

# **RESPONSABILIDAD SOCIAL EMPRESARIAL: ¿INVERSION O GASTO?**

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# OBJETIVOS

- 1. Enfoque conceptual**
2. RSE: Un concepto controvertido
3. El negocio de sustentabilidad: ¿Nuevo paradigma?

# **LOS CONCEPTOS DE D.S., SUSTENTABILIDAD Y RSE EN MINERIA**

- 1970** RSE es maximizar la utilidad- Milton Friedman
- 1987** Desarrollo Sustentable: Brundtland
- 1992** SME Mining Engineering Handbook 2<sup>nd</sup>
- 1997** Triple Bottom Line - John Elkington
- 1999** Concept de DS en Minería: BERLIN II - UNEP
- 2003** Sustainable Development Framework- ICMM
- 2012** The Business of Sustainability

# The Social Responsibility of Business is to Increase its Profits by Milton Friedman

The New York Times Magazine, September 13, 1970. Copyright @ 1970 by The New York Times Company.

When I hear businessmen speak eloquently about the "social responsibilities of business in a free-enterprise system," I am reminded of the wonderful line about the Frenchman who discovered at the age of 70 that he had been speaking prose all his life. The businessmen believe that they are defending free enterprise when they declaim that business is not concerned "merely" with profit but also with promoting desirable "social" ends; that business has a "social conscience" and takes seriously its responsibilities for providing employment, eliminating discrimination, avoiding pollution and whatever else may be the catchwords of the contemporary crop of reformers. In fact they are—or would be if they or anyone else took them seriously—preaching pure and unadulterated socialism. Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society these past decades.

The discussions of the "social responsibilities of business" are notable for their analytical looseness and lack of rigor. What does it mean to say that "business" has responsibilities? Only people can have responsibilities. A corporation is an artificial person and in this sense may have artificial responsibilities, but "business" as a whole cannot be said to have responsibilities, even in this vague sense. The first step toward clarity in examining the doctrine of the social responsibility of business is to ask precisely what it implies for whom.

Presumably, the individuals who are to be responsible are businessmen, which means individual proprietors or corporate executives. Most of the discussion of social responsibility is directed at corporations, so in what follows I shall mostly neglect the individual proprietors and speak of corporate executives. In a free-enterprise, private-property system, a corporate executive is an employee of the owners of the business. He has direct responsibility to his employers. That responsibility is to conduct his business in accordance with their desires, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom. Of course, in some cases his employers may have a different objective. A group of persons might establish a corporation for an eleemosynary purpose—for example, a hospital or a school. The manager of such a corporation will not have money profit as his objective but the rendering of certain services.

In either case, the key point is that, in his capacity as a corporate executive, the manager is the agent of the individuals who own the corporation or establish the eleemosynary institution, and his primary responsibility is to them. Needless to say, this does not mean that it is easy to judge how well he is performing his task. But at least the criterion of performance is straightforward, and the persons among whom a voluntary contractual arrangement exists are clearly defined. Of course, the corporate executive is also a person in his own right. As a person, he may have many other responsibilities that he recognizes or assumes voluntarily—to his family, his conscience, his feelings of charity, his church, his clubs, his city, his country, etc. He may, feel impelled by these responsibilities to devote part of his income to causes he regards as worthy, to refuse to work for particular corporations, even to leave his job, for example, to join his country's armed forces. In these respects, we may refer to some of these responsibilities as "social responsibilities." But in these respects he is acting as a principal, not an agent; he is spending his own money or time or energy, not the money of his employers or the time or energy he has contracted to devote for their purposes. If these are "social responsibilities," they are the social responsibilities of individuals, not of business.

What does it mean to say that the corporate executive has a "social responsibility" in his capacity as businessman? If his statement is not pure rhetoric, it must mean that he is to act in some way that is not in the interest of his employers. For example, that he is to refrain from increasing the price of the product in order to contribute to the social objective of preventing inflation, even though a price increase would be in the best interests of the corporation. Or that he is to make expenditures on reducing pollution beyond the amount that is in the best interests of the corporation or that is required by law in order to contribute to the social objective of improving the environment. Or that, at the expense of corporate profits, he is to hire "hardcore" un-employed instead of better qualified available workers to contribute to the social objective of reducing poverty. In each of these cases, the corporate executive would be spending someone else's money for a general social objective. Insofar as his actions are in accord with his "social responsibilities" reduce returns to stockholders, he is spending their money. Insofar as his actions raise the price to customers, he is spending the customers' money. Insofar as his actions lower the wages of some employees, he is spending their money. The stockholders or the customers or the employees could separately spend their own money on the particular action if they wished to do so. The executive is exercising a distinct "social responsibility," rather than serving as an agent of the stockholders or the customers or the employees, only if he spends the money in a different way than they would have spent it.

But if he does this, he is in effect imposing taxes, on the one hand, and deciding how the tax proceeds shall be spent, on the other. This process raises political questions on two levels: principle and consequences. On the level of political principle, the imposition of taxes and the expenditure of tax proceeds are governmental functions. We have established old-estate constitutional, parliamentary and judicial provisions to control these functions, to assure that taxes are imposed so far as possible in accordance with the preferences and desires of the public—after all, "taxation without representation" was one of the battle cries of the American Revolution. We have a system of checks and balances to separate the legislative function of imposing taxes and enacting expenditures from the executive function of collecting taxes and administering expenditure programs and from the judicial function of mediating disputes and interpreting the law.

Here the businessmen—self-selected or appointed directly or indirectly by stockholders—do so to simultaneously legislate, execute and, judge. He is to decide whom to tax by how much and for what purpose, and he is to spend the proceeds—all this guided only by general considerations from on high to restrain inflation, improve the environment, fight poverty and so on and so on. The whole justification for permitting the corporate executive to be selected by the stockholders is that the executive is an agent serving the interests of his principal. This justification disappears when the corporate executive imposes taxes and spends the proceeds for "social" purposes. He becomes in effect a public employee, a civil servant, even though he remains in name an employee of a private enterprise. On grounds of political principle, it is intolerable that such civil servants—insofar as their actions in the name of social responsibility are real and not just win-dow-dressing—should be selected as they are now. If they are to be civil servants, then they must be elected through a political process. If they are to impose taxes and make expenditures to foster "social" objectives, then political machinery must be set up to make the assessment of taxes and to determine through a political process the objectives to be served.

