PRACTICAL GUIDE TO OBTAINING AND MAINTAINING
A SOCIAL LICENSE TO OPERATE

SUPERA Proposal to Evolve from Manifest Rejection
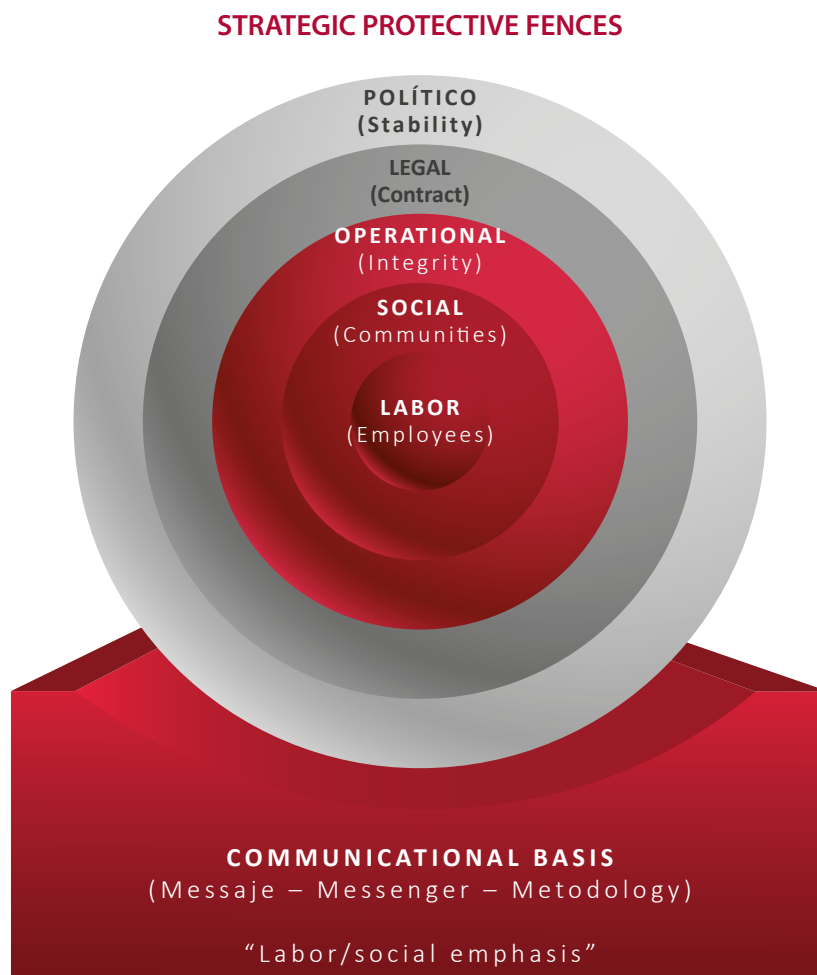*to Genuine Acceptance of Extractive Companies.*

TABLE OF CONTENTS

STRATEGIC FENCES
MODEL

Every company, in analogy, is like a "valuable castle" that needs to be protected from its "enemies" by strategic "moats" that surround and guard the castle. These moats, which in their deepest essence are functional strategic alliances between the different stakeholders, must be as wide and deep as possible to prevent their enemies from storming the castle. Some of these moats, which from now on we will call "fences," are more critical than others due to their nature of being able to be managed by the leaders of the extractive industry, critical fences that become more relevant than ever in a global environment loaded with multiple challenges such as geopolitical uncertainty, climate change, cybersecurity, generational plurality, stakeholder engagement

and integrated sustainability reporting, to mention a few.

In this context, the modern extractive company should ideally have Strategic Fences of Protection to strengthen its competitive advantage, protecting its operations from those who wish to exploit its activities illegally. In the second master scheme, we show a proposal for a Strategic Fence Model that any extractive operation/company can implement to ensure its integrity and operational continuity over time.

STRATEGIC PROTECTIVE FENCES

POLÍTICO (Stability)
LEGAL (Contract)
OPERATIONAL (Integrity)
SOCIAL (Communities)
LABOR (Employees)

COMMUNICATIONAL BASIS
(Messaje – Messenger – Metodology)

"Labor/social emphasis"

The following is a summary of the intrinsic characteristics of each of the Strategic Fence of protection proposed for the modern extractive industry of the 21st century:

1

The **POLITICAL FENCE** is the first and most unstable defense fence due to its lesser management power (a common mistake in traditional extractive mining), is believed that it is the only fence to manage or the most important one.

2

The **LEGAL FENCE** is the traditional EIA fence that is then transferred to the Operational Fence. Legal management needs to be "human" in terms of communication within and/or outside the organization.

3

The **OPERATIONAL FENCE** is the third defense fence, whose strength is given by protecting "critical assets" and avoiding technological obsolescence of equipment and processes thanks to a culture of innovation and continuous improvement.

4

The **SOCIAL FENCE** is the fourth defense fence, whose strength is given by the level or degree of acceptance of the Operations by the communities of direct and indirect influence.

5

The **LABOR FENCE** is the fifth defense fence, whose strength is given by the Employees' Sense of Belonging. It is the most important fence because it is the "core" of value creation projected to others.

6

The **COMMUNICATIONAL BASE** is the "water" that unites all the moats (fences) facilitating its functionality and effectiveness. The choice of Messages, Messengers and Methodology is transcendental.

After a brief analysis of each of the fences and the communication base, which we will later call the Communication Ring, we find that there is an excellent opportunity for extractive industry leaders to expand their traditional vision towards a more holistic vision by incorporating the Strategic Fences Model in the day-to-day management of their operations and in particular the Social Fence, which we will address in the following pages.

In this great context of significance, today we find that important extractive sector projects are being seriously questioned for their inability to achieve sustainable development in their areas of influence; a situation aggravated in Latin American countries where the state has little or no presence in rural areas and where the little institutionalism is taken advantage of by some political and social agitators of low level of conscience who seek their benefit through blackmail, the reason why many extractive projects with great potential, are paralyzed for not having a **Social License to Operate (LTO)**; an unprecedented circumstance that today is becoming increasingly challenging due to:

1. The exponential growth of wealth creation in a context where it grows unequally, i.e.:, The rich get richer and richer while the poor get poorer and poorer, creating conditions conducive to social resentment.

2. The appetite for power, fame, and money of some political and social leaders, NGOs, and bad journalists whose business (source of income) is the opposition and the hostile rejection of the civil society's lack of order and institutionality that social chaos propitiates.

3. The low level of awareness, competence, and communication and negotiation skills of the members of the Community Engagement and Development area of the companies in the extractive sector since this area is utilitarian and not strategic for many companies.

4. Technological innovation that allows accessing, recording, and spreading information like never before. Equipment such as drones and smartphones that take better photos, record better videos, and even phone calls have become massive communicational weapons.

5. The adoption of technology that allows every rural citizen to become a real-time auditor of the operational activities of any extractive activity, whether in its exploration and/or operation stage.

