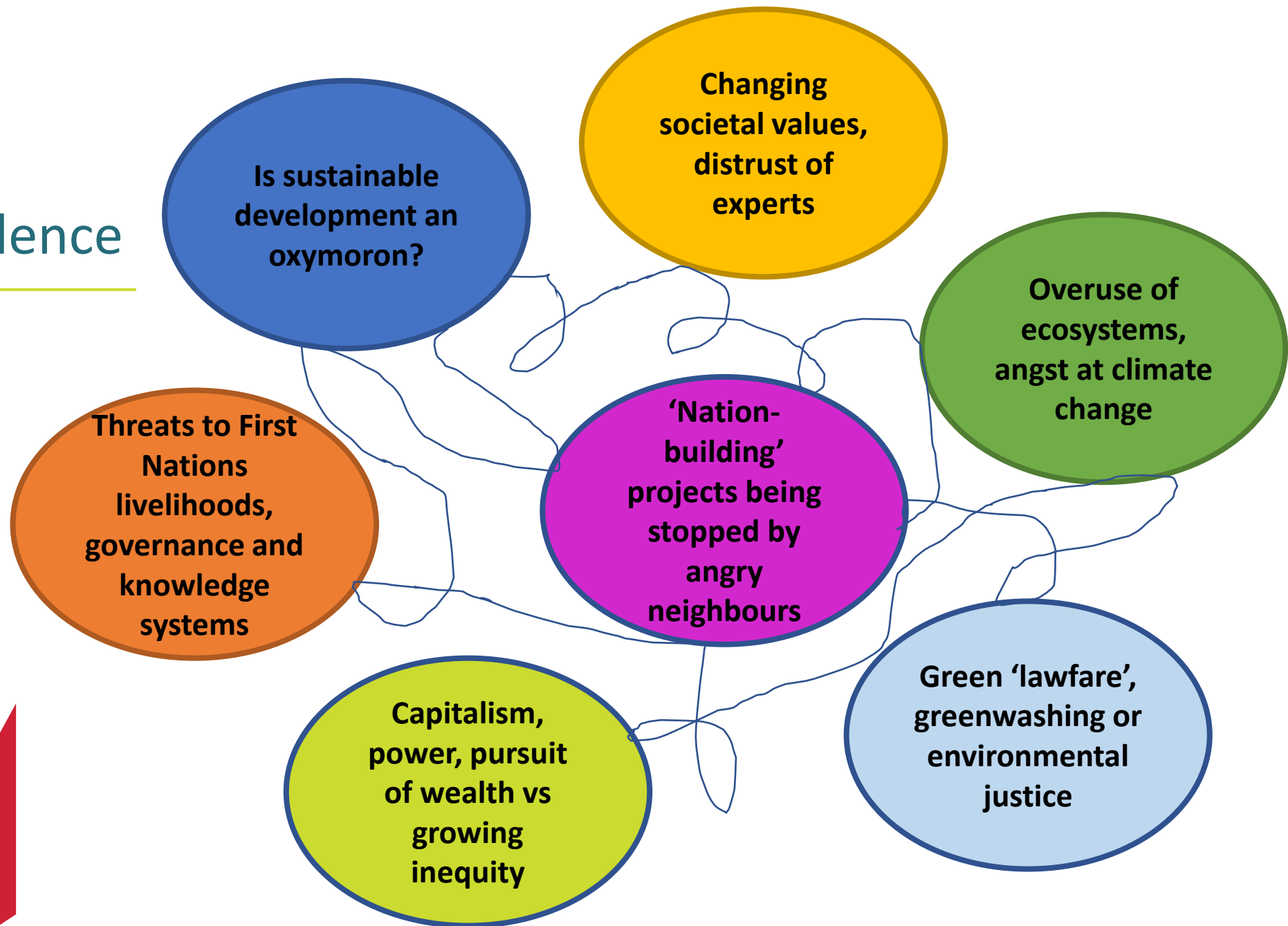


Overview

- **How well-equipped is impact assessment for an age of turbulence and complexity?**
- **What can we learn from infrastructure sustainability and outcomes frameworks?**
- **Getting back to the original concept of sustainable development**
- **From social impact management plans (SIMPs) to social performance**



