

# **Improving Stakeholder Engagement and Community Impact of Oil, Gas and Mining: Emerging Good Practices and Ongoing Challenges**

*A panel discussion hosted by the Harvard Kennedy School Corporate Social Responsibility Initiative*

Tuesday, April 29 | 6:15 – 8:00 pm | Allison Dining Room (5th Floor Taubman, Harvard Kennedy School)

By their nature, most extractive industry projects result in environmental, social, human rights and economic dilemmas. They often have a profound impact on local communities, both positive and negative, as well as on regional and national economies. With the expansion of the sector over the past decade due to growing demand for products and high commodity prices, extractive industry projects have a broader footprint than ever before, increasingly in difficult locations. What are oil, gas and mining companies doing and what more can they do — working unilaterally, with other industry partners, and in partnership with governments, NGOs and community groups — to respect human rights, improve risk management and accountability, avoid conflicts, and create more sustained socio-economic benefits for local communities? The Corporate Social Responsibility Initiative is pleased to host a panel discussion addressing the sector's evolving stakeholder engagement and community development practices as well as ongoing challenges.

Professor John Ruggie will make opening comments. Panel participants will include:

- Chris Anderson, Americas Director, Communities & Social Performance, Rio Tinto
- Dennis Flemming, Project Director, Niger Delta Partnership Initiative
- Caroline Rees, President, Shift
- Jane Nelson, Director, Harvard Kennedy School Corporate Social Responsibility Initiative

Seating is limited; please RSVP to [marli\\_porth@harvard.edu](mailto:marli_porth@harvard.edu). Refreshments will be served.

## **Panel Participant Bios**

### **J. CHRIS ANDERSON**

Americas Director, Communities & Social Performance, Rio Tinto

Dr. Chris Anderson is Rio Tinto's strategy leader and corporate functional lead for Communities in the Americas. He also provides advice and support to operations regarding Rio Tinto standards on Communities practice, in particular contributing to the Group's Community agreement-making innovation and implementation. Anderson previously worked for Newmont Mining Corporation as Director, Corporate & External Affairs Africa, having previously served as Group Executive Social Responsibility in Newmont Mining Corporation in Denver. Prior to joining Newmont, Dr. Anderson was Executive General Manager Public Affairs for Normandy Mining, Australia's largest gold company. He was Chief Executive of the South Australian Museum from 1993 to 1998 and previously taught anthropology at the Universities of California at Los Angeles, Queensland and Adelaide. Dr. Anderson is a specialist in community relations, stakeholder engagement and cross-cultural consultation. Dr. Anderson received his Bachelor of Arts degree (Hons.) in Anthropology, a Ph.D. in Anthropology and a Diploma of Organizational Psychology all from Queensland University.

### **DENNIS FLEMMING**

Dennis Flemming began serving as Project Director of the Niger Delta Partnership Initiative in 2009 and has been based in the Nigerian capital of Abuja ever since. Most of his professional years were spent in Papua New Guinea, initially when he was assigned by the Peace Corps to serve as Business Development Officer in the South Pacific Island nation in 1986. Three years later, Flemming helped create Income Marketing Ltd, an organization established to provide small business development services and advice. Flemming joined Chevron as Local

Business Development Supervisor in 1992; and later on became Community Affairs Manager. He spent a year as Staff Planning Analyst in the company's headquarters in San Ramon and came back to Papua New Guinea in 2000 as Sustainable Development Manager. In this capacity, he established and managed the CDI Foundation, a non-profit organization dedicated to socio-economic development of rural communities near the company's field operations. In 2004, Flemming managed the Angola Partnership Initiative and other corporate responsibility and socio-economic development programs for Cabinda Gulf Oil Company, Chevron's Angolan subsidiary. When he joined Chevron Nigeria Ltd, Flemming spearheaded community engagement strategies including renegotiation of agreements with regional development councils. Dennis Flemming holds a bachelor's degree in Business Administration from the University of Florida and a master's degree in Sustainable Development specializing in Development Management from the University of London.