6. Social networks allow the development of individual communicational content that can destroy the reputation of any company and/or business leader in a matter of minutes, thanks to narratives that are often decontextualized and riddled with truths and lies.
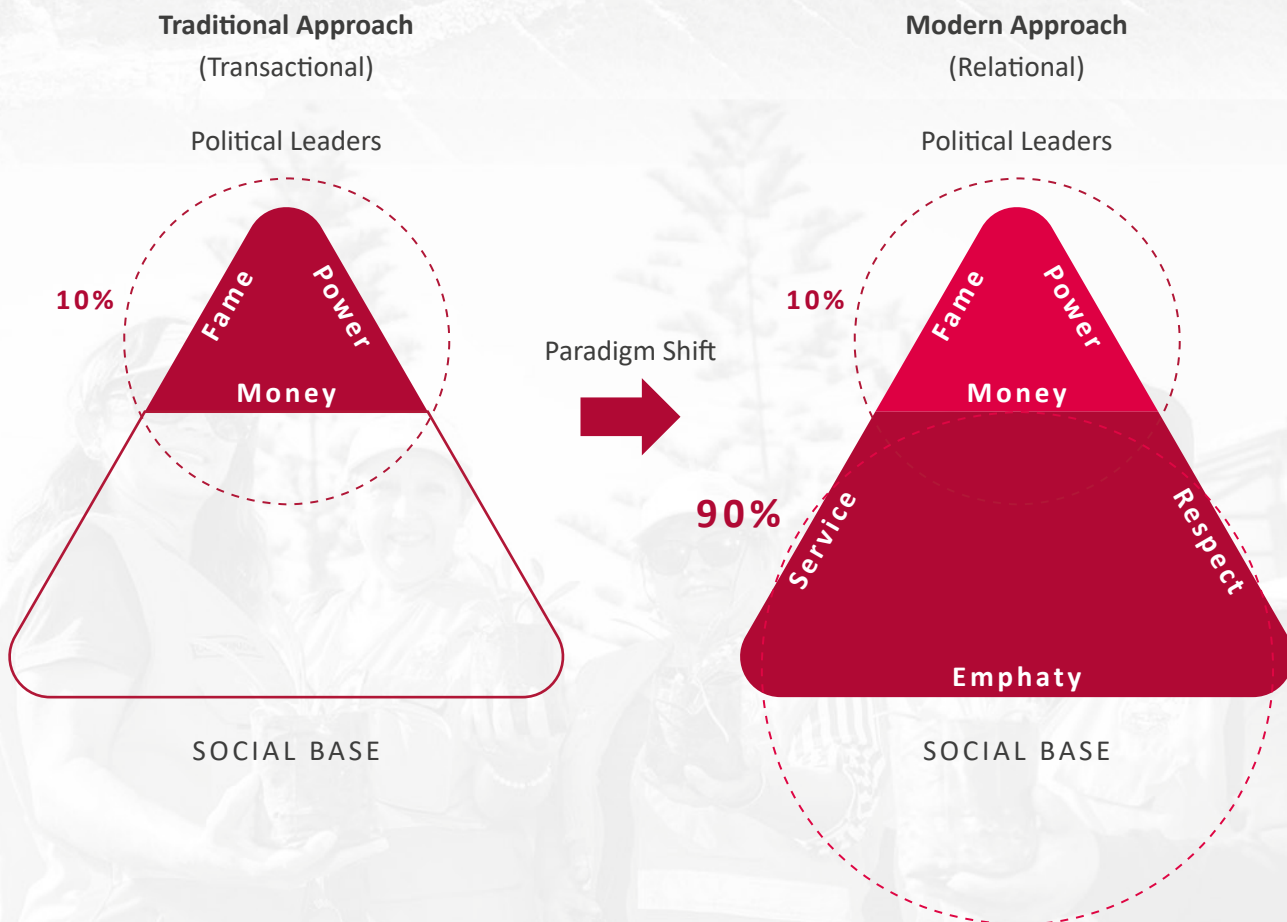
"Therefore, any extractive company in the 21st century that wishes to win the hearts of the population must understand the essential, unpostponable, and non-transferable need to develop a Sustainable LTO Model that allows it to move strategically from the "top of mind to the top of heart" in the areas of their influence.".

NEW PARADIGM
OF THE SOCIAL FENCE

Unfortunately, the world is changing rapidly, and some companies still do not realize it. The world needs an even more conscious capitalism that understands the need to evolve from an exclusive orientation of Shareholders to an inclusive orientation of Stakeholders, especially in regions such as Latin America where the state lacks institutionality and where its resources do not benefit the great majority due to internal inefficiencies, corruption of officials and mismanagement of the resources that extractive activities deliver to the state.

Therefore, a paradigm shift in social engagement management is imperative, as can be seen in the following master diagram:

NEW APPROACH TO LTO

Traditional Approach	Modern Approach
(Transactional)	(Relational)

