

Cerrejón's Corporate Culture		1
TPR RECOMMENDATIONS	Cerrejón must develop its own corporate culture to differentiate itself from antecedent companies (Interco and Exxon). Corporate culture and image should be built on both its own interest and the interests of local communities in La Guajira. It would be useful were the company to also initiate training on the matter of transforming the operating culture of Cerrejón.	
CERREJON'S RESPONSE	Cerrejón is committed to working towards an operational culture that gives priority to the way we interact with our stakeholders and one that instills in our operation cultural values and respect for all with whom the company interacts. We will develop a clear statement of our culture and values and communicate them broadly. We will develop a training program to ensure all management and employees understand such values and their implications for their day-to-day work. We will use our Sustainability Report to communicate our progress on this important area.	
PROPOSED KEY ACTIONS AND PROJECTS	Hold a kick-off meeting with Cerrejón management and relevant staff to strengthen ongoing cultural transformation with regards to identity and CSR. Two key products are expected: <ul style="list-style-type: none"> • A general statement of values and CSR focus areas. • An agreement on how to take forward the re-tooling process in a systematic fashion 	Develop and publish an action plan on corporate culture transformation and CSR, which includes training. Publish Cerrejón's statement on corporate values and approach to CSR.
START DATE	16-Oct-08	18-Oct-08
FINISH DATE	17-Oct-08	15-Nov-08
PROGRESS	In October and November 2008, two high level workshops attended by the CEO and management team discussed CSR challenges and the way forward for corporate culture change. The group built on progress made and produced the new Cerrejón Way that identifies the following priorities: building trust with local communities through dialogue and participatory processes, integrating international standards with regards to preventing and managing social impacts and promoting sustainable development in La Guajira. The exercise served to formalise and internalise the TPR spirit accross Cerrejón's departments. A refined version of these values and goals were presented to company employees during the yearly Results and Goals Communications Meeting. These actions have produced the required high-level commitment to carry on with the organisation's transformation. The corporate culture transformation plan includes: one managerial-level workshop, two middle management workshops, 30 workshops for employees (Cerrejón has a total of 5,204 employees). The whole cycle will finish in 2010. See more information about re-tooling on corporate social responsibility in item 2 of this table.	
STATUS OF IMPLEMENTATION	COMPLETED	COMPLETED

Cerrejon's Corporate Culture

TPR RECOMMENDATIONS

Cerrejón should initiate training to advance the transformation of the company's operating culture and publicly report on its progress (including overall training programs).

CERREJON'S RESPONSE

We will develop a training program to ensure all management and employees understand such values and their implications for their day-to-day work. We will use our Sustainability Report to communicate our progress on this important area.

PROPOSED KEY ACTIONS AND PROJECTS

A values training program is being co-designed by the Human Capital function and CSR department to spread values (Cerrejon's and local values) in and out of organization. The axis of the program is the Cerrejón woman (employees and relatives), the program evolves into a Community leadership program where Cerrejón women are trained as community leaders.

Key high-level and relevant staff re-tooling training sessions with regards to CSR.

START DATE

18-Oct-08

15-Nov-08

FINISH DATE

01-Dec-09

01-Jun-09

PROGRESS

In 2008, Cerrejón had planned to launch a "values" program to address Cerrejón's challenges as permeated by local context. It was thus meant to address societal values in La Guajira and their effect on the conduct of the work force on a broad spectrum of themes, from safety to CSR. The project was designed to focus on women in the Cerrejón community and neighbouring towns. We have put this project on hold after realising that the Cerrejon Way process needs to take root first.

The training plan for 2009 includes two pillars: -The Cerrejon Way workshops on corporate identity mentioned above. -Training on relevant social engagement tools and CSR international standards, aimed at several departments across the company. In 2008 and 2009 the Social Responsibility team and other departments were trained on: Logic frameworks for participatory social investment projects; Anglo's Socio-Economic Assessment Tool (SEAT); People-Centered Dialogue and Development processes; Resettlement planning and quality of life indicators; and "Higher test" social engagement concepts, by On Common Ground. In addition, staff received expert coaching on Project Management to improve the results and accountability of each project. In 2010, the Sustainability group and other departments received training in operating the new grievances mechanism, which aims to follow the guidelines of the International Council on Mining and Metals (ICMM) and of the United Nations Special Representative for Business and Human Rights, John Ruggie, and key training on the IFC's Social Performance Standards.

STATUS OF IMPLEMENTATION

This project has been replaced by the Cerrejon Way roll out workshops in La Guajira towns.

COMPLETED

Cerrejon's Corporate Culture

3

TPR RECOMMENDATIONS

Cerrejón should implement a process of "retooling" with respect to the management of social impacts.

CERREJON'S RESPONSE

A new management team has been assembled to address and improve our social programs. New programs will be developed in consultation with key stakeholders to ensure that engagement opportunities and information are appropriate to their needs. Local communities will be fully informed of and have the opportunity to participate in decisions that may affect them.

PROPOSED KEY ACTIONS AND PROJECTS

Restructure Cerrejón's Social Engagement Department.

START DATE

01-Jan-08

FINISH DATE

30-Mar-08

PROGRESS

Since 2006, our focus for social engagement has been progressively changing; we aim towards going beyond legal requirements and to a stronger sustainable development framework. In December 2009, the Division of Social Standards and International Engagement was created, which since March 2011 has managerial status within the Company. The Department will be responsible for the Human Rights Program, the Grievance Office as well as general guidance to the company on international social standards that apply to the mining industry.