Age of turbulence



The limits of impact assessment

Impact assessment (various studies)

Scope

Baseline

Predict and assess

Management plans

Monitor and assess

Social impact assessment

Scope

Baseline

Predict and assess

Management plan
(SIMP)



Company

Corporate Affairs
messaging

Investor reporting

Accounting metrics
of sustainability
(ESG, SROI, ISBB,
GRI, IRMA)

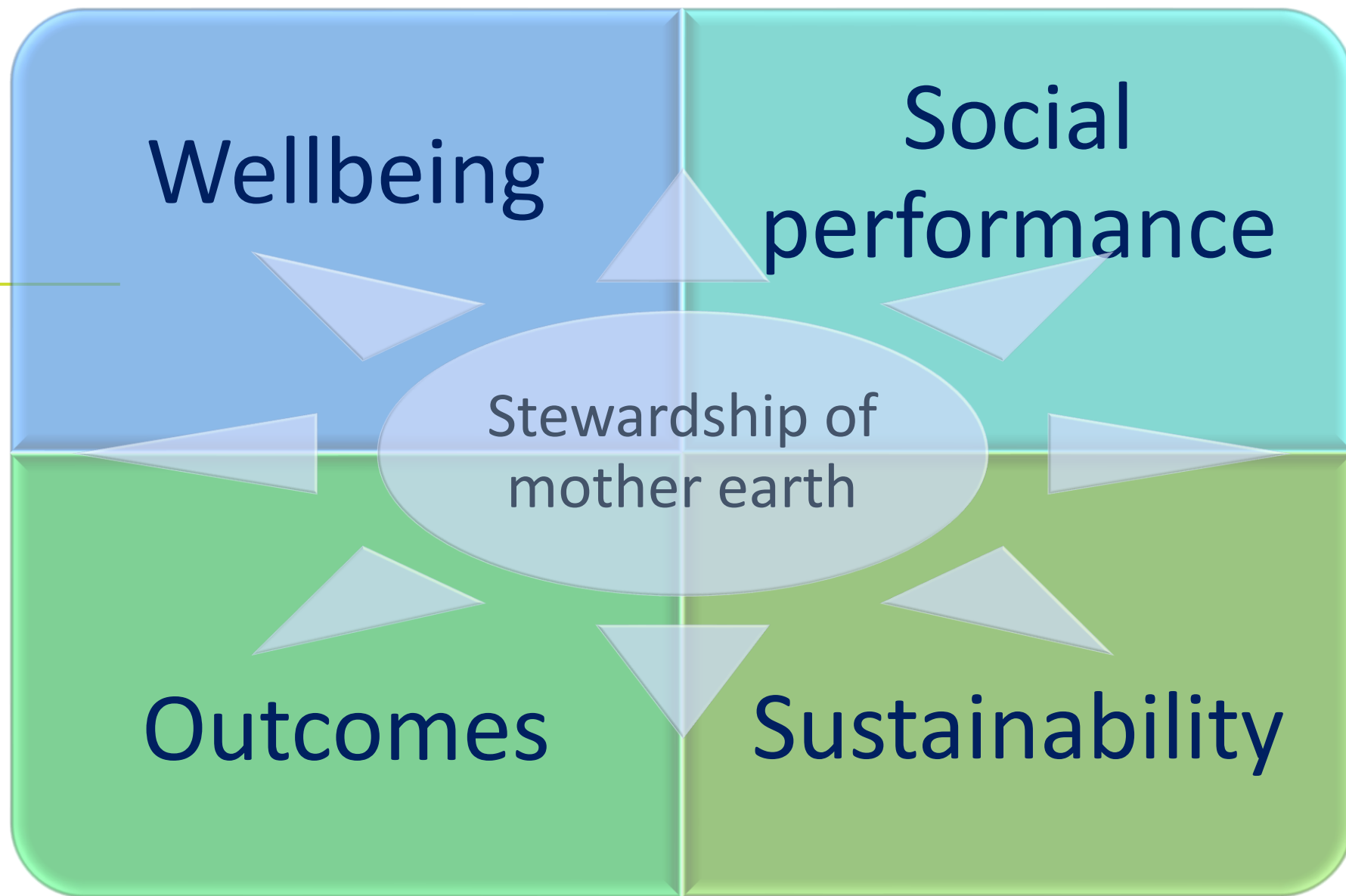
The opportunity

Infrastructure Sustainability principles and outcomes

- Infrastructure Australia
- Infrastructure Sustainability Council
- New Zealand's Waka Kotahi Transport Agency