Political Leaders

Political Leaders

10%

Fame

Power

Money

10%

Fame

Power

Money

Paradigm Shift

90%

Service

Respect
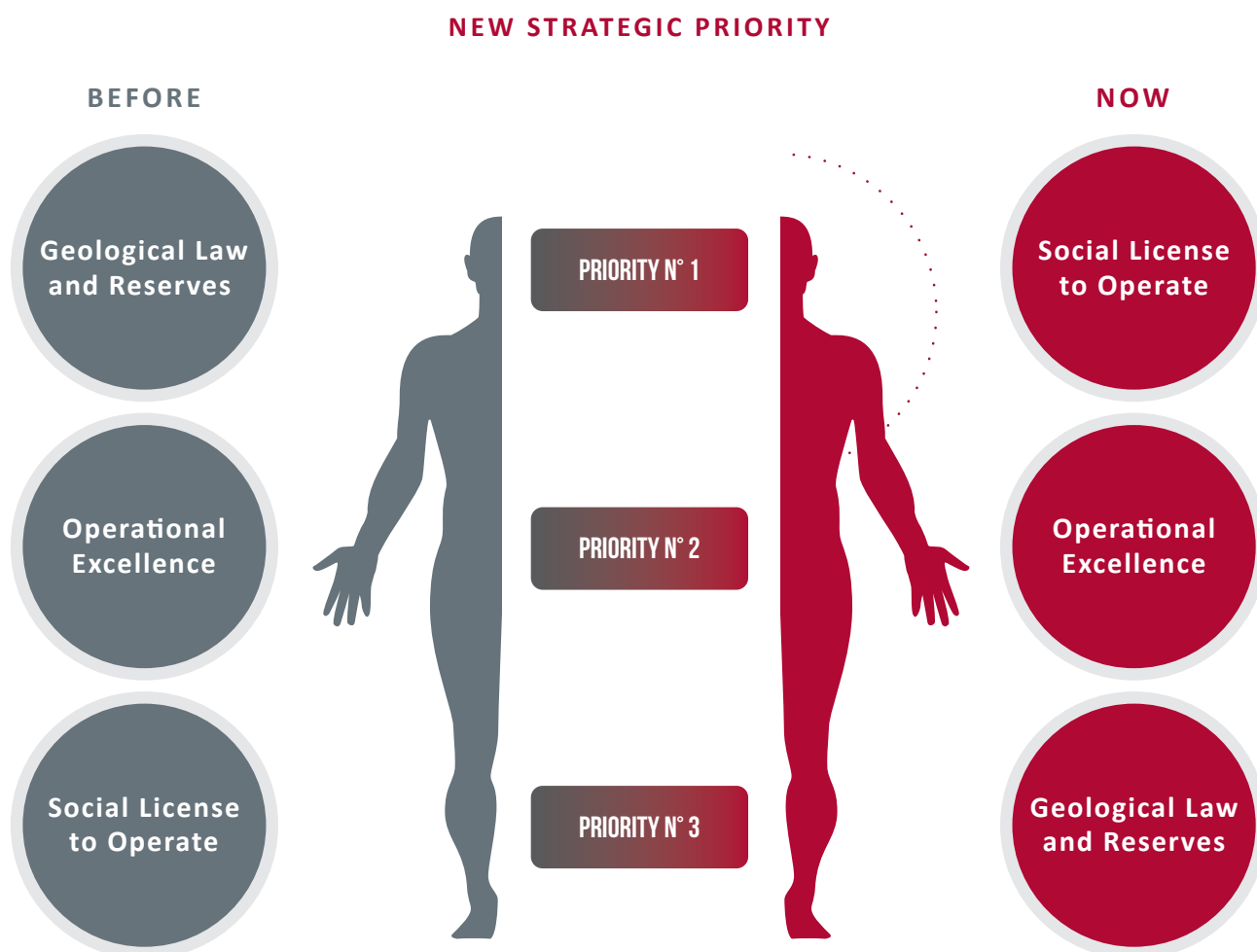
Emphaty

SOCIAL BASE

SOCIAL BASE

The leaders of the extractive industry must understand that today, the LTO is delivered by something other than the politicians in office, who unfortunately often only seek fame, power, and money, but by the social base. The social base is the one that ultimately has unsatisfied needs and is where the power comes from.

In this sense, extractive companies have only two possibilities in the face of the new paradigm: "involution or evolution."

Involution requires adherence to anachronistic management models that no longer work due to systems of thought, beliefs, and values that generate dysfunctional attitudes from the highest levels of organizations, resulting in a need for more attention to new strategic priorities in the extractive sector.

On the contrary, evolution demands total detachment from obsolete management models, allowing new ideas to permeate from the highest management levels, manifested in the organization's internal and external social management. Today more than ever we require an open system of thinking to achieve a harmonious coexistence between operations, the environment, and areas of influence.

Consequently, business leaders in the sector must understand that the new strategic priority is the Social License to Operate (LTO) as self-explained in the following diagram:

NEW STRATEGIC PRIORITY

BEFORE

NOW

Geological Law and Reserves

PRIORITY N° 1

Social License to Operate

Operational Excellence

PRIORITY N° 2

Operational Excellence

Social License to Operate

PRIORITY N° 3

Geological Law and Reserves

In this sense, any extractive activity that does not understand that the new strategic priority is the Social License to Operate is doomed to failure during the entire life cycle of the asset: project- construction- operation, regardless of the commodity's price. Companies must transcend the "illusion" of believing that the most important thing is the asset under the ground. An asset without LTO is simply a potential asset and, not a real one. It is a liability because of the costs required to maintain it.

SOCIAL FENCE
MANAGEMENT MODEL

First, we must understand a model as the abstraction of a functional operating system that produces a result sustainably, in our case the LTO. In our experience, we have found that only some extractive companies have a functional model that is easy to understand, assimilate and implement in day-to-day operations.

Therefore, after traveling the world, we found that the best social license to operate the model is the one that springs from the following formulation:

FORMULA FOR SUCCESSFUL SOCIAL MANAGEMENT

Engagement Management **+** Development Management **=** Sustainability Management

From this, we can conclude that LTO is the natural consequence of two fundamental management approaches: **engagement management and community development management**. However, it is crucial to understand the following:

1. In mathematics, the order of the factors does not affect the product, but in social management, it does, and very much so. Social management fails when we try to promote community development programs, investing vast amounts of money without a positive functional engagement at the base.

2. The fullness of engagement is the basis for community development. Suppose there is not a positive engagement first. In that case, there will never be the right conditions for good community development that is accepted, valued, and recognized by the population, understanding by positive engagement, an engagement based on mutual respect, honesty and transparency, empathy, appreciation, and honor to fulfill agreements, humility and a genuine vocation of service.

3. The fullness of community development is the underpinning of the LTO. Any extractive sector company must understand that the central objective must be endogenous community development, that is, to achieve self-sustaining community development once the extractive operation has closed its activities.

In sum, firstly, Positive Engagements, secondly, Community Development, and thirdly, LTO. This implies that the quality and sustainability of the LTO will depend directly on the quality of the engagement and the quality of community development, as can be seen in the following diagram:

Therefore, business leaders must understand that sometimes taking the shortest path only lengthens the road. Engagement management is a long road, but sustainable and much more profitable than making significant investments in development programs that are not well supported by the quality of the social engagement.

VALUE GENERATION PYRAMID

Quality Management

Social License to Operar

Sustainability

Development

Engagement
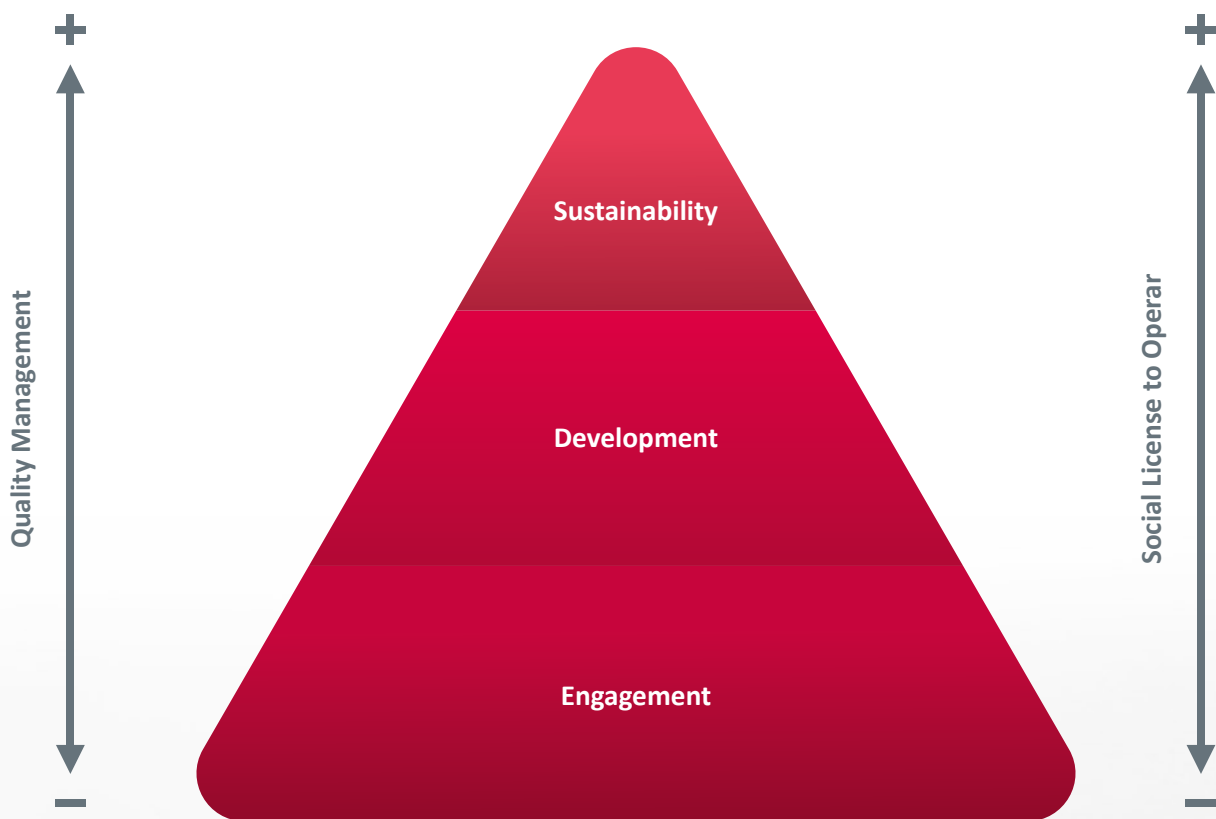
SOCIAL FENCE
INFORMATION SYSTEM