STATUS OF IMPLEMENTATION

COMPLETED

More on this theme in the next section

Social Management

TPR RECOMMENDATIONS	Shareholders and senior management should recognize that to date success in production has been more marked than success in building trust with the local community. An approach that goes beyond strict legal compliance will be important in addressing this issue.			
CERREJON'S RESPONSE	A new approach is being implemented based on international standards. We will use our Sustainability Report to promote our achievements and discuss our challenges.			
PROPOSED KEY ACTIONS AND PROJECTS	Standard of Living Measuring Survey (SLMS) conducted by DANE (Departamento Administrativo Nacional de Estadística), Colombia's national statistics office, will be carried out in our area of influence. It follows World Bank and UN Standards.	Improve communications tools used to inform and provide feedback to local communities, as well as to receive feedback from them and adjust our programs accordingly.	Design and write up an overall social engagement strategy that shows how we go beyond minimum legal requirements and adopting international standards.	Present strategy to local communities and government agencies.
START DATE	01-Aug-08	03-Mar-08	01-Jul-08	17-Mar-08
FINISH DATE	(original end-date January 2009) 30/12/2009	30-Dec-09	30-Oct-08	30-Dec-08
PROGRESS	<p>The survey began in September and urban areas were successfully covered. Rural areas were surveyed in November. The Colombian statistics agency, DANE, handed results to Cerrejón in February 2010. Cerrejón is processing data and will hold discussion seminars with experts, authorities and communities in 3Q 2010. Databases will be available at DANE for public use in 2011.</p>	<p>Since the second half of 2011, we have been disseminating the Community Relations Plan with the communities of Tabaco, Oreganal, along the railway line, and with educational and healthcare institutions in the municipalities of Albania, Barrancas, Hatonuevo, and Uribia. To date, more than 96 meetings have been held with approximately 476 people. The Plan will continue to be shared with other communities in the area of influence.</p>	<p>Cerrejón has designed a strategic vision of social engagement that includes the declaration of the international standards it has committed itself to. The strategy has been incorporated in 2011-2015 Community Relations Plan. This Plan will be subject to consultations with stakeholders held in 2011. The strategy has 6 pillars: 1) Mitigation of social impacts from our operations, focussing on resettled communities; 2) Reduction of social risks for the operation, attracting stakeholder communities to build long-term relationships built on transparency, dialogue, and trust; 3) The four Cerrejón Foundations to support projects contributing to regional development; 4) Our Social Engagement Division to support health, education, and cultural programs; 5) To have 20% of our workforce Wayuu and neighbouring communities; 6) The Human Rights Programme and the Complaints Mechanism to promote and respect the rights of our stakeholders so that their concerns and complaints are quickly addressed.</p>	<p>In March 2011 we completed the Community Relations Plan, which encompasses the period of 2011-2015. The updated version of the Community Relations Plan will be delivered in December 2011.</p>
STATUS OF IMPLEMENTATION	COMPLETED			

Resettlements and Tabaco

5

TPR RECOMMENDATIONS

It will be necessary for action on Tabaco to be accompanied by the realization that there may be hold-over issues from earlier efforts which come to the fore again, requiring comprehensive and planned action. Cerrejón should address the situation of all the Tabaco families, regardless of their stance on negotiation in 2002. This kind of solution will only be sustainable if it is supported by a fully participatory consultative process involving all stakeholders, which should be commenced as soon as possible.

CERREJON'S RESPONSE

Our overall approach to resettlement has been reviewed and revised to take into account the Panel's recommendations. Particular attention will be given to the development of a clear timeframe in consultation with the affected communities. Our expectation is that resolution of the Tabaco issues will be facilitated by the involvement of a mutually agreeable independent facilitator and propose to suggest this to the TRC and all former residents. We also propose to suggest a firm timeframe (not to exceed the end of 2008), again in consultation with the TRC, within which we will collectively work to bring the outstanding issues to a close. Through this process, Cerrejón will seek to uphold the Panel's recommendation that the monies currently in escrow for compensation should now be paid. Cerrejón will continue to work with the Red Tabaco group to progress the Panel's recommendation of a development bursary.

PROPOSED KEY ACTIONS AND PROJECTS

Agree with the Tabaco Relocation Committee on an independent external facilitator.	Agreement with the Tabaco Relocation Committee, facilitated by Professor John Harker.	Analyse and define the financial compensation for some special cases in the first Tabaco resettlement.
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START DATE

01-Jan-08

02-May-08

05-Feb-08

FINISH DATE

30-May-08

30-Dec-08

01-Mar-09

PROGRESS

Tabaco and Cerrejón reached an agreement on December 12 of 2008. Since then: 100% of the compensations have been paid, and all of the 7 former Tabaco residents whose moneys were kept in a judicial bank account from the San Juan del Cesar circuit have now claimed their part. La Cruz farm, chosen by the Tabaco representatives for the reconstruction process, was given the required technical and legal studies for its purchase. Joint meetings with the Hatonuevo municipality and La Guajira provincial authorities to plan their role in reconstruction took place. Next steps include defining new socio-economic projects and disseminating the terms of the agreement more broadly in La Guajira and internationally.

STATUS OF IMPLEMENTATION

COMPLETED

Resettlements and Tabaco

TPR RECOMMENDATIONS

All parties should focus on what can now be done to help divided communities and otherwise affected communities share better in the positive impacts of mining at Cerrejón.

CERREJON'S RESPONSE

In addition to the specific actions to enhance our community contribution, we also support the suggestion of the Panel to carry out a symbolic reconstruction initiative that will result in community identification and strengthening. We will work with all former residents to determine the support for such an action and what would be most relevant and valued by them.

PROPOSED KEY ACTIONS AND PROJECTS

Build symbolic Tabaco site.

Improve living standards of Tabaco communities (New Entrepreneurial Projects for Tabaco Community)

START DATE

20-Aug-08

01-Apr-08

FINISH DATE

(original end date 12/31/2009) new date depends on various factors

01-Dec-09

PROGRESS

In March of 2011, Cerrejón acquired ownership of the La Cruz property, where the new Tabaco will be built. This property will be handed over to the municipality of Hatonuevo once the 3 public deeds legally required are finalized. In addition, the municipality of Hatonuevo and the community must define the number of dwellings for the reconstruction project in accordance with the number of houses and of families that originally lived in Tabaco. This must be in accordance with the municipality's Land Use Plan in order to determine the definitive area to be donated to this end. To date, 442 households have come forward as possible beneficiaries, keeping in mind that Tabaco originally had approximately 60 families.