This is the basic reason why the doctrine of "social responsibility" involves the acceptance of the socialist view that political mechanisms, not market mechanisms, are the appropriate way to determine the allocation of scarce resources to alternative uses. On the grounds of consequences, can the corporate executive in fact discharge his alleged "social responsibilities"? On the other hand, suppose he could get away with spending the stockholders' or customers' or employees' money. How is he to know how to spend it? He is told that he must contribute to fighting inflation. How is he to know what action of his will contribute to that end? He is presumably an expert in running his company—in producing a product or selling it or financing it. But nothing about his selection makes him an expert on inflation. With his hold—ing down the price of his product reduce inflationary pressure? Or, by leaving more spending power in the hands of his customers, simply drive it elsewhere? Or, by forcing him to produce less because of the lower price, will it simply contribute to shortages? Even if he could answer these questions, how much cost is the just-fair in imposing on his stockholders, customers and employees for this social purpose? What is his appropriate share and what is the appropriate share of others?

And, whether he wants to or not, can he get away with spending his stockholders', customers' or employees' money? Will not the stockholders fire him? (Either the present ones or those who take over when his actions in the name of social responsibility have reduced the corporation's profits and the price of its stock.) His customers and his employees can desert him for other producers and employers less scrupulous in exercising their social responsibilities.

This fact of "social responsibility" doctrine is brought into sharp relief when the doctrine is used to justify wage restraint by trade unions. The conflict of interest is naked and clear when union officials are asked to subordinate the interest of their members to some more general purpose. If the union officials try to enforce wage restraint, the consequence is likely to be wildcat strikes, rank-and-file revolts and the emergence of strong competitors for their jobs. We thus have the ironic phenomenon that union leaders—at least in the U.S.—have objected to Government interference with the market far more consistently and courageously than have business leaders.

The difficulty of exercising "social responsibility" illustrates, of course, the great virtue of private competitive enterprise—it forces people to be responsible for their own actions and makes it difficult for them to "exploit" other people for their selfish or unselfish purposes. They can do good—but only at their own expense. Many a reader who has followed the argument thus far may be tempted to remonstrate that it is all well and good to speak of Government's having the responsibility to impose taxes and determine expenditures for such "social" purposes as controlling pollution or training the hard-core unemployed, but that the problems are too urgent to wait on the slow course of political processes, that the exercise of social responsibility by business-men is a quicker and surer way to solve pressing current problems.

Aside from the question of fact—I share Adam Smith's skepticism about the benefits that can be expected from "those who are affected to trade for the public good"—this argument must be rejected on grounds of principle. What it amounts to is an assertion that those who favor the taxes and expenditures in question have failed to persuade a majority of their fellow citizens to be of like mind and that they are seeking to attain by undemocratic procedures what they cannot attain by democratic procedures. In a free society, it is hard for "evil" people to do evil, especially since one man's good is another's evil.

I have, for simplicity, concentrated on the special case of the corporate executive, except only for the brief digression on trade unions. But precisely the same argument applies to the newer phenomenon of calling upon stockholders to exercise corporations to exercise social responsibility (the recent G.M. crusade for example). In most of these cases, what is in effect involved is some stockholders trying to get other stockholders (or customers or employees) to contribute against their will to "social" causes favored by activists. Insofar as they succeed, they are again imposing taxes and spending the proceeds.

The situation of the individual proprietor is somewhat different. If he acts to reduce the returns of his enterprise in order to exercise his "social responsibility," he is spending his own money, not someone else's. If he wishes to spend his money on such purposes, that is his right, and I cannot see that there is any objection to his doing so. In the process, he, too, may impose costs on stockholders and customers. However, because he is far less likely than a large corporation or union to have no-political power, any such side effects will tend to be minor.

Of course, in practice the doctrine of social responsibility is frequently a cloak for other grounds rather than a reason for such actions. To illustrate, it may well be in the long run interest of a corporation that is a major employer to devote resources to providing amenities to that community or to improving its government. That may make it easier to attract desirable employees, it may reduce the wage bill or lessen losses from pilferage and sabotage or have other worthwhile effects. Or it may be that, given the laws about the deductibility of corporate charitable contributions, the stockholders can contribute more to charities they favor by having the corporation make the gift than by doing it themselves, since they can't take that way contribute an amount that would otherwise have been paid as corporate taxes.

In each of these—and many similar—cases, there is a strong temptation to rationalize these actions as an exercise of "social responsibility." In the present climate of opinion, with its wide spread aversion to "capitalism," "profits," the "senseless corporation" and so on, this is one way for a corporation to generate goodwill as a by-product of expenditures that are entirely justified in its own self-interest. It would be ironic indeed of me to call on corporate executives to refrain from this high-spirited win-dow-dressing because it harms the foundations of a free society. That would be to call on them to exercise a "social responsibility" if our institutions, and the attitudes of the public make it in their self-interest not to cloak their actions in this way. I cannot summon much indignation to denounce them. At the same time, I can express admiration for those individual proprietors or owners of widely held corporations who do such things as approaching fraud.

Whether blameworthy or not, the use of the cloak of social responsibility, and the nonsense spoken in its name by influential and press-gouging businessmen, does clearly harm the foundations of a free society. It has been increased time and again by the schizophrenic character of many businessmen. They are capable of being extremely farsighted and clearheaded in matters that are internal to their businesses. They are incredibly shortsighted and middle-headed in matters that affect their interests outside their businesses. This shortsightedness is strikingly exemplified in the calls from many businessmen for wage and price guidelines or controls or income policies. There is nothing that could do more in a brief period to destroy a market system and replace it by a centrally controlled system than effective governmental control of prices and wages.

The shortsightedness is also exemplified in speeches by businessmen on social responsibility. This may gain them kudos in the short run, but it helps to strengthen the already too prevalent view that the pursuit of profits is wicked and immoral and must be curbed and controlled by external forces. Once this view is adopted, the external forces that curb the market will not be the social consciences, however highly developed, of the portificating executives; it will be the iron fist of Government bureaucrats. Here, as with price and wage controls, businessmen have been misled by their shortsightedness into supporting a system that will destroy the very thing they wish to preserve.

The political principle that underlies the market mechanism is that no individual can coerce any other, all cooperation is voluntary, all parties to such cooperation benefit or they need not participate. There are no values, no "social" responsibilities in any sense other than the shared values and responsibilities of individuals. Society is a collection of individuals and of the various groups they voluntarily form.