First, we must understand a system as the functional information that yields a dynamic structure in motion and whose abstraction gives rise to a management model. In our experience, we have found that few extractive companies have an information system or critical KPIs that are easy to understand, assimilate and implement in the daily operation of social management.

The Social Fence management measurement system, which we will detail in the following pages, is based on a natural process of attitude transformation that often goes unnoticed by most leaders. As far as possible, the ideal of all social management is to achieve that the communities of influence perceive a minimum degree of admiration towards the operation/company thanks to the quality of the engagement and the perceived quality of community development.

| ADMIRATION | → | INSPIRATION | → | TRANSFORMATION |
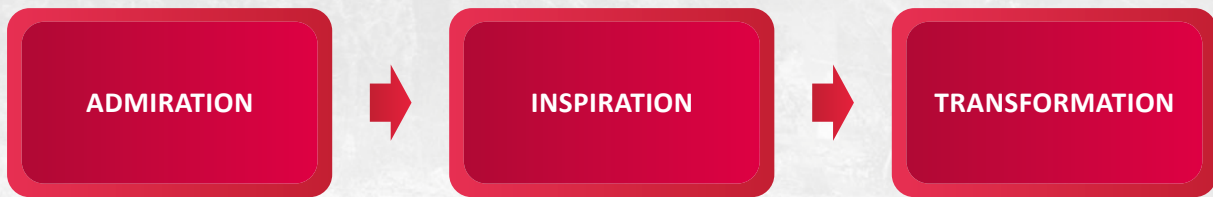
"Admiration precedes Personal Inspiration."

"Inspiration precedes Attitude Transformation."

"Attitude Transformation precedes Positive Engagement."

In the following, we expand the context of the significance of the proposed quantitative measurement system for social management in the area of attitude transformation:

1. This quantitative measurement of attitudes is a key indicator of the Social License to Operate or LTO, which seeks to objectify the subjective over time and is aimed at quantifying the real power of social acceptance of any company that carries out an extractive activity.

2. This quantitative measurement of attitudes is an indicator that will reflect the consequence, but not the cause, of the acceptance of the LTO, a product of two key factors: Quality of Engagement + Quality of Community Development.

3. This quantitative measurement of attitudes has the great advantage of traceability over time, and by not being a binary structure: No Acceptance vs. Acceptance, it allows us to better understand the degree of acceptance due to its 0-10 scale, as well as, to establish focused strategies by each group of people who share similar attitudes in the areas of influence.

4. The quantitative measurement results of attitude transformation have a behavior similar to that of a curve of diminishing returns; that is, as it improves, it will demand more intelligence and analysis to continue consolidating its growth.

5. This quantitative measurement of attitudes should be executed in each influence zone with an initial frequency of six months and then stabilize at a measurement frequency of every twelve months to develop practices for anticipating social conflicts.

Calculation Methodology

To calculate attitudes, the following aspects must be considered beforehand:

a) The measurement result is a key indicator that measures the evolution of a company´s attitudes of a community of influence: From the manifest rejection to the genuine acceptance.

b) The measurement system has a scale ranging from 0-10, since in the area of attitudes and attitudes and human emotions one cannot use binary notions such as Non-Acceptance and Acceptance.

c) The measurement system categorizes its scale into: Opponents (0-6), Passive or Neutral (7-8) and Promoters (9-10).

Semiological Decoding

To decode the scale, SUPERA, based on more than 20 years of experience serving in more than 10 countries and on its semiological knowledge of human signs and codes, proposes the following decoding scale:

SEMIOLOGICAL DECODING SCALE FOR LEVEL OF SOCIAL ACCEPTANCE
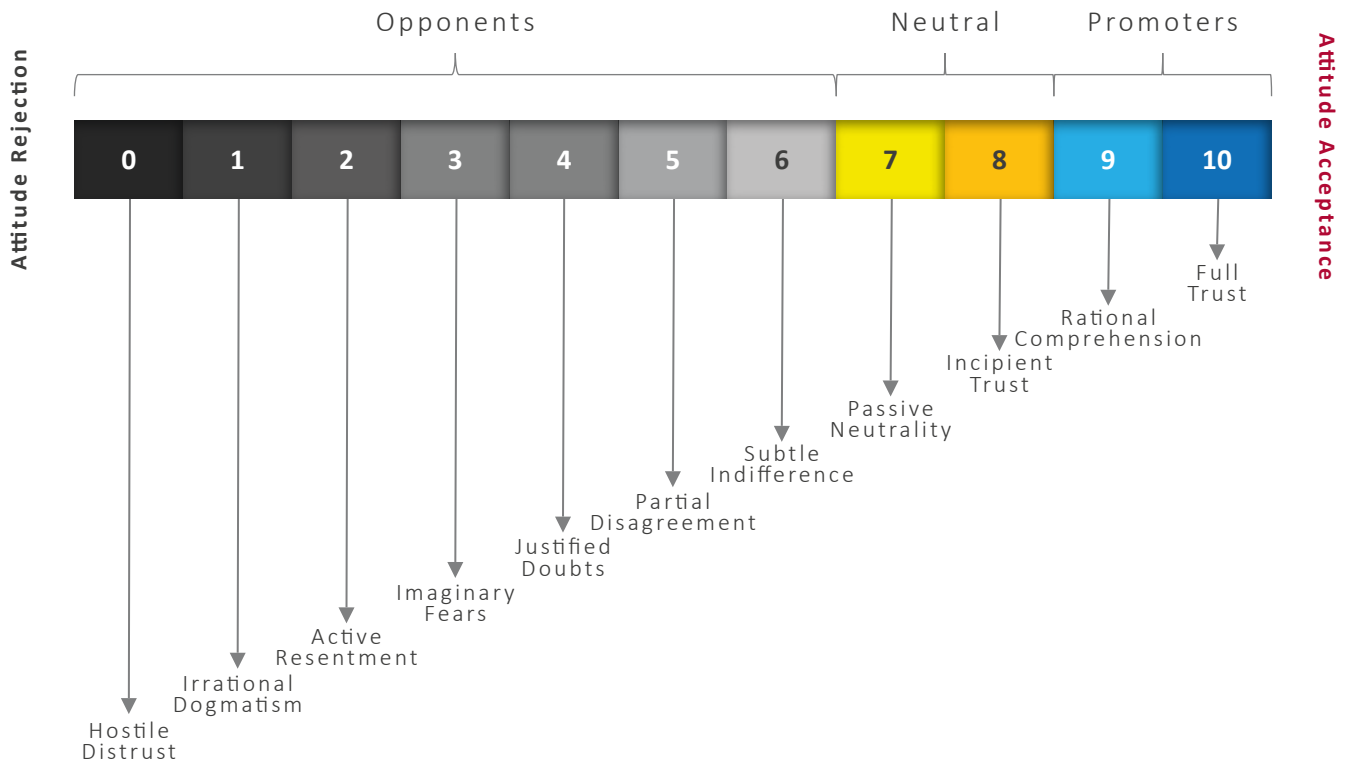
The implications of decoding this proposed scale to obtain the LTO are:

1. Moving from overt rejection to genuine acceptance is a process, not an event, requiring a process of the cultural transformation of attitudes, which in some cases may take up to five years due to the severity of dysfunctional attitudes found in the collective imaginary of influential populations.

2. The central dynamic of attitude transformation is to quantify the shift to the right from opponents to passives and from passives to promoters until reaching the maximum possible % of promoters: The ideal within the possible. An ideal % of promoters in the extractive industry would be 40%-50%.

3. The strategy for each social actor is different and must be approached very intelligently by the engagement team. First, to build the loyalty of the promoters; second, to enlighten the passive ones; and, finally, in an ideal situation, to convert as many opponents as possible, being aware that we will never have 0% of opponents. An ideal % of opponents in the extractive activity would be 10%-15%.

4. Monitoring the numerical % distribution is fundamental to evaluating the progress of the social management strategy. It is not the same to have "50% opposed, with 80% concentrated in number 2 (active resentment) as to have "50% opposed, with 80% concentrated in number 5 (partial disagreement).

5. The quality of the messages, messengers, and the methodology of the communication ring is fundamental. It must be aligned in all the previously described areas: Labor, Social, Operational, Lega,l and Political. Good intentions and ideas are not enough, you must know how to communicate them strategically.

6. The engagement and community development team and in particular the chosen messengers must meet three essential conditions: High level of awareness, proven competence, and strong communication skills, the first quality being the most important.

MANAGEMENT STRUCTURE
OF THE SOCIAL FENCE

First, we must understand the structure as a notion that allows us to understand the relationship of the parts to the whole. There is an excellent opportunity to clarify the structure that underlies the management of the Social Fence, which is why we propose below a holistic structure that will allow us to understand the relational links of the LTO:
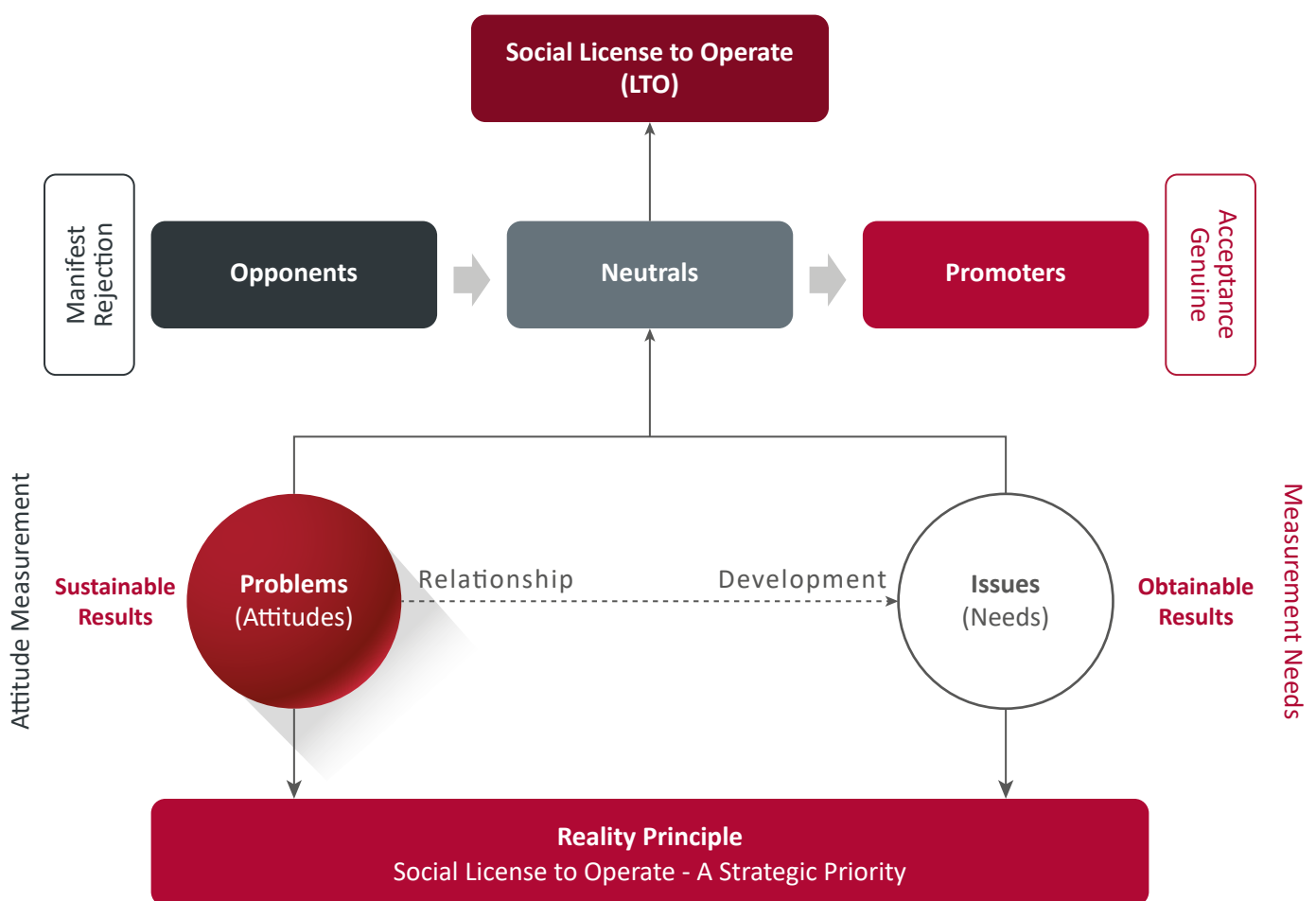
The above diagram shows that LTO is the natural consequence of **Engagement Quality and Community Development Quality**. However, it is critical to understand that the lack of Engagement is due to problems (dysfunctional attitudes) not yet resolved with the influence communities. At the same time, Development is oriented to solve issues or needs that are part of the life project of the inhabitants of the influence communities.