In any case, 160 hectares of the La Cruz property have been put aside for a production project called Tabaco Self-Sustaining Comprehensive Farm, which is planned and managed by the Tabaco Endogenous Network Project. The Relocation Committee and the Tabaco Endogenous Network continue working together for reconciliation through a committee for the physical and social reconstruction of Tabaco. In 2011, the community came up with a conceptual design for the housing. The symbolic site that Cerrejón has promised to build will have to be defined by the community through a participatory process. The exact date for the start of the Tabaco reconstruction will still depend on many factors.

In 2008, Cerrejón financed a total of 91 projects for 52 families of the Tabaco Endogenous Network, investing 2300 million pesos (approx. 1 million US dollars). Of these projects, 50 were on income generation (agriculture, small shops and businesses, transportation); 37 were education grants for youths to finish school or university programs; and 4 aimed at strengthening the management capacity and cultural identity of the Tabaco community. The timeline of these projects and soft micro-credits vary from 1 to 8 years.

Another 48 business ideas were evaluated by Colombia's National Apprenticeship Service (SENA), of which 37 were approved as projects, 22 estimated for 2009 and 15 for 2010. In February 2010, Cerrejón facilitated a rights-based reconciliation workshop, attended by Cerrejón, local authorities and more than 200 Tabaco community members. Community members gathered in the Tabaco Relocation Committee with whom the agreement was signed on December 2008, submitted 18 requests for university education subsidies and 25 for primary and secondary school. In September 2010, the community also participated in productivity and sustainability trainings led by the National Apprenticeship Service (SENA).

This course encouraged the community to set up work groups. More than 50 members of the Tabaco community, who are also members of the Relocation Committee, have been working on the development of 41 collective business ideas. In November 2010, the completion of the course generated the start of a second cycle of training in the creation of projects, with the help of an external consultant. Starting from the 41 business ideas identified in the first cycle of training, 34 projects encompassing livestock farming, services, commercial and industrial ventures were created. In addition, an exercise in integration and local participative planning was carried out in February 2011, with the aim of strengthening the social fabric. This initiative was called the II Tabaqueros Meeting. 239 adults and children attended the meeting, which covered topics related to the management of risks and the territorial security of the Tabaco Network, human rights, global warming, and environmental conservation.

STATUS OF IMPLEMENTATION

RISKS TO COMPLETING PROJECT AS PLANNED BUT MAKING PROGRESS

COMPLETED

Resettlements and Tabaco

7 & 8

TPR RECOMMENDATIONS	7	Cerrejón should recognize that resettlement processes based on international standards should be triggered not only when physical resettlement is required, but also when a community is affected by the very proximity of the mine and its impact on other communities.		8	A broad conception of "affected community" must be embraced by Cerrejón as a key driver of its approach to both resettlement and good neighbourliness, including how it deals with communities who are "affected" but not "displaced".
	CERREJON'S RESPONSE	Cerrejón agrees with the Panel that resettlement may be appropriate where a community is adversely affected by the indirect impacts of mining. This concept has now been incorporated in our resettlement principles.			
PROPOSED KEY ACTIONS AND PROJECTS	Issue new resettlement policies statement.	Develop and agree with the affected communities timelines for their resettlement processes.	Develop indicators to measure current living standards of communities to be resettled and identify key actions that will improve these.		
PROGRESS	<p>This is our statement: Cerrejón follows World Bank (WB) and International Finance Corporation (IFC) guidelines. We see resettlement as an opportunity for dialogue with local communities, improvement of their living standards and building social capital. We expect the on going resettlement processes to strengthen sustainable development in La Guajira.</p>	<p>Roche: Since Oct. 2011 another family moved to new Roche, for a total of 17 families. Despite meetings with the representatives of the eight remaining families, it has not been possible to reach an agreement, but we are still committed to dialogue. In Feb. 2012, Cerrejón informed them that, due to the company's need for the properties in the old Roche, it was setting a time limit to review the compensation offer. The initial month period was extended for another 30 days, which expired on March 22. In light of this, Cerrejón informed them that it required to proceed to the next phase and request the Ministry for Mines to declare the Roche plots of public use and social interest, in accordance with applicable legislation. Cerrejón has stated its willingness to simultaneously maintain the negotiations. We are convinced that a fair, negotiated agreement is preferable to expropriation.</p> <p>Talks with the leaders representing the eight families have made progress, particularly on the provision of land for families who raised livestock. Various rural properties have been visited. This process has been undertaken based on the preliminary agreement on the budget for the property purchase. Although these families were not owners of the land in the old Roche, they made use of them and Cerrejón has been working to find reasonable alternatives. The NGO Indepaz has been aiding these families during the process of impact evaluation and analysis of compensation. In turn, the 17 families residing in the new Roche have seen a substantial improvement in their quality of life.</p> <p>Patilla: In April of 2012, the housing construction works for Patilla were completed. The community started to move in May of 2012. 45 relocation agreements have been signed (out of a total of 46 accredited resident families).</p> <p>Chanclleta: The housing construction is expected to finish in August of 2012 and relocation may proceed. Currently, 40 out of the 56 Chanclleta families have confirmed their readiness to agree to a collective relocation agreement. We are continuing discussions with one more family about joining the process. Meanwhile, we are making progress on relocation agreements and impact reviews in addition to defining their income-generation projects. Once we have presented the proposals to the 40 families, we shall continue with the 16 families who are proposing relocation to a different site. The compensation plan to be agreed upon is centred on the principles of fairness and equality in the face of the relocation impacts.</p> <p>Las Casitas: Delays have set back the start of the housing and infrastructure works due to hold-ups by Cerrejón in selecting the construction company and by local authorities in modifying the Land Use Plan. Since March 2012 all programs that Cerrejón was undertaking in this community have been suspended, such as the training program, the support program for senior citizens and pilot production projects, among others, as well as the impact assessment because some non-residents are asking for the process to be reviewed, including all the agreements signed to date with the resident community (relocation site, characterization of families accredited for relocation, etc.). Cerrejón has since held meetings with the Barrancas Mayor's Office and with communities to seek mechanisms to reactivate the consultation and participation and the social programs with this community.</p> <p>Tamaquito: In July of 2010, Cerrejón received the property for the Tamaquito resettlement. The construction permit was approved by the Barrancas Mayor's Office in Feb. 2012. The completion of the housing and infrastructure works is expected in 1Q 2013. This process will count on the participation of the community, who also participated in the definition of the ethnic design of the dwellings. Since Nov. 2011, the NGO Indepaz has assisted the community in defining the impacts, the response plan, and monitoring construction of the new settlement.</p>	<p>In the first half of 2009, the technical consultant Asicom undertook an initial assessment on the standard of living, capability for self-administration, and equity capital of the communities undergoing resettlement. In the second half of 2011, Cerrejón decided to use the poverty measurement methodology adopted by the Colombian government, which includes the multidimensional poverty index generated by the United Nations Development Programme (UNDP) and the University of Oxford. This is a more complete indicator that provides a multidimensional perspective of people living in poverty, thereby allowing clear identification of where strategies and resources should focus in order to improve their standard of living.</p> <p>In August 2011, this indicator was implemented for the community of Roche with data from the socio-economic baseline provided in 2010 by the Social Capital Group consultant and complementary information from the Codesarrollo Foundation from the community's site of origin. Subsequently, the indicator was measured at the new Roche site. The results reveal a very significant improvement in the standard of living of the resettled community. They have also allowed us to identify significant aspects requiring extra actions aimed at improving the community and its sustainability. Similar measurements are planned for the communities of Patilla, Chanclleta, Tamaquito, and Las Casitas prior to and after relocation. Subsequently, each community will be regularly monitored in accordance with this methodology in order to provide a timely ranking of improving trends in the standard of living of each community at its new site.</p>		
STATUS OF IMPLEMENTATION	COMPLETED	Level of completion to be determined depending on new community dialogues	COMPLETED		