The political principle that underlies the political mechanism is conformity. The individual must conform to what is determined by a church or a dictator or a majority. The individual may have a vote and say in what is to be done, but if he is overruled, he must conform. It is appropriate for some to require others to contribute to a general social purpose whether they wish to or not. Unfortunately, unanimity is not always feasible. There are some respects in which conformity appears unavoidable, so I do not see how one can avoid the use of the political mechanism altogether.

But the doctrine of "social responsibility" taken seriously would extend the scope of the political mechanism to every human activity. It does not differ in philosophy from the most explicitly collectivist doctrine. It differs only by professing to believe that collectivist ends can be attained without collectivist means. That is why, in my book *Capitalism and Freedom*, I have called it a "fundamentally subversive doctrine" in a free society, and have said that in such a society, there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.

**...in a free society, "there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."**

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# SUSTAINABLE DEVELOPMENT

***"To meet the needs of the present generation without undermining the capacity of future generations to meet their needs"***

*UN World Commission on Environment and Development  
(the Brundtland Commission ). 1987*



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**No cita los términos  
”Sustentabilidad” y  
“desarrollo  
sustentable” en sus  
2000 paginas**

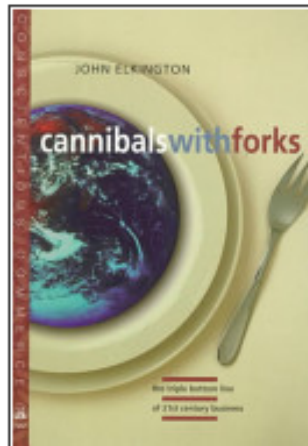
**SME Mining Engineering Handbook 2<sup>nd</sup> Ed . 1992**



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## Cannibals with forks: the triple bottom line of 21st century business



+1 0

[John Elkington](#)

★★★★★

[2 Reseñas](#)

New Society Publishers, 01-01-1998 - 407 páginas

In *Cannibals with Forks*, Elkington convincingly argues that future market success will often depend on a company's ability to satisfy not just the traditional bottom line of profitability, but also the two emerging bottom lines -- one focusing on environmental quality, the other on social justice.

## **El paradigma 3BL de Elkington**

Las obligaciones sociales y medioambientales de la empresa deben ser medidas, calculadas, reportadas y auditadas, exactamente igual que lo es el resultado financiero de cualquier empresa pública cotizada hasta

Hasta hoy, nadie ha propuesto la metodología "contable" para calcular una "utilidad neta" social o medioambiental.

Hoy, 3BL no es mucho más que el compromiso de publicar anualmente un "Informe de Sustentabilidad" en el que la empresa recopila datos medioambientales y sociales que considera relevantes

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# Fundamental Principles for the Mining Sector (Berlin II Guidelines- 1999)

Governments, mining companies and the minerals industries should as a minimum:

1. Recognize environmental management as a high priority, notably during the licensing process and through the development and implementation of environmental management systems. These should include early and comprehensive environmental impact assessments, pollution control and other preventive and mitigative measures, monitoring and auditing activities, and emergency response procedures.
2. Recognise the importance of socio-economic impact assessments and social planning in mining operations. Social-economic impacts should be taken into account at the earliest stages of project development. Gender issues should also be considered at a policy and project level. (New principle)
3. Establish environmental accountability in industry and government at the highest management and policy-making levels.
4. Encourage employees at all levels to recognise their responsibility for environmental management and ensure that adequate resources, staff and requisite training are available to implement environmental plans.
5. Ensure the participation of and dialogue with the affected community and other directly interested parties on the environmental and social aspects of all phases of mining activities and include the full participation of women and other marginalised groups. (Revised)
6. Adopt best practices to minimise environmental degradation, notably in the absence of specific environmental regulations.
7. Adopt environmentally sound technologies in all phases of mining activities and increase the emphasis on the transfer of appropriate technologies which mitigate environmental impacts including those from small-scale mining operations.
8. Seek to provide additional funds and innovative financial arrangements to improve environmental performance of existing mining operations.
9. Adopt risk analysis and risk management in the development of regulation and in the design, operation, and decommissioning of mining activities, including the handling and disposal of hazardous mining and other wastes.
10. Reinforce the infrastructure, information systems service, training and skills in environmental management in relation to mining activities.
11. Avoid the use of such environmental regulations that act as unnecessary barriers to trade and investment.
12. Recognise the linkages between ecology, socio-cultural conditions and human health and safety, the local community and the natural environment. (Revised)
13. Evaluate and adopt, wherever appropriate, economic and administrative instruments such as tax incentive policies to encourage the reduction of pollutant emissions and the introduction of innovative technology.
14. Explore the feasibility of reciprocal agreements to reduce transboundary pollution.
15. Encourage long term mining investment by having clear environmental standards with stable and predictable environmental criteria and procedures.

## DEFINE D.S. Y RSE EN MINERIA

*"Un proyecto minero desarrollado, operado y cerrado de modo social y ambientalmente aceptable es una contribución al desarrollo sustentable"*

- Responsabilidad compartida de empresa y gobierno
- Gestión ambiental
- Impacto socio-economico
- Dialogo con comunidades afectadas
- Uso de Mejores Practicas si no hay exigencia legal
- Transparencia y predictibilidad en la empresa
- Seguridad y salud
- Incentivos fiscales como driver de sustentabilidad