This structure allows us to see the notable difference between the "problem vs. issue vs. reality principle." If the extractive industry does not accept as a reality principle that LTO is the new strategic priority, little can be done. On the other hand, if an extractive company does not understand that before thinking about helping to "solve the problems" of the communities of influence, it must "transform the attitudes" of the people of the community through a positive engagement, the valuation and recognition of any social investment made by the company will be minimal or far below what is expected.

WHAT DOES SOCI AL MANAGEMENT FACE?
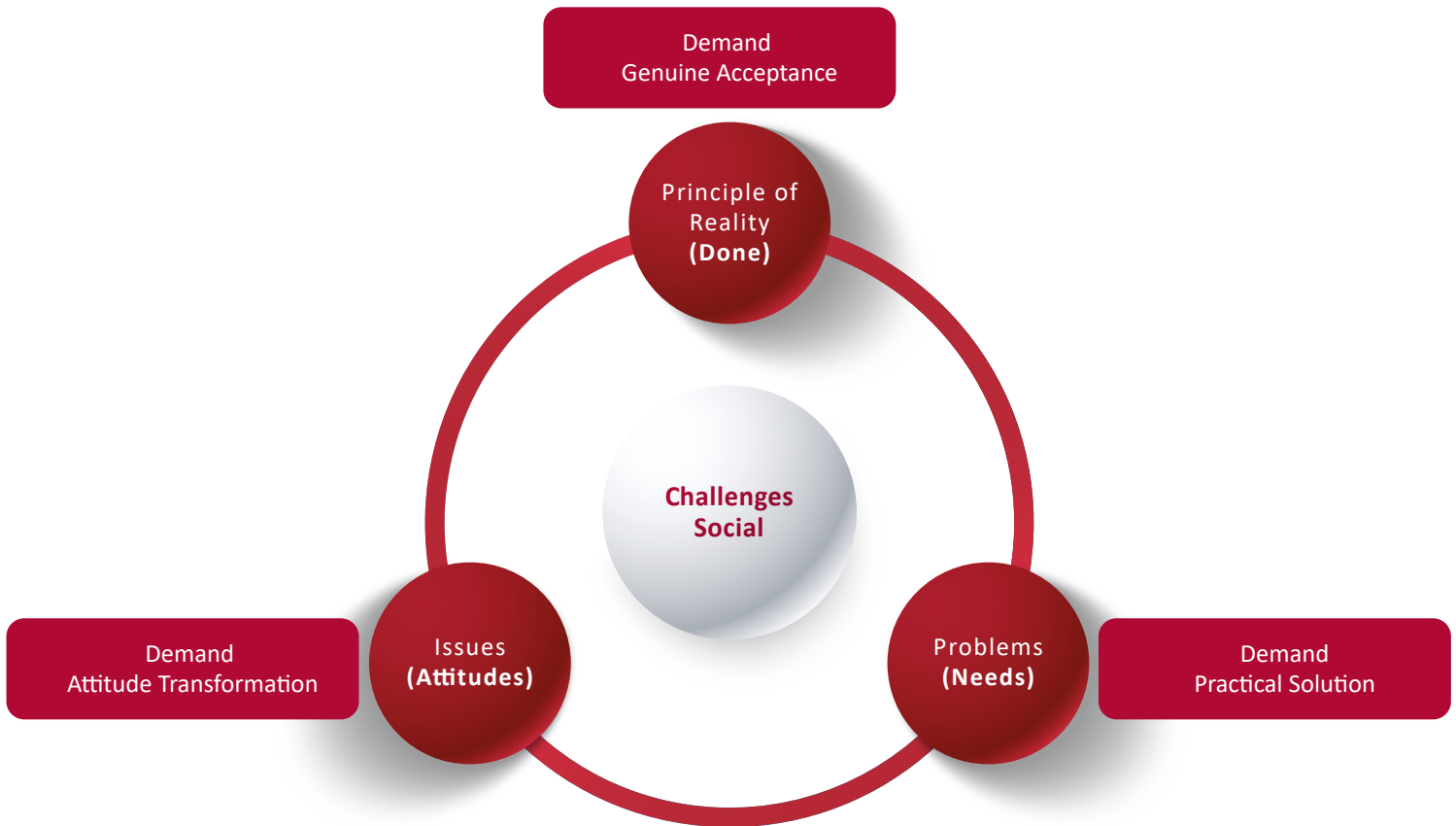
Consequently, the LTO requires first, a positive engagement that allows the transformation of attitudes of the inhabitants in the different degrees of opposition and/or passive posture towards a greater acceptance and/or promotion of the project/operation, a strategic objective that is achieved only if the issues (negative attitudes towards the project/operation/company) are addressed before the problems (needs to improve the quality of life). The Social License to Operate is a new strategic priority. Consequently, the area of engagement and community development is strategic and not utilitarian, throughout the asset's life: project/construction, operation/expansion, and closure.

MANAGEMENT CODES
OF THE SOCIAL FENCE

First, we must understand code as a set of signs that allow us to understand something. All knowledge is codified. To access the knowledge of something is to access its code.

In this sense, we enthusiastically share with you the following LTO management knowledge codes, which we have structured into 6 families:

Community Development

Universal Management

Community Engagement

LTO Codes

Social Strategy

Social Execution

Organizational Structure

Universal Management Codes

1. Modern, responsible extractive and agricultural activities can coexist harmoniously at distances as close as 300 meters. There are numerous examples of this worldwide, such as organic cocoa plantations around extractive industry operations.

2. Farmers can benefit economically, as their income growth potential can reach up to nine times, tripling their production with productive projects and tripling their price by improving the quality of their products thanks to the technification of agriculture, productive associativity, and access to more and better markets.

3. The attitude of the community is the innocent reflection of the attitude of the area of engagement and community development according to the universal human laws of action-reaction, i.e., 80% or more of the issues (negative attitudes) of the communities of influence have their deep origin in the dysfunctionality of the area of community relationship and development.

4. Extractive activities in general tend to be invasive and aggressive, tending to violate the values most cherished by the communities: humility, respect, and gratitude, among other essential virtues, so it is essential to develop awareness and human skills of those who interact with people in the areas of influence.

5. Every community is exposed to intimidation, manipulation, and disinformation: but in every community, there will always be leaders with the "long view" (long term) who can distinguish truth from lies. They are the agents of change, the noble ones we must know, understand, and positively influence.

6. The best way to generate an optimal positive engagement is a direct contact with the leaders of the community (political, institutional, academic, community, religious, etc.). The use of "operators" as "communication bridges" is not recommended due to their strictly economic motivations.