TPR SUMMARY REPORT

Resettlements and Tabaco

9

TPR RECOMMENDATIONS

Cerrejón should view past resettlements as liabilities which need to be addressed through a new approach that emphasizes clear consultation and negotiation practices and strategies. It may also be appropriate for Cerrejón to continue to promote group as opposed to individual resettlement, as is advocated in modern standards covering resettlement.

CERREJON'S RESPONSE

Our overall approach to community resettlement has been reviewed and revised to take in to account the Panel's recommendations.

PROPOSED KEY ACTIONS AND PROJECTS

Update Cerrejón's web site to explain better the resettlement processes and the implementation of international standards. Update every 3 months.

START DATE

20-Jun-08

FINISH DATE

30-Oct-08

PROGRESS

Since the last report from October 2011, Cerrejón has been improving the quantity and quality of the information on its website in order to more completely record the progress and challenges of each community in the process of being resettled. To do so, information has been updated and videos and a table of progress has been included for each community, highlighting the most significant activities and events. We believe that we must continue to regularly update the web portal with the pending actions in each community in order to provide timely, transparent multimedia information.

STATUS OF IMPLEMENTATION

COMPLETED

TPR SUMMARY REPORT

Cerrejón's Foundation System		10 & 11
TPR RECOMMENDATIONS	<p>10 Cerrejón's aim should be to explore how its existing role and capacity can be better harnessed for sustainable and equitable socioeconomic development in La Guajira.</p>	<p>11 Each foundation's strategic objectives and specific activities need to be developed through an extensive and participatory consultation process with relevant stakeholders. These should be published and disseminated, both as a means of providing clarity and as a way of managing expectations.</p>
CERREJON'S RESPONSE	<p>Cerrejón acknowledges the Panel's recommendation that it explore how it can more effectively contribute to sustainable development in La Guajira. To this end, we will further strengthen our social responsibility actions for the long term benefit of the communities and to seek sustainability for the people of La Guajira.</p>	<p>Agreed. Cerrejón will work with the relevant stakeholders to develop the strategic objectives and specific activities for each Foundation. We will publicly report our progress annually through the company's Sustainability Report.</p>
PROPOSED KEY ACTIONS AND PROJECTS	<p>Develop, consult and publish each foundation's key objectives and strategies.</p>	
START DATE	<p>30-Jun-08</p>	
FINISH DATE	<p>31-Mar-09</p>	
PROGRESS	<p>In February 2008, Cerrejón launched four foundations focusing on: making clean water accessible, improving the quality of life of the Wayuu, promoting the effectiveness of taxes and royalties investment and increasing local employment. Throughout 2008 and 2009, the Foundation's strategies and programs have been discussed with several local stakeholders, including local authorities and beneficiary communities. See more information at www.fundacionescerrejon.org. We aim to have on going consultations with local communities and dissemination of information about the foundation's programs and impacts.</p>	
STATUS OF IMPLEMENTATION	<p>COMPLETED</p>	

Cerrejon's Foundation System

12

TPR RECOMMENDATIONS

The independence of the foundations should be strengthened and made explicit, with particular attention given to ensuring that the foundations are acknowledged as being properly informed, expertly guided and sufficiently independent.

CERREJON'S RESPONSE

The Panel's advice that good governance will be fundamental to the long term success of the Foundations is well made and their recommendations will assist in the further development of our approach. We have sought to ensure that each of the Foundations have high calibre Executive Directors, selected for their knowledge, expertise, and management skills, with world class Boards of Directors.