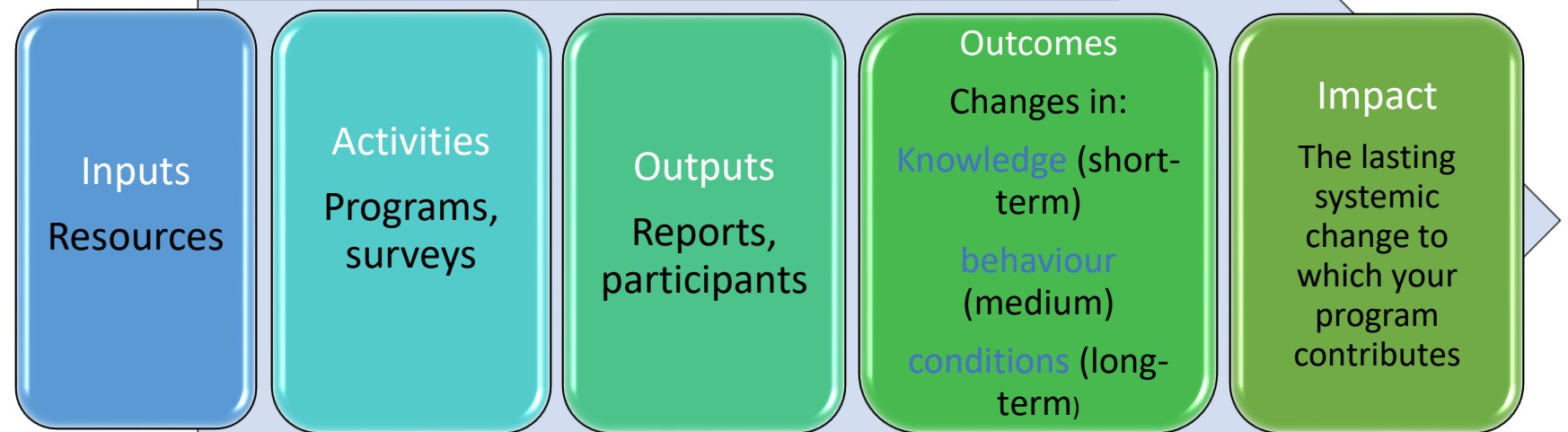


Key concepts



From risk to outcomes

“Infrastructure investment is driven by social, economic, governance and environmental outcomes to enable people and places to flourish and prosper”
(Infrastructure Australia 2022)



Source: Centre for Social Impact, Ramia, 2021

From GDP to wellbeing

GDP is a short-term and market-based metric that takes no account of the distribution of wealth and prosperity. It excludes other values and populations that rely on nature for livelihoods (IPBES, 2022)