Social Strategy Codes

1. All company leaders must understand that the new strategic priority during construction, operation, and expansion is the Social License to Operate (LTO): Communities are their first and most important customer.

2. The first battle that must be won is positive engagement because; without a good engagement, there is no LTO possible. The second battle that must be won is high social impact development programs, through an intelligent investment that seeks the endogenous development of the community. The result of winning these battles consistently is the LTO.

3. The main mistakes in obtaining the Social License to Operate are: neglecting complaints and grievances, failing to monitor possible emerging issues: potential risks, and social incidents such as breach of promises.

4. It is possible to reverse the situation and move from open hostile rejection to genuine acceptance of the extractive activity. The key is to regain and deserve trust via the formula: Positive Engagement + Community Development = Social License to Operate.

5. The best way to combat myths and opponents is to show the community the reality through participatory environmental monitoring and guided tours of the facilities because only real experience can neutralize myths and fears. The message is clear: "I am your friend; I am transparent and I invite you to my home."

6. Any visit program to existing facilities should seek to show the new reality and new technologies that allow the protection of the environment. Two key visit programs are local visits for influence communities and national visits for institutions and students to develop more social ambassadors. The more visitors, the greater the possibility of increasing the number of promoters. It does not matter if you start with one visitor, because the process has a compounding effect.

7. There is a vast difference between real impact and perceived impact. Therefore, guided tours must be intelligently designed and executed by highly trained people with great empathy, service, competence, and communication capacity. It is vital to monitor visitor perception before the experience and perception after the experience.

8. Three fundamental pillars of successful community development initiatives are networking and outreach, strong promotion of gender equity, and real empowerment of communities. Particularly in Latin America, where there is much machismo, promoting gender equity is very important.

9. A fundamental factor is not to forget that the engagement and community development team represents the company within the communities and represents the communities within the company. They are the communicating vessel between two worlds, a business world where time is worth more than money and a community world where time can be an excellent negotiation weapon.

10. The agile support and adequate backing of all areas, especially the areas of projects, operations, supply chain, environment, internal security, legal and human resources to engagement and community development is transcendental for the achievement and sustainability of the LTO.

11. To ensure the sustainability of excellence in social management, it is highly recommended to follow and/or improve international standards, such as the IFC: 12 clearly explained chapters.

12. Some political and/or social actors may ask for "economic favors" individually. The shared vision in all the fences should be the same: "We are a public company and we are subject to rigorous audits that prevent us from handing over any money. The world has already changed".
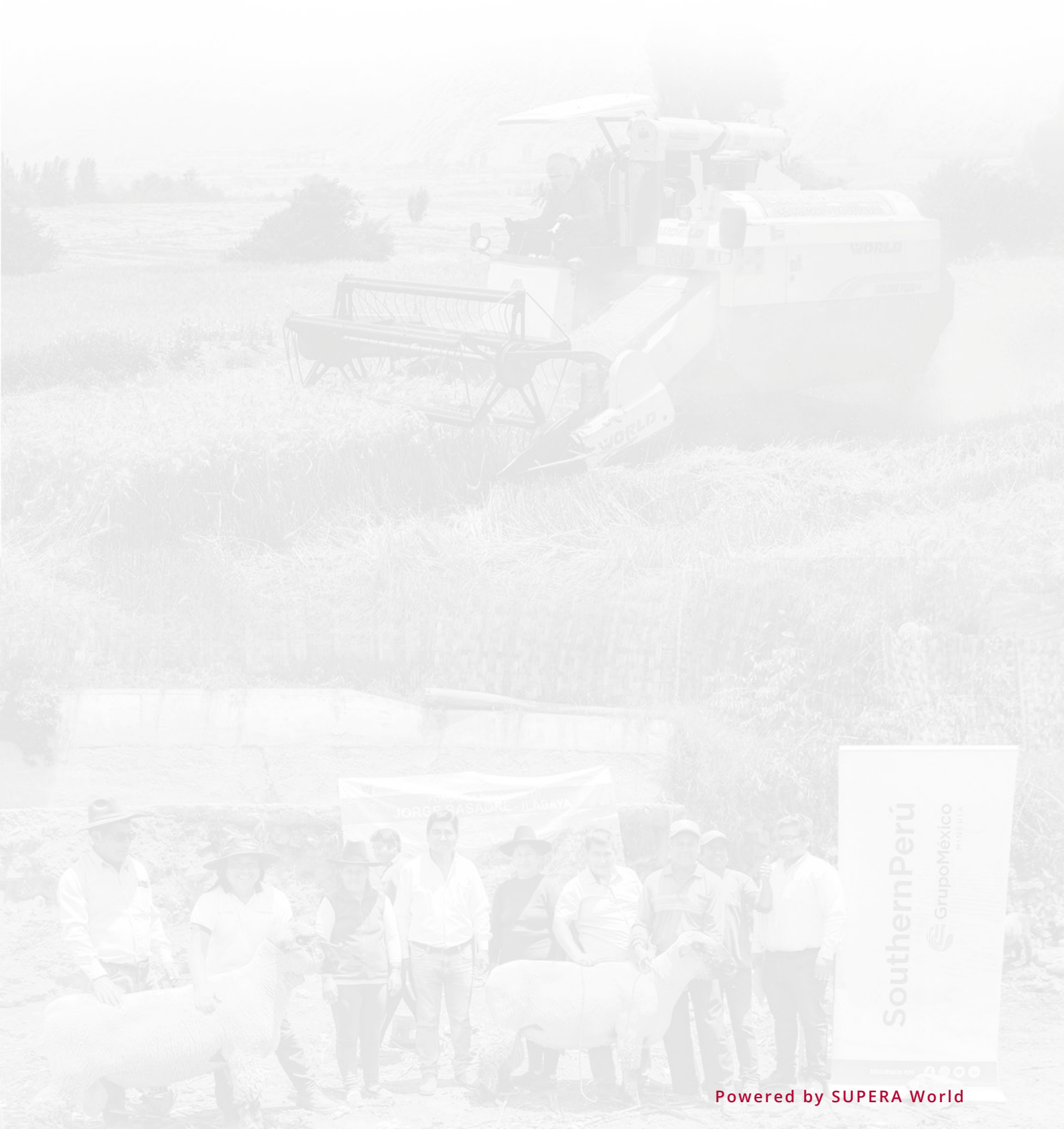
Organizational Structure Codes

1. Traditionally, extractive companies are very strong in the area of operations, but they are very weak in human management and consequently in social management. Therefore, the New Social Paradigm demands a solid social management structure with a direct report to the company's presidency.

2. The structure of the engagement and community development area can be dynamic according to the context of the project and/or operation. However, ideally, it should have 4 basic areas: Informative: Information for the community; Content: Employment and local businesses; Monitoring: Anticipation of risks; and Development: High impact productive projects. In the project's initial phase, an additional area could be oriented to land purchase, displacement & mobilization.