PROPOSED KEY ACTIONS AND PROJECTS

Appoint high profile directors and boards for the foundations.

START DATE

30-Jun-08

FINISH DATE

30-Jun-08

PROGRESS

The four foundations are managed by senior directors with professional and academic experience relevant to the specific development objectives. See Foundation directors' profiles and boards at www.fundacionescerrejon.org.

STATUS OF IMPLEMENTATION

COMPLETED

Engagement with Civil Society

13

TPR RECOMMENDATIONS

Cerrejón should increase efforts to encourage and attract civil society organisations, Colombian and international development agencies, donor governments and multilateral institutions.

CERREJON'S RESPONSE

We fully agree with the Panel's recommendation that we should further encourage the participation of international development agencies, donor governments and multi-lateral institutions. Good progress is being made. To assist with this objective Cerrejón will host a "Forum for Regional Development" inviting additional civil society groups, government and companies to participate in the development of joint strategies and action plans. The Forum will be held no later than the first quarter in 2009.

PROPOSED KEY ACTIONS AND PROJECTS

Relevant departments must identify and approach new partners. Status of new alliances will be published in our web site.

Planning and preparation of the Forum in consultation with internal and external stakeholders

Host a Forum for a Regional Development

START DATE

01-May-08

11-Sep-08

3Q 2009

FINISH DATE

31-Dec-08

30-Jun-09

(original end-date March 2009) Nov 2009

PROGRESS

In addition to contacts previously reported, we engaged: Pax Christi and International Alert on Voluntary Principles themes; the World Business Council on Sustainable Development, the Netherlands and Carrefour (a supermarket chain) to set agricultural projects that can provide local employment; Harvard on a project to improve our grievance mechanisms; the United States Agency for International Development and Florida International University to set up a House of Justice in Riohacha; and the Women's World Banking on micro-credit, among others.

Nearly 200 people attended the Regional Development Forum of November 18, called Building a Future: Perspectives on the Sustainable Development of La Guajira. It gathered grass roots communities, Wayuu indigenous communities, local authorities, national level government representatives, local business leaders and academics. It was co-hosted by the Colombian NGO Redepaz, the think tank Observatorio del Caribe Colombiano, the Gobernación de La Guajira, Chevron and Cerrejón. Redepaz facilitated two preparatory community consultation workshops in October, one in Uribia and other in Barrancas to make sure local voices and ideas could be presented at the Forum.

The Forum was followed by the so called International Aid Roundtable, which included representatives of 14 foreign donor countries and United Nations agencies. Cerrejón's four Foundations, in coordination with local partners, participated actively. Key results have been: a. the kicking off of a Development Planning process comprising communities, political parties, municipalities, provincial level authorities and the National Planning Department, which should produce a strategic short term and long term consensus document, b. greater awareness of Wayuu views with regards to development, c. greater public debate with regards to poverty and the need to combine small and large scale economic development projects in the region and d. greater awareness among state actors of their responsibilities and challenges in La Guajira and e. identifying strategic areas and projects for foreign donor funding.

STATUS OF IMPLEMENTATION

COMPLETED

The Wayuu - Culture and Employment

14

TPR RECOMMENDATIONS

The key focus for future Cerrejón social responsibility practices should be addressing the fact that the Wayuu have benefited the least by the mine's presence, while they are the most vulnerable and the most impacted segment of the local population.

CERREJON'S RESPONSE

The Wayuu are a particularly vulnerable segment of the local population and to date, they have not benefited to the same extent as others. We agree that this must be addressed as a central element of Cerrejón's social responsibility practices. To address this issue, Cerrejón's Foundation for Indigenous Guajira and Foundation for Progress in La Guajira will develop a special education and training program. Building on existing efforts, the program will be developed in consultation with the Wayuu communities, government, NGOs and other agencies contributing to development in the region. The program will be presented and discussed at the Forum we've agreed to host.

PROPOSED KEY ACTIONS AND PROJECTS

Carry out a set of socio-economic development activities in conjunction with Cerrejón, the Foundation for Indigenous Guajira, the Foundation for Progress in La Guajira and other partners to improve the living standards of the Wayuu Communities in our area of influence, respecting Wayuu culture and traditions.

START DATE

01-Jun-08

FINISH DATE

31-Dec-08

PROGRESS

Detailed information of the Foundation for Indigenous Guajira is available at www.fundacionescerrejon.org. Key projects and impacts in 2008 and 2009 include: - Strengthening indigenous culture, welfare and rights through the so called "Planes Integrales de Vida": these integrated plans are mechanism whereby indigenous groups reaffirm their identity and articulate interest into municipal and provincial development plans. Up to December of 2009, the Foundation had facilitated 135 meetings in 7 indigenous reservations and 12 indigenous settlements, with a total participation of 2,000 persons. The Red de Seguridad Alimentaria programme (Resa, food-safety network programme) in 2008 benefitted families totalling 18,213 persons with distributions of 3,750 seed packets and farming equipment. The program offered agricultural capacity-building and follow up visits. In 2009, there were another 2 systematic food-safety programmes: Apoyo a *Seguridad Alimentaria Wayuu-Wiwa* (Asawa, Food Security Support for Wayuu and Wiwa) and *Ayatajirawa* (Community Support) for

STATUS OF IMPLEMENTATION
COMPLETED

The Wayuu - Culture and Employment

15

TPR RECOMMENDATIONS

Cerrejón should develop a clear strategy and measurement indicators.

CERREJON'S RESPONSE

Cerrejón is currently committed to have at least 20% of its new work force made up of inhabitants from neighboring communities and indigenous population. We will clearly articulate our plans and publicly report our progress in our Sustainability Report.

PROPOSED KEY ACTIONS AND PROJECTS

Identify training needs of the communities in the Cerrejón sphere of influence and define a training plan.

Implement training plan according to community interests.