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# UN MARCO GENERAL PARA EL DESARROLLO SUSTENTABLE

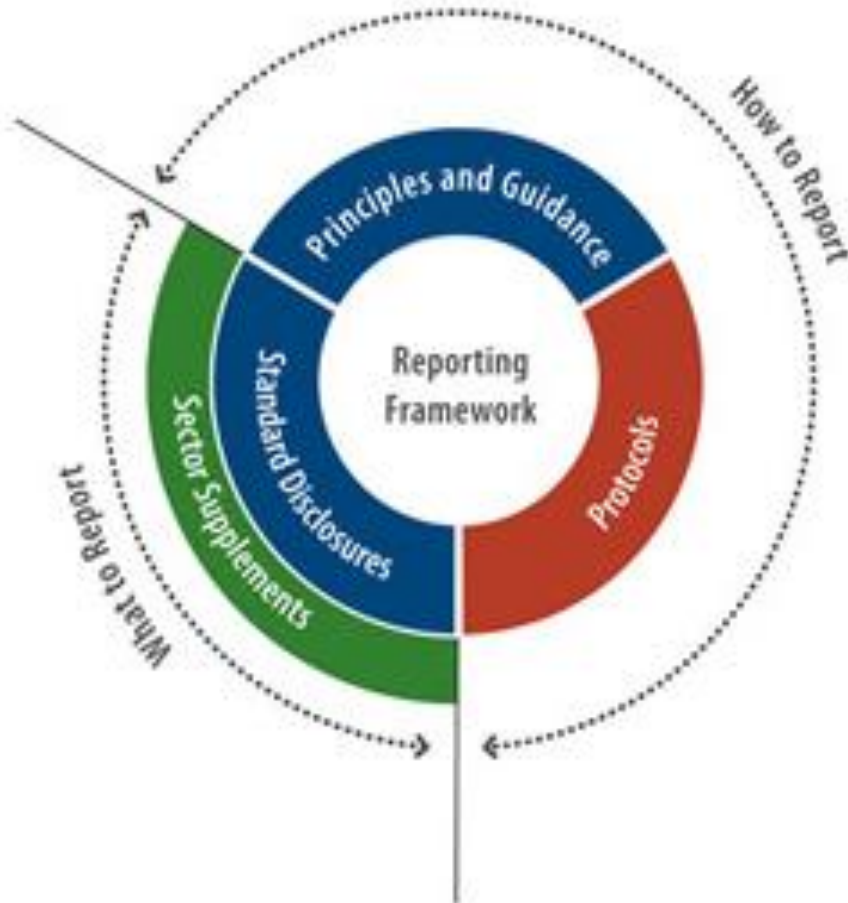
(Los 10 principios del ICMM)

1. **Prácticas de negocio éticas** y sistemas de gobierno corporativo sólidos.
2. Integrar valores de **desarrollo sustentable en las decisiones día-a-día**
3. **Respetar los derechos humanos y las culturas, costumbres y valores** en la relación con los empleados y otras partes afectadas por nuestra actividad.
4. Implementar estrategias de **gestión de riesgos** con bases científicas sólidas.
5. Gestionar la **mejora continua** en los resultados de **seguridad y salud**
6. Gestionar la **mejora continua** en los parámetros **medio ambientales**
7. Contribuir a la conservación de la biodiversidad y **planteamientos integrados en planificación de usos del territorio**
8. Facilitar y promover el **diseño responsable de producto, reutilización, reciclado** y eliminación de nuestros productos.
9. Contribuir al **desarrollo de las comunidades** en las que operamos.
10. Implementar un compromiso eficaz y transparente con nuestros participantes para la **comunicación y información pública con verificación independiente.**



# The Global Reporting Initiative (GRI)

G3 Reporting Framework



**Marco internacional de información pública que establece principios e indicadores para evaluar la eficiencia de las políticas de sustentabilidad de las empresas**

# **EL ESTANDAR ICMM DE ASEGURAMIENTO INDEPENDIENTE**

- 1. INFORME PUBLICO SOBRE CUMPLIMIENTO DEL MARCO DE DESARROLLO SUSTENTABLE Y COMPROMISOS INFORMATIVOS DE ICMM**
- 2. CONFIRMACION POR ICMM DE CUMPLIMIENTO POR EL INFORME DEL NIVEL G3 DEL GRI.**
- 3. AUDITORIA EXTERNA DEL INFORME SEGUN PROCEDIMIENTO ICMM Y ESTANDARES INTERNACIONALES DE AUDITORIA ACCEPTABLE COMO:**
  - International Standard on Assurance Engagements (ISAE 3000)
  - AccountAbility 1000 Assurance Standard (AA1000 AS)
  - ISO 19011 Guidelines for Quality and EM Systems Auditing



[ARM African Rainbow Minerals](#)



[Anglo American](#)



[AngloGold Ashanti](#)



[AREVA](#)



[Barrick](#)



[BHP Billiton](#)



[Codelco](#)



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[Gold Fields](#)



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[☞ Sumitomo Metal Mining](#)



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[☞ Vale](#)



[☞ Xstrata](#)



# MIEMBROS ASOCIADOS

Cámara Argentina de Empresarios Mineros  
Cámara Asomineros Andi - Colombia  
Cámara Minera de México (CAMIMEX)  
Cámara Minera de Venezuela (CAMIVEN)  
Chamber of Mines of South Africa  
Chamber of Mines of the Philippines  
Chamber of Mines of Zambia  
Cobalt Development Institute  
Consejo Minero de Chile A.G.  
Eurometaux  
Euromines  
Federation of Indian Mineral Industries  
Ghana Chamber of Mines  
Instituto Brasileiro de Mineração  
International Aluminium Institute  
International Copper Association (ICA)  
International Iron Metallics Association

International Lead Association  
International Manganese Institute  
International Molybdenum Association  
International Wrought Copper Council  
International Zinc Association  
ITRI  
Japan Mining Industry Association  
Minerals Council of Australia  
Mining Association of Canada  
Mining Industry Associations of Southern Africa  
(MIASA)  
National Mining Association (NMA) - USA  
Nickel Institute  
Prospectors and Developers Association of  
Canada  
Sociedad Nacional de Minería (SONAMI) - Chile  
Sociedad Nacional de Minería, Petróleo y  
Energía - Peru  
World Coal Association  
World Gold Council

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# THE BUSINESS CASE ON SUSTAINABILITY