### **CAROLINE REES**

Caroline worked as a lead advisor to the former Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie, from 2007 to 2011 and as the Director of the Governance and Accountability Program at the Corporate Social Responsibility Initiative at Harvard Kennedy School from 2009 to 2011. Caroline advised the SRSG's mandate across a broad range of issues, and led research related to access to remedy as well as work on human rights in supply chains. She was closely involved in the drafting of the UN Guiding Principles on Business and Human Rights. Caroline worked with a broad range of companies, civil society organizations, mediators and lawyers in developing and piloting the criteria for effective non-judicial grievance mechanisms that appear in the Guiding Principles. She has led research into the relationship between corporate culture and conflict resolution, working with a range of mining companies. She has developed the premier website on business-to-society grievance mechanisms and dispute resolution, and is currently producing three short films in collaboration with companies and communities that used mediated dialogue to resolve disputes. She has also published extensively on the issue of grievance mechanisms and is a regular speaker at conferences, workshops and universities on the Guiding Principles. Caroline is a Board Member of the mediation and consensus-building organization RESOLVE, and is on the Oversight Group for the Grievance Mechanism of the London Olympics Sustainable Sourcing Code. Caroline previously spent 14 years with the British Foreign and Commonwealth Office. From 2003 to 2006 she led the UK's human rights negotiating team at the UN and chaired the UN negotiations on business and human rights that led to the creation of the SRSG's mandate. Her prior foreign service career covers Iran, Slovakia, the UN Security Council and the European Union. Caroline has a BA Hons from Oxford University and an MA in Law and Diplomacy from the Fletcher School, Tufts University.

### **JANE NELSON**

Jane Nelson is Director of the Corporate Social Responsibility Initiative at Harvard Kennedy School, a nonresident senior fellow at the Brookings Institution, and a senior associate of the Programme for Sustainability Leadership at Cambridge University. She was a Director at the International Business Leaders Forum from 1993 to 2009. In 2001, she worked with the United Nations Global Compact in the office of the UN Secretary-General preparing a report for the General Assembly on cooperation between the UN and the private sector. Prior to 1993, Nelson worked for the Business Council for Sustainable Development in Africa, for FUNDES in Latin America, and as a Vice President at Citibank working for the bank's Financial Institutions Group in Asia, Europe and the Middle East. She has co-authored five books and over 70 publications on the role of business in society, as well as five of the World Economic Forum's Global Corporate Citizenship reports. Nelson serves on the boards of Newmont Mining Corporation, FSG, the ImagineNations Group, and the Niger Delta Partnership Initiative, and on advisory councils for Abbott, the Abraaj Group, Clinton Global Initiative, Rockefeller Foundation's Bellagio Center, ExxonMobil, GE, Initiative for Global Development, and the International Finance Corporation. She earned a BSc. degree in Agricultural Economics from the University of Natal in South Africa and an MA from Oxford University, and is a former Rhodes Scholar and recipient of the Keystone Center's 2005 Leadership in Education Award.

## **JOHN RUGGIE**

John G. Ruggie is the Berthold Beitz Professor in Human Rights and International Affairs at the Harvard Kennedy School, Affiliated Professor in International Legal Studies at Harvard Law School, and Faculty Chair of the Corporate Social Responsibility Initiative. He also served as the United Nations Secretary-General's Special Representative for Business and Human Rights. Trained as a political scientist, Ruggie has made significant intellectual contributions to the study of international relations, focusing on the impact of globalization on global rule making. A Fellow of the American Academy of Arts & Sciences, he has received the International Studies Association's "Distinguished Scholar" award, the American Political Science Association's Hubert Humphrey award for "outstanding public service by a political scientist," and a Guggenheim Fellowship. A recent survey published in *Foreign Policy* magazine identified him as one of the 25 most influential international relations scholars in the United States and Canada. Apart from his academic pursuits, Ruggie has long been involved in practical policy work, initially as a consultant to various agencies of the United Nations and the United States government. From 1997-2001 he was United Nations Assistant Secretary-General for Strategic Planning – a post created specifically for him by then Secretary-General Kofi Annan. His responsibilities included establishing and overseeing the UN Global Compact, now the world's largest corporate citizenship initiative; proposing and gaining General Assembly approval for the Millennium Development Goals; advising Annan on relations with Washington; and broadly contributing to the effort at institutional renewal for which Annan and the United Nations as a whole were jointly awarded the Nobel Peace Prize in 2001. Ruggie was UN Special Representative for Business and Human Rights since 2005. His mandate was to propose measures that will strengthen the human rights performance of the business sector around the world. In 2008 the UN Human Rights Council was unanimous in welcoming a policy framework he proposed for that purpose and extending the mandate for a further three years, asking him to build on and promote the framework so as to provide concrete guidance for states, businesses, and other social actors. For this achievement, *Ethical Corporation* magazine, published in the UK, named Ruggie among its top 10 "Ethical Leaders" for 2008. The "Protect, Respect, and Remedy" framework that resulted from Ruggie's mandate was endorsed by the UN Human Rights Council on June 16, 2011.