START DATE

19-Jul-08

30-Nov-08

FINISH DATE

30-Nov-08

30-Dec-09

PROGRESS

We consulted communities on their needs and these were the results:electromechanics,crafts training,wordprocessing,home renovation and maintenance,and grass-roots business associations.We conducted a focus group session with Wayuu employees to understand better possible barriers of entry into the company and difficulties adjusting.The results were used to reform training and entry processes:now follow up can be made on the status of the selection using computers.Cerrejón has 5,204 direct employees of which 428 are from surrounding areas or Wayuu.Of the 704 hired in the last year, 34%,or 236,is of the Wayuu or surrounding population.The total number of wayuu people working for our contractors is 449, equivalent to 7.92% of total contractor employees.

Cerrejón's training plan for 2009 will offer training 16 sessions for 200 people from neighbouring communities,of which 40% are Wayuu.

STATUS OF IMPLEMENTATION

COMPLETED

The Wayuu - Culture and Employment

TPR RECOMMENDATIONS	Training for future local employees should be complemented by parallel process of business development support to enable local companies to meet the standards required by Cerrejón in delivering certain products and services.	
CERREJON'S RESPONSE	In 2008, the foundations system signed an agreement with the Servicio Nacional de Aprendizaje (SENA, Colombia's national vocational training agency) for the training of 1000 Wayuu youth in entrepreneurial skills, which will later turn in to productive projects. We will report progress in our Sustainability Report.	
PROPOSED KEY ACTIONS AND PROJECTS	Implement "Conéctate Colombia" program (Technical training for 120 students).	Monitor entrepreneurship projects derived from training.
START DATE	18-Dec-07	30-Jun-08
FINISH DATE	30-Mar-09	30-Mar-09
PROGRESS	<p>Between June and October 2009, Cerrejón strengthened four artisan associations in the Indigenous Reservations of San Francisco, Trupo Gacho, Provincial, and El Cerro through the entrepreneurship units of the National Apprenticeship Service (SENA). In 2010, through an agreement underwritten by the Crea Foundation and the Cerrejón Foundation for Indigenous Guajira, Cerrejón succeeded in diversifying artisan production through the development of new products, and strengthening best practices in production, administration, and merchandising. 70 artisans have benefited.</p> <p>In addition to training in business ventures, they participated for the first time in national events and fairs to promote and market their products, such as Expoartesánias, Expoartesanos, Expoleather Show, amongst others. In March 2011, this initial phase ended with a participative evaluation by stakeholders (Cerrejón, the artisan beneficiaries, and the Crea Foundation) with the aim of sharing lessons learned, successes, and difficulties encountered during the development of the business venture and entrepreneurship project. In 2011, Cerrejón will continue to work alongside these work units to help them strengthen their businesses.</p>	
STATUS OF IMPLEMENTATION	COMPLETED	

The Wayuu - Culture and Employment

17

TPR RECOMMENDATIONS

The company could work with the Wayuu clans to organize ceremonies which would recognize the burial sites along the railway line and (in cooperation with the appropriate public authorities) explore options for renaming the road as the "Wayuu Memorial Highway".

CERREJON'S RESPONSE

As recommended by the Panel, we will develop plans to recognize burial sites and rename the access road during 2008. We will do this with the involvement of the elders and the traditional authorities of the Wayuu communities and ensure that any actions have the full support of the local communities.

PROPOSED KEY ACTIONS AND PROJECTS

Develop plan with the Foundation for Indigenous Guajira and communities.

START DATE

01-Jun-08

FINISH DATE

30-Apr-09

PROGRESS

In August 2008,we concluded a detailed study on Wayuu usage of land adjacent to the railway to understand better the pattern of Wayuu railway crossings,which can be hazardous to them.As a result we identified two critical points where we can build bridges for Wayuu circulation.We calculate these will service around 50% of pedestrian traffic.The construction of bridges is being assessed.The study on mental health,alcohol and drug use among Wayuu was completed in August 2009.Currently,the Foundation Indigenous Guajira is advertising a programme for substituting alcohol stills for farming development programmes. This is part of a three-year plan to mitigate the accident rates and psycho-social problems of the Wayuu communities.As regards the Offering Sites (sitios de pago) in our area of influence,we identified 6 lands.The majority of these sites are located on private property, one on public property and another in an indigenous reservation,Trupio Gacho, which was completely recuperated through an agreement between the Wayuu of Trupio Gacho and the Wiwa and Kogui of Sierra.With this agreement the Wiwa pledged to care for the water zones in the area and the indigenous Wayuu pledged to stop selling the sacred stones of the Wiwa.The Cerrejon Foundation for Indigenous Guajira took charge of maintenance work,reforestation,and care of the offering sites in the location.The buying process of land for the protection of sacred sites is being evaluated.

STATUS OF IMPLEMENTATION

COMPLETED

TPR SUMMARY REPORT

The Wayuu - Culture and Employment

18

TPR RECOMMENDATIONS

Attempting to reunite the community at Media Luna, at least socially if not physically, should be a priority for the management of social impacts at Cerrejón.

CERREJON'S RESPONSE

The Panel's recommendation is supported but clearly also requires the consent and participation of the Wayuu clans involved. Cerrejón management will facilitate discussions with the clans to determine their aspirations. In consultation with the community, a support program will be developed for implementation within 6 months.

PROPOSED KEY ACTIONS AND PROJECTS

Develop and implement a home improvement program.	Build a health center.
02-Feb-08	01-Mar-08
30-Dec-09	30-Dec-08

PROGRESS

At the beginning of 2010, Cerrejón put forward a housing improvement plan to the communities of Malla Norte (Kamusuchiwo>o) and Malla Sur (Pioule Piula). In April 2011, the community and its traditional authorities of Malla Sur (Pioule Piula) approved the conceptual design of the 21 houses. The community of Malla Norte (Kamusuchiwo>o) will not accept the project until the Colombian Government defines its status as concerns the holding of the land they currently occupy, which is not part of the Indigenous Reservation, but of the Industrial Reserve. To that end, they have requested the participation of the Ministry of the Interior and of Incoder.