McKinsey & Company

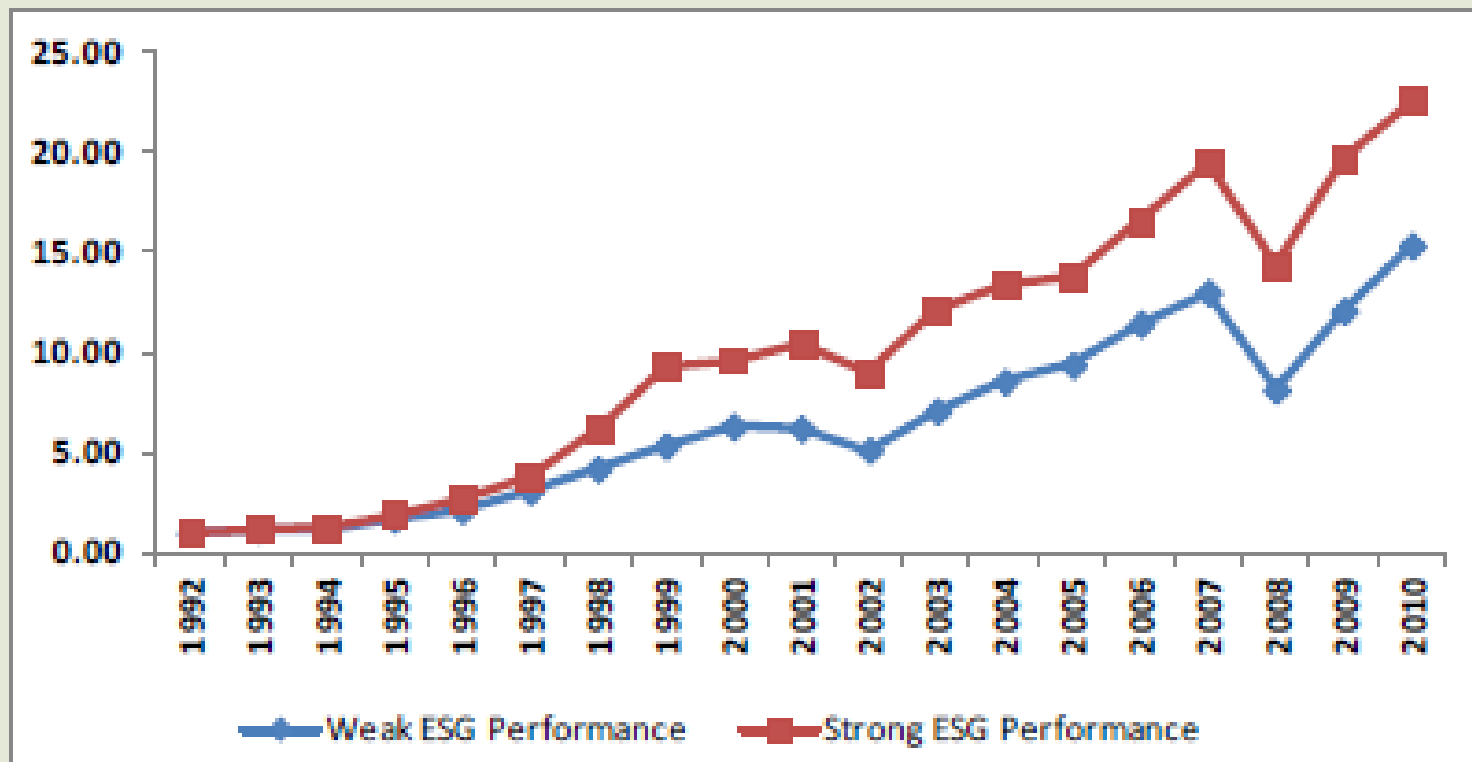




# THE BUSINESS CASE ON SUSTAINABILITY

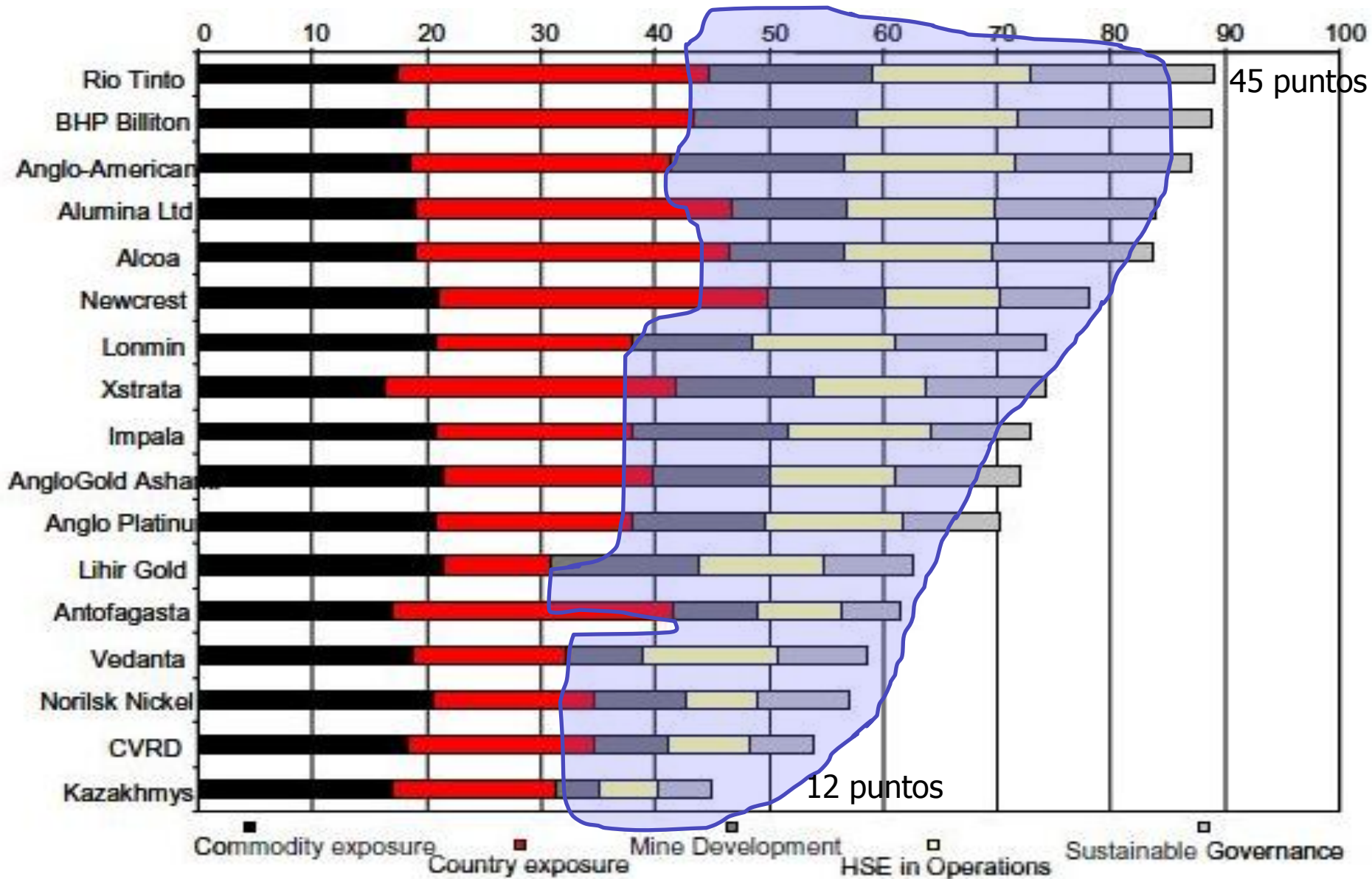
## ESG PERFORMANCE vs. FINANCIAL PERFORMANCE

### FINANCIAL PERFORMANCE OF COMPANIES WITH WEAK VS. STRONG ESG PERFORMANCE



Source: Eccles G.R., Ioannou I. Serafeim G. "The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance," Harvard Business School, November, 2011.