Sustainable development

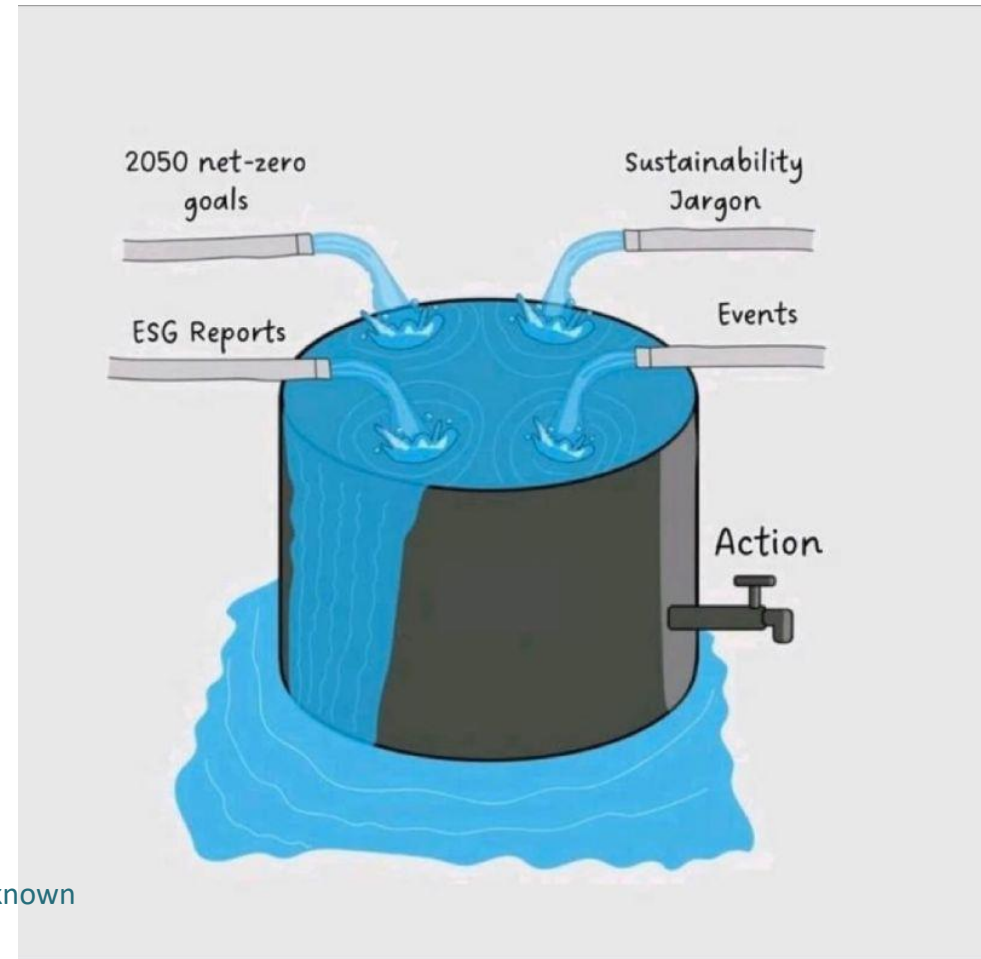


“Our life support system is on life support” (Tor Hundloe, 2021)



From ESG to social performance

ICMM (2020): The purpose of social performance is to ‘contribute to the social and economic development of affected people’...



Source unknown



Social sustainability outcomes



Potential outcomes				
Social	Economic	Cultural	Governance	Ecosystem services (how we value and use ecosystems)
Enduring social fabric and wellbeing	Enduring and equitable local prosperity	Enduring cultural identity	Strong institutions that encourage civic participation in decision-making	Enduring ability of ecosystems to meet the needs and wellbeing of current and future generations

Social performance

Outline of a social performance plan

Social sustainability outcomes

Social, Cultural, Economic, Governance, Ecosystem Services

Thresholds for risks (what is covered in environmental outcomes frameworks)
+ Goals for benefits desired by communities

Measurable objectives

Captures pluralistic values, qualitative research, public participation, impact assessment of material issues

Actions and commitments

From a social procurement strategy to community benefits package

Indicators

To inform whole-of-life cycle monitoring and reporting, ongoing evaluation, adaptive management, community involvement, grievances and reviews.



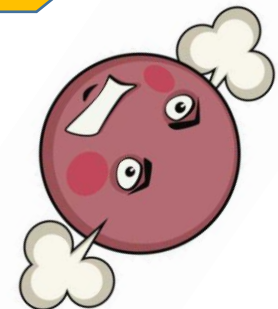
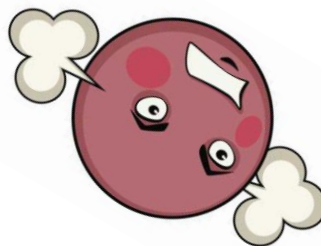
Horizontal and vertical integration... but adaptive to the winds of change



Integration of impact assessment with ongoing company performance plans



**Interdisciplinary collaboration
Embedded in company's community (not just investor) relations**





THANK YOU

Guideline on Social Impact Assessment:
www.truenorthcomm.com.au/news/guide-to-sia

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Let's continue the conversation!

Post questions and comments in the IAIA23 app.

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