Regarding Malla Sur (Pioule Piula) we are in the process of selecting a construction company and we hope to begin construction work in the second half of 2012. Unfortunately, the schedule has been delayed due to administrative issues during the contracting process. Due to the progress of work in Puerto Bolívar, during the first quarter of 2012 the works have been announced publicly and the possible impact they may have on the community has been analysed along with the communities involved. At the same time, Cerrejón has sought forums of dialogue with the Kamusuchiwo>o community in order to agree on social programs to be carried out in the area that are in accordance with community interests.

Both a health center and a nutrition service center were built by August 2009.

Cerrejón's intervention in Media Luna goes beyond these two tasks. We have structured an integrated proposal addressing health, education, infrastructure (water, housing) and income generation. Some of the specific components have already been consulted with the communities.

STATUS OF IMPLEMENTATION

BEHIND SCHEDULE	COMPLETED
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Royalties

TPR RECOMMENDATIONS

Cerrejón should explore means of disseminating information on royalties more widely, with the objective of stimulating awareness and active debate amongst the population. It should encourage the establishment for growth of organisations capable of sustaining civil society's engagement and interest in the management of royalties and of monitoring and holding local government accountable for their use. It should also address the problem of state capacity, perhaps through the Foundation for Institutional Strengthening.

CERREJON'S RESPONSE

Cerrejón will explore means of disseminating its publication of all payments to government more widely, including through the local media. We will also continue to include this information in our Sustainability Report and discuss it with the local communities as part of our stakeholder engagement program. Cerrejón will also meet with relevant Colombian government agencies to promote Colombia's adherence to the Extrative Industry Transparency Initiative (EITI).

PROPOSED KEY ACTIONS AND PROJECTS

Conduct meeting with key government stakeholders.	Write the Colombia case study for the EITI Mining book, to be launched at the February Doha meeting.	Publish royalties payments in the local media.	In conjunction with the Presidential Anti-Corruption Office, royalty projects shall be monitored with the support of citizen oversight.	Carry out capacity buildings workshops for public official and other stakeholders.
20-Jun-08	25-Aug-08	02-Jun-08	29-Jul-08	30-Jun-08
15-Dec-08	30-Dec-08	30-Nov-08	30-Dec-09	30-Sep-08

START DATE

FINISH DATE

PROGRESS

<p>Cerrejón helped EITI arrange meetings with key government and industry reps in November in Bogotá. León Teicher also contacted Minister of Mines to encourage Colombia's adherence. There is increasing interest among public officials, business associations and the private sector. Some government officials still question the value added of EITI given that the World Bank is already implementing programs to improve sub-national level revenue management (what is known as EITI++ issues). Cerrejón is committed to carry on encouraging government decision-makers to sign on to the initiative.</p>	<p>Cerrejón published in February 2009 a case study on royalties and transparency in the recently launched EITI publication: "Advancing the EITI in the Mining Sector".</p>	<p>A publication with Cerrejón paid taxes and royalties was issued in Jan 2009. The Foundation for Institutional Strengthening is training journalists on royalties' issues. 60 journalists from La Guajira attended the first 2 workshops in Fonseca and in Riohacha. In alliance with the National Planning Department, a training event was organized for 53 local journalists dealing with the regulatory framework of royalties and the role of press in the control and monitoring of these resources. In addition, the Foundation launched the Award for Best News Report on the Investment of Coal Royalties and its Social Control in La Guajira. The award has 34 local registered journalists who will submit their work on November 30, 2009. The royalties payments are not published in local media but the Foundation disseminates this information through Monthly Reports on its website.</p>	<p>From 2008 to 2010, Cerrejón paid nearly US\$ 428 million dollars. To date, the Foundation for Institutional Strengthening has monitored investments in eight large projects in Barrancas, Albania, Hatonuevo, and Uribe for a total of 31 million dollars, and it has held 25 visible auditing forums of these projects. These sessions gathered together community members and national authorities. The projects include the construction of 300 social welfare housing units, a park in the municipality of Albania, the upgrading of three educational institutions in Uribe and Hatonuevo, the building of an educational institution in Barrancas, and the installation of water and sewage mains in the municipalities of Chorreras, Barrancas, and Hatonuevo. Out of the 8 projects, the authorities have handed over 4 finished audited projects in Hatonuevo, Albania, Barrancas and Uribe. The audits revealed some evidence of the use of inadequate construction materials, lack of required documentation, and other irregularities. Furthermore, the Foundation has enabled two participatory budget meetings, in Barrancas and Uribe, which have led to projects being complemented with works suggested by the community. In 2008 and 2009, the Foundation offered local authorities 11 seminars on royalties, spending and public bidding, as well as on project monitoring and evaluation.</p>
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STATUS OF IMPLEMENTATION

COMPLETED

TPR SUMMARY REPORT
Security and the Voluntary Principles on Security and Human Rights
20 & 21