# Riesgos de negocio: Citi 0-120 Sustainability Mining Index



# LA PROFECIA DE CITI SOBRE RSE .. ¿EL FINAL?

Citigroup Research. 2006. Towards Sustainable Mining

**THE OLD WAY:** Seek out low-regulation, low environmental and social costs for their future development

**Riding with the cowboys....**

**THE NEW WORLD:** Develop a business model that places a premium on environmental responsibility and social progress.

**Or hanging with the sheriff**

If you operate **THE OLD WAY** in the **NEW WORLD**, you will go out of business

**going to jail**

# EL ENFOQUE PRAGMATICO

Como y hasta que punto los beneficios sociales y medioambientales generados por la gestión sustentable crean valor para la empresa

Que hacer por empresa, el Gobierno y Comunidad (y demás "stakeholders") para que el rendimiento socio-ambiental y el rendimiento económico estén directamente relacionados.

Puede RSE llegar a ser un valor agregado cuantificable, es decir, bajo que condiciones podría plantearse un "Caso de negocio de sustentabilidad" que sustituya al paradigma "triple Bottom Line?"

# OBJETIVOS

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# **RESPONSABILIDAD SOCIAL EMPRESARIAL**

**LA EMPRESA ASUMEN  
VOLUNTARIAMENTE OBJETIVOS DE  
GESTION AMBIENTAL Y SOCIAL MAS  
ALLÁ DE LOS LEGALMENTE  
EXIGIBLES.....**

**PORQUE? .. POR QUIEN? ...COMO?**

# ¿QUE IMPLICA EL CONCEPTO DE DESARROLLO SUSTENTABLE EN MINERIA (UNEP) Y HASTA DONDE DEBE LLEGAR LA EMPRESA?

## EFICIENCIA

- Facilitar la creación de riqueza (Por la empresa minera)
- Maximizar la utilidad social neta

## EQUIDAD

- Distribución equitativa de excedentes

## SUSTENTABILIDAD EN SENTIDO ESTRICTO

- Bienestar social perdurable tras el cierre de la mina



# EFICIENCIA – Maximizar la utilidad social neta

**Considerar todos los beneficios y los costos sociales, los de la propiedad y los externos**

**¿O lograr la licencia Social?)**





# LA LICENCIA SOCIAL COMO EQUILIBRIO ENTRE BENEFICIOS Y COSTOS SOCIALES



**INTEGRAR SOSTENIBILIDAD  
PROYECTOS COMUNITARIOS  
COSTE LICENCIA SOCIAL**



**MAS EMPLEO DIRECTO E INDIRECTO  
MAS CAPACIDAD FINANCIERA  
PROYECTOS COMUNITARIOS**



**BAJO PERFIL DE RIESGO  
MAYOR EFICIENCIA OPERATIVA  
MEJOR PLANIFICACION Y CONTROL  
VENTAJA ACCESO A RECURSOS  
MINERALES  
VENTAJA ACCESO RRHH  
VENTAJA ACCESO FINANCIACION  
VENTAJA EN GESTION PERMISOS**



**CAMBIOS PERMANENTES USO TERRENO  
SALUD Y SEGURIDAD EN LA ZONA  
IMPACTOS PERMANENTES A AGUAS  
INMIGRACIONES MASIVA  
REASENTAMIENTOS DE COMUNIDADES  
EXCESIVA DEPENDENCIA ECONOMICA  
DESAPARICION ACTIVIDAD TRADIC.**



# EQUIDAD .... a quien y en que proporción?

*Los dueños de la empresa* - DIVIDENDO

*Los trabajadores* – SALARIO Y BENEFICIOS

*Las comunidades locales* – INVERSIONES SUSTENTABLES

*Los gobiernos locales y regionales* – TASAS E IMPUESTOS

*El gobiernos de la Nación* - FISCALIDAD

*Otros stakeholders* – APOYO A ACTIVIDADES ARTESANALES



# SUSTENTABILIDAD

Mantener el bienestar social tras el cierre de la mina

**SOLUCIÓN: Invertir parte del excedente en actividades sustentables hace que la riqueza generada por la minería sea sustentable**

## PROBLEMAS:

- Cuanto hay que invertir?
- Por quien?
- En que?
- Donde?



# RSE y economía de mercado

**EN UN ENTORNO IDEAL DE LA ECONOMIA DE MERCADO  
EL CONCEPTO DE “IR MAS ALLA DEL CUMPLIMIENTO  
ESTRICTO DE LA LEY NO TIENDRIA SENTIDO”**

- **El Estado establece un marco legal y regulatorio que asegure los tres objetivos (Eficiencia – Equidad – Sustentabilidad)**
- **Las compañías mineras maximizan su beneficio cumpliendo el marco legal establecido por el Gobierno**



# El concepto RSE es controvertido

**EN UN ENTORNO REALISTA (NO IDEAL) DE LA ECONOMIA DE MERCADO, “IR MAS ALLA DE CUMPLIR LA LEY” TIENE SENTIDO**

La actitud positiva de trabajadores y comunidad genera beneficios internalizables **(Hay consenso)**

Actuar como institución subrogante del Gobierno o agencia de desarrollo local cuando el Gobierno y las instituciones sociales son débiles o inexistentes **(Controvertido)**

Cumplir una obligación moral incluso a costa de menores beneficio **(Muy controvertido)**



# OBJETIVOS

1. Enfoque conceptual : Sustentabilidad y RSE
2. RSE: Un concepto controvertido
3. **El negocio de sustentabilidad: ¿Nuevo paradigma?**