3. The world and the extractive industry must also change. You must have a dedicated person or specialized external consultant to manage traditional and digital social media communication in real-time to avoid any "communication crisis." Before, the content was only owned by the media. Today, content is owned by the people.

4. An Engagement and Community Development team is the closest thing to an army: Its weapons are the head and the heart to ethically influence leaders and the entire community always to seek the greater good.

5. The human leadership and organizational structure of the Engagement and Community Development area is fundamental for the success of the management. Therefore, it is of utmost importance that the people who make up the area have a tremendous vocation of service and a great sense of belonging to achieve the victory of the sustainable LTO.

6. The Engagement and Community Development team will be selected according to the specific context of each project/operation. Generally speaking, it is advisable, unless the context warrants it, to select people from the community itself so that they have greater legitimacy in the eyes of the people, and can speak truthfully about their intentions to seek the best for the community. However, they must be trained and accompanied continuously regardless of where they are selected. A grave mistake is to sub-hire them or have them under unstable contracts, with monthly or quarterly renewals that damage the sense of belonging, creating conditions conducive to competition and internal non-collaboration towards the common goal: Social License to Operate.

Social Performance Codes

1. Engagement and Community Development plans must be clear, to be understood and monitored on an ongoing basis, since, due to the physical, emotional, and intellectual demands of daily work, it is very easy to lose focus and effectiveness in the management of the Social License to Operate. It is highly recommended to have alignment meetings with the different levels of leadership of the operation to strengthen the role of "ambassador" within the organization. Internal communication should always be stronger than external communication.

2. Any development plan, initiative, or project must always be carried out with "closure" in mind. The most visionary business leaders always ask themselves the following question: If the transaction were to close tomorrow, what would happen to the sustainability of the community?

3. The members of the Engagement and Community Development area should be the ones to deliver the good news and the bad news, avoiding favoritism. Therefore, it is not recommended to use foundations to deliver "good news," nor should two different teams be used to relate to each other and to carry out development programs.

4. Spokespersons who lack awareness, capacity, and good communication skills, who send messages without empathy and solidarity, should be avoided at all costs. Remember that "one drop of ink" can contaminate the whole wellspring. If there is something that spreads faster than COVID-19, it is a bad example. The social management team's coherence, congruence, and consistency over time are fundamental.

5. It is not recommended that the responsibility for social discourse be handled by the corporation, leaving aside the operation that knows the reality. The local Engagement and Community Development people are the ones who should learn the operational discourse, because they are the ones called to be the ambassadors and interpreters between the operation and the community, always counting on the support and participation of the operation leaders in social management.

6. During the life of the extractive project, most of the complaints and claims come from the contractors, which is why it is vital to do two things: first, sensitize their owners and leaders of the impact of their work and second, align economic incentives to promote employment and local purchases, ensuring that complaints and claims have an effective solution in the shortest possible time.

7. Social management tools are essential for monitoring latent and emerging risks. Through these tools, it will be very clear where to focus efforts for the success of operations. The social intelligence person must respond in advance and avoid falling into reaction.

8. The support of senior management in managing the Social License to Operate is key because, without it, little or nothing can be achieved. The leader and collaborators of the Engagement and Community Development area must have the following profile: deep, healing, and empathetic heart; disciplined, negotiating, and methodical mind; warrior and tireless hands.

9. The Engagement and Community Development area is a purely field-based team (maximum 8 hours a week in the office) because this is the only way to avoid any detail and anticipate problems before they occur. In this way, we follow the wise phrase of St. Francis of Assisi: "What are you doing here in the temple when the poor are out there?

Community Engagement Codes

1. Engagement must be genuine, transparent, and not based on interest, to guarantee a healthy birth of bonds and thus create the right conditions for the emergence of a "deserved trust."

2. Engagement with political authorities should be done through Engagement and Community Development leaders and not with political operators who usually have a bad reputation, mixing truths with lies and always looking for their personal interest to make money for the company.

3. Engagement with the media should be done by giving them the "scoop of information." Never fall into the trap of paying them to speak well of the company, as this generates a culture of mercenaries who sell themselves to the highest bidder. Preferably always communicate what has been done and not what will be done. The management of expectations is critical in social management.

4. The risk monitoring area is fundamental because it is the "brain" that daily fills in a system with all the relevant information for management: risk matrix, and stakeholder mapping, among other fundamental management tools for the anticipation of problems that may put the Social License to Operate at risk.

5. A community values humility, respect, the ability to listen (with genuine attention), and a close and accessible human relationship that provides real follow-up to their complaints, claims and/or requests to help solve them promptly.

6. Every social promise immediately becomes a social obligation. We should never promise what we cannot or will not deliver. Therefore, the Engagement and Community Development area must be synonymous with coherence, congruence and consistency.

Community Development Codes

1. The ideal objective of community development is to achieve the autonomy of the communities (endogenous development) by first providing temporary support to the mine (exogenous development), thus moving from the behavior of attachment to detachment and autonomy of management because the mine will always have a finite life.

2. All development plans should be co-created with the participation of grassroots leaders and validated by government authorities (when they have a minimum degree of social legitimacy). One of the common mistakes is to support initiatives from political authorities of the moment that have no social support, as they do not respond to the real needs of the communities, generating dissatisfaction and greater social rejection.

3. Community development initiatives can be diverse and structured in stages according to each specific context. However, there are initiatives with high social impact such as the promotion of associativity, institutional strengthening, development of circular economy, development of agricultural productive chain, support to health and education, as well as the creation of local companies that provide services during the construction and operation stage, which should be considered within community development investments.

4. Local employment development programs are essential to avoid the extinction of communities, as they prevent young people from migrating to more distant cities in search of new job opportunities. The company must be perceived as synonymous with the creation of decent employment: Employmentmania!

5. The company's assistance in the institutional strengthening of communities is vital for effectively advancing community development decisions and actions. It should start with existing organizations and/or associations with social legitimacy. The company must become the strategic ally of organizations with social legitimacy.

6. To ensure the success of institutional strengthening in the communities, it is necessary to identify and promote leaders who have a greater vision of the future and a genuine interest in serving their community, since they are the ones called upon to defend the activity against possible political or social actors or ill-intentioned NGOs that only seek to manipulate and misinform people.

7. Partnerships with civil society institutions such as iconic state universities are essential to validate and strengthen the reputation of companies locally, regionally, and nationally.

8. Developing productive projects visible to the community, such as fish farming in the water discharge areas of the operations, is strategic because it kills any myths that the company pollutes the water.

9. Community requests could be endless if endogenous development is not achieved. The key is prioritizing needs for the greater good, especially those with a transgenerational impact, such as water and drainage for a community.

SUPERA

CONSCIOUS MANAGEMENT

SUPERA World is a boutique consulting firm oriented towards

to the development and strengthening of the

Culture to Operate (CTO) and Social License to Operate (LTO)

Finally, we would like to thank all our clients, who for more than 20 years have trusted us and helped us to fulfill our purpose: Helping to Improve the Quality of Life from the Development of Consciousness, and especially those who inspired us to materialize this practical guide for the extractive industry.

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