TPR RECOMMENDATIONS	20 Allegations of aggression by security forces need to be rigorously investigated and efforts made to ensure that correct behaviour and attitude by Cerrejón security personnel serve to strengthen relations between the company and nearby communities. Cerrejón should work to establish a more transparent process for handling complaints about security and put in place a systematic mechanism for dialogue with communities around security concerns.	21	Cerrejón should take advantage of the process currently under way in Colombia to develop clear indicators for implementation of the Voluntary Principles. Piloting and refining these indicators will provide a proper mechanism for recording, monitoring and addressing alleged violations, as well as a system for evaluating the results of its extensive human rights training program.
CERREJON'S RESPONSE	We fully agree with the Panel's view that any allegations of aggression by security forces need to be vigorously investigated and remedial action taken if the allegations are substantiated. This has been and will remain the case, however, we recognize that putting in place transparent processes for handling complaints and a systematic mechanism for dialogue with local communities around security concerns would be valuable. We will explore the Panel's recommendations as part of our overall community consultation program. We will develop indicators of the success of our extensive human rights training as suggested by the Panel by the end of 2008. Progress will be reported through the annual Sustainability Report.		
PROPOSED KEY ACTIONS AND PROJECTS	Improve the existing complaints and grievance mechanism.	Pilot the indicators of the Voluntary Principles on Security and Human Rights.	Design and put into practice a follow-up mechanism to measure the results of human rights trainings.
START DATE	01-Sep-08	01-Sep-08	01-Oct-08
FINISH DATE	30-November-2009 (original date, April 2009)	30-Jan-09	6/1/2009 new expected date 1Q 2012
PROGRESS	A claims log and follow up procedure for Voluntary Principles on Security and Human Rights issues was completed in 2009. That year Cerrejón decided to go beyond the scope of this commitment and design a corporate-wide grievance mechanism. In December 2009, Cerrejón launched the pilot phase of the new an overall corporate claims mechanism that follows the recommendations by the UN Special Representative for Business and Human Rights, John Ruggie. The pilot phase concluded in December 2010 and its now operative.	The pilot project has been completed and the lessons learned report will be published in 2010. A positive effect of this exercise has been to ensure that the private security contractors perform risk analysis and take into account human rights issues.	In October 2010, Cerrejón hired the Resource Centre for Conflict Analysis (CERAC, its acronym in Spanish) to design indicators allowing the impact of training in human rights to be measured. The final version of these indicators was delivered in March 2011. The implementation of the indicators, which will again be the responsibility of CERAC, will begin in May 2012. Lateness in the schedule has been caused by delays in the contracting process. Due to the fact that the contract is soon to begin, we estimate that the results will be ready in the second half of 2012.
STATUS OF IMPLEMENTATION	COMPLETED		RISKS TO COMPLETING PROJECT AS PLANNED BUT MAKING PROGRESS

Health and Environmental Issues

22 & 23

TPR RECOMMENDATIONS	22	Cerrejón should pay serious attention to allegations from the union and local communities regarding the incidence of dust related diseases.	23	Cerrejón should consider partnering with universities so as to ensure that its emissions monitoring was effective, credible and transparent.
CERREJON'S RESPONSE	Cerrejón agrees with the Panel that third party verification of the company's environmental monitoring results will help build trust and confidence in the programs. To this end we will work with the union and community groups to identify the best way to enhance its monitoring program.		The Panel's suggestion of partnering with local universities will be considered as part of the process of monitoring air quality. As a minimum we will include third party review of our Sustainability Report. Our aim is to have this process in operation within 12 months.	
PROPOSED KEY ACTIONS AND PROJECTS	Set up an air monitoring program.		Set up an air quality independent verification process.	
START DATE	01-Jun-08		01-Jun-08	
FINISH DATE	31-Dec-08		31-Dec-08	
PROGRESS	<p>In October 2008,Cerrejón began an air quality auditing process with the participation of community representatives of Media Luna Norte,Las Casitas, Papayal, Barrancas,Patilla,Provincial, Chanclleta, Roche,Remedios and Albania; the Ideam (Instituto de Hidrología, Meteorología y Estudios Ambientales de Colombia,the public technical agency that monitors environmental standards in Colombia); the University of La Guajira and Corpoguajira (the local environmental oversight agency).The audit reviewed Cerrejón's air quality monitoring process,including 18 air sampling stations for TSP and PM 10.In February 2009, the company presented audit results to community representatives,members of Copaso (the company-employee committee on health and safety oversight) and to a representative of Barrancas' hospital.</p> <p>In April 2009 a second session was held with the presence of Ideam's auditor.One of the main challenges of the process identified so far is to develop and promote the ability of community representatives to report back to their own constituents and the lack of basic health and environmental knowledge.The communities have created a "Communications Committee" as part of a joint strategy to divulge information about air quality to a greater part of the population in a transparent and trustworthy manner.Their first meeting was in September to conduct outreach sessions.This initiative has been complemented by "Environmental Visits" to the mine by local communities.There were 16 visits by 422 persons in 2008, including inhabitants of Los Remedios,Las Casitas,Tamaquito and other towns. In 2009, there were 35 visits by 935 persons and in 2010 have taken place 42 visits by 1119 persons.</p>			
STATUS OF IMPLEMENTATION	COMPLETED			

TPR SUMMARY REPORT

Improvement of Industry Standards

24

TPR RECOMMENDATIONS

Cerrejón has an important role to play in elevating industry standards. The company should ensure that all stakeholders, from the local, to the national and international, better understand what it is trying to achieve and how it goes about it.

CERREJON'S RESPONSE

We acknowledge the Panel's view that Cerrejón has an important role in to play in elevating industry standards in Colombia. We will liaise with government, industry associations, and SMEs to help facilitate a workshop to share good practice and progressive standards in the areas of particular concern.

PROPOSED KEY ACTIONS AND PROJECTS

Identify key partners and draft a plan.	Carry out a workshop on international mining standards, targeting business, government and civil society.
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START DATE

08-Aug-08

to be defined

FINISH DATE

11-Nov-08

to be defined

PROGRESS

Cerrejón did not organize a workshop of its own,rather the company chose to support others and actively participate in over 10 conferences on extractives and corporate social responsibility that took place in Colombia.The rising public interest on the issue is connected to increased foreign investment in mining in this country.Cerrejón's position has been to promote in events, meetings and media responsible mining in Colombia based on the compliance with international standards and best practice on the management of social and environmental impacts,which will require improved industry and government policies.

STATUS OF IMPLEMENTATION

This project was replaced by other initiatives: promotion and participation in responsible mining events and sponsoring of a Colombia industry wide social performance independent assessment.