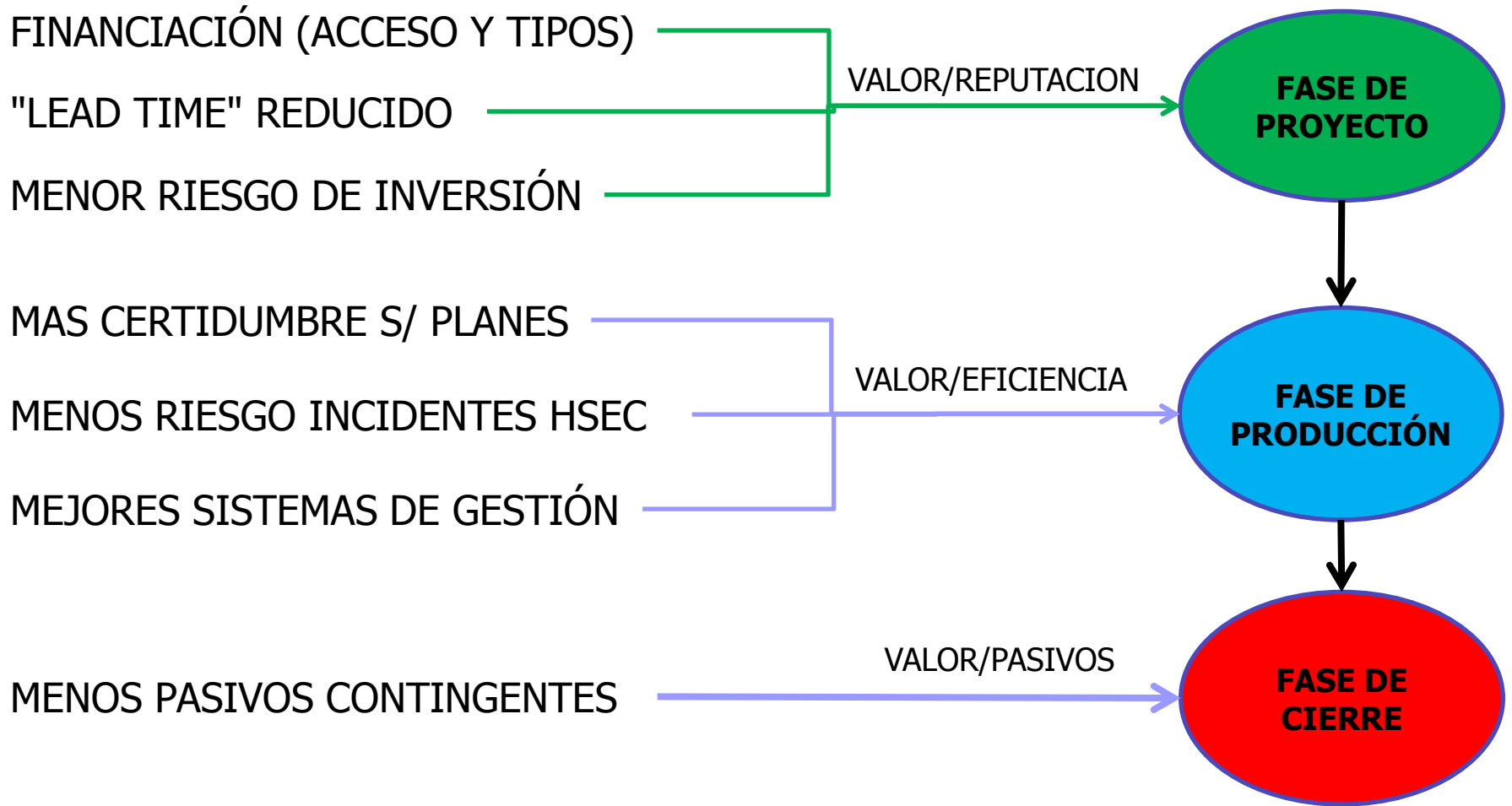
# **HAY EVIDENCIAS DE LA RELACIÓN DIRECTA ENTRE GESTIÓN SUSTENTABLE Y CREACIÓN DE VALOR**

**Pero es difícil de cuantificar, ya que?**

**LOS BENEFICIOS POTENCIALES PARA LA  
EMPRESA SON DIFÍCILES DE CUANTIFICAR**

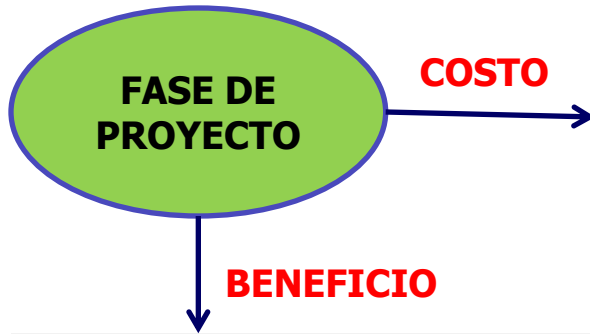
**LOS COSTOS DEPENDEN DE LA  
PERCEPCIÓN Y LAS EXPECTATIVAS  
SOCIALES**

# EL CASO DE NEGOCIO DE SUSTENTABILIDAD





# EL CASO DE NEGOCIO DE SUSTENTABILIDAD



## INGENIERIA Y GESTIÓN SUST. DEL PROYECTO

- *Ingeniería de procesos mineros y metalúrgicos*
- *Manejo de materiales minados (relaves, estéril, ..)*
- *Infraestructuras y sistemas HSEC*
- *Participación de stakeholders en toma de decisión*

## FINANCIACIÓN (ACCESO Y TIPOS) : REPUTACION ANTE INVERSORES

- *Un tipo 1% mas bajo puede rebajar un 4% en VAN(Cap.+Interés)*
- *Mejores condiciones de crédito pueden suponer otro 2% VAN(Cap.+interés)*

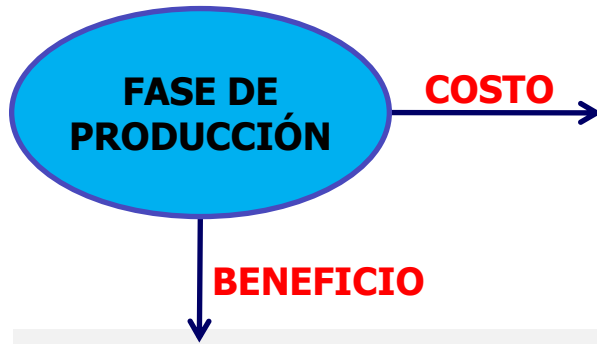
## "LEAD TIME" REDUCIDO: REPUTACION ANTE COMUNIDAD Y GOBIERNO

- *Un año de "lead time" equivale a aprox. 3% de aumento en TIR*

## MENOR RIESGO DE INVERSIÓN:

- *Los beneficios se realizan vía costos y reputación en la fase de producción*

# EL CASO DE NEGOCIO DE SUSTENTABILIDAD



## INGENIERIA Y GESTIÓN SUST. DEL PROYECTO

- *Estructura organizativa de sustentabilidad*
- *Sistemas de gestión (ISO, OSHAS, etc..)*
- *Sist. de gestión de mejora continua (six-sigma..)*
- *Transparencia (GRI, Auditoria externa..)*
- *Acciones RSE*

## CERTIDUMBRE EN LA PLANIFICACIÓN Y CONTROL:

- *Mejoras en el rendimiento de las operaciones*
- *Menor costo de insumos críticos (Agua, energía, reactivos, etc.)*

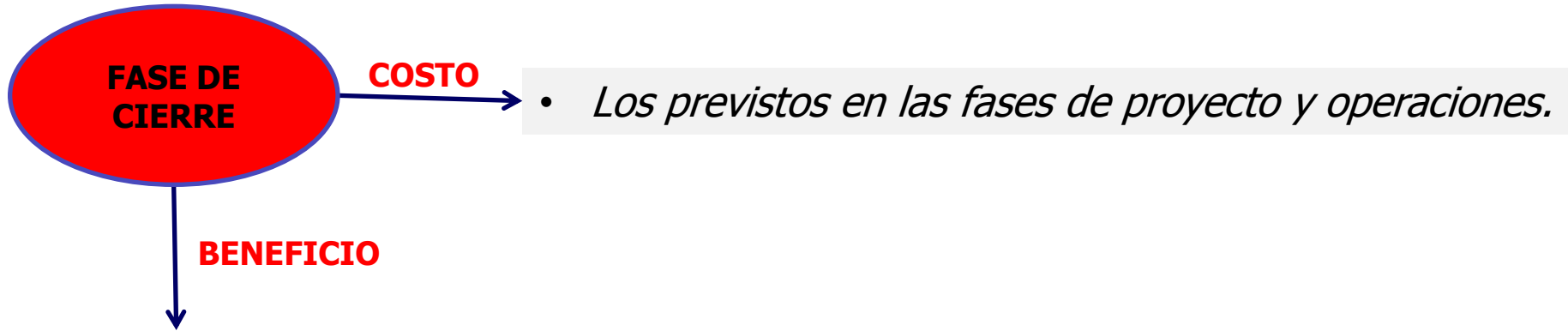
## BAJO RIESGO INCIDENTES HSEC:

- *Menos eventos con pérdida de producción (relaves, polvo, ruido, riles..)*
- *Reducción en numero y gravedad de accidentes laborales*

## MEJORES RELACION CON STAKEHOLDERS: LICENCIA SOCIAL

- *Menor rotación de personal y conflictividad laboral*
- *Menor costo aprovisionamientos, seguros, ..*
- *Credibilidad de la Empresa en la comunidad*

# EL CASO DE NEGOCIO DE SUSTENTABILIDAD



- *Los previstos en las fases de proyecto y operaciones.*

- *Menor costo de implementación de medidas mínimas de cierre (polvo, DAM, ..)*
- *Reducción en pasivos ambientales imprevistos y no controlables (\*)*

- ' (\*) - *Deterioro de taludes de rajo*
- *Deterioro de botaderos*
- *Riesgo de eventos catastróficos en tranques de relaves*
- *Filtraciones contaminantes a napa subterránea*
- *Generación de polvo , lluvia acida, contaminación de suelos*

# CONCLUSION 1

**LOS PRINCIPALES FACTORES (drivers) DE BENEFICIO  
PARA EL CASO DE NEGOCIO DE SUSTENTABILIDAD  
SON:**

**MITIGACION DEL RIESGO**

**ACCESO A FINANCIACION**

**ACCESO A CAPITAL HUMANO**

**EFICIENCIA OPERACIONAL**

**MENORES PASIVOS CONTINGENTES**

# CONCLUSION 2:

**HAY MUCHAS EVIDENCIAS DE LA RELACION ENTRE SUSTENTABILIDAD Y BENEFICIO ECONOMICO PERO SU CUANTIFICACION NO ES FACIL, YA QUE:**

**INVERSION Y BENEFICIO RESULTANTE OCURREN EN ETAPAS MUY ALEJADAS EN EL TIEMPO E INCLUSO EN OTROS PROYECTOS DE LA EMPRESA**

**EL IMPACTO ECONOMICO VARIA EN FUNCION DEL TAMAÑO DE LA EMPRESA Y LA UBICACIÓN DEL PROYECTO**

# **CONCLUSION 3:**

**HAY DRIVERS TENDENTES A CONSOLIDAR EL CASO DE NEGOCIO EN EL FUTURO:**

**LA ADHESION A MARCOS VOLUNTARIOS DE RSE SERÁ IMPRESCINDIBLE PARA ACCEDER A FINANCIACIÓN PROFESIONALIZACIÓN DE LA RELACION EMPRESA-COMUNIDAD. EXPERTOS DE AMBAS HABRAN DE CONSENSUAR EL PROYECTO**

**TENDENCIA A LA INTEGRACION “DE FACTO” DE LICENCIA GUBERNAMENTAL Y LICENCIA SOCIAL**

# EL DESAFIO DEL SIGLO XXI

HOY POR HOY, EL CASO DE NEGOCIO DE SUSTENTABILIDAD ES YA BASE ESTRATÉGICA DE LAS GRANDES CORPORACIONES MINERAS

LA PEQUEÑA Y MEDIANA MINERIA QUEDAN POR AHORA FUERA DEL “NEGOCIO DE LA SUSTENTABILIDAD”. **¿COMO INCORPORAR A ESTE SECTOR?.**

GOBIERNO, COMUNIDAD y EMPRESAS DEBEN CREAR LAS CONDICIONES DE ENTORNO NECESARIAS PARA QUE LA EMPRESA MINERA (INCLUYENDO PYMES) PUEDAN OPERAR CON EFICIENCIA Y LICENCIA SOCIAL

# LOS CONCEPTOS DE D.S., SUSTENTABILIDAD Y RSE EN MINERIA

- ▶ 1970 RSE es maximizar la utilidad- Milton Friedman
- ▶ 1987 Desarrollo Sustentable: Brundtland
- ▶ 1992 SME Mining Engineering Handbook 2<sup>nd</sup>
- ▶ 1997 Triple Bottom Line - John Elkington
- ▶ 1999 Concept de DS en Minería: BERLIN II - UNEP
- ▶ 2003 Sustainable Development Framework- ICMM
- ▶ 2012 The Business of Sustainability

**¿Regresamos a Friedman?**





# GRACIAS

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# **LAMINAS VINCULADAS A LA PRESENTACION**