



October 13-15, 2020
Golden, Colorado USA



<https://csm.space.com/events/socialperform>

Colorado School of Mines (Mines) and Yirri Global are pleased to present a Master Class, *Communities and Social Performance in the Extractive Sector: A New Paradigm*. The course is a three-day intensive workshop that will provide a comprehensive picture of where industry sits in terms of its engagement with the external world, particularly with local communities. It will argue strongly that achieving a social license to operate is a business imperative and that companies risk not only costs and delays but their very survival in not doing so. It can be done well! The course is designed to be practical with immediate application to participants' day-to-day work.

One widely held traditional view of business is that, by and large, only customers and shareholders matter. Measurements around success with these involve numbers of customers, short-term profit margins, and share price. The advent of the notion of 'stakeholder' heralds a new, much more black and white metric: know who your stakeholders are and manage them well or your business will not survive much less thrive. This message of focusing on longer-term business considerations, stakeholder relations, license to operate and sustainability is increasingly permeating corporate boardrooms and even the investor community. These issues are particularly acute in the natural resource sector where mineral deposits cannot be moved; if there are people – for instance, communities – living on top of these resources, permits are necessary (legal license) but wholly insufficient for establishing and maintaining a social license to operate. Hence, the concept of 'social performance' is critical: how well does a business engage 'outside the fence' with communities and other external stakeholders, and the business implications of this. These shifts in business thinking along with a corresponding proliferation of standards and best practices necessitate new competencies to deliver on both corporate and stakeholder value expectations.

Methodology of presentation for the course will, in addition to classroom and workshop style discussion, include active participation tools such as scenario planning, case study analysis, role plays and facilitated small group discussions.



More information on reverse...



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Content

- The concept of social performance, and the business case for its integration into the technical and commercial aspects of a project or operation
- Social license to operate
- Understanding your social context
- Risk and impact identification, mapping and management
- Stakeholder engagement
- Communication/consultation mechanisms
- Shared value, including local content/supply chain and social investment
- Conflict & Outrage, including grievance management
- Sustainable Development Goals and their relevance to each stage of an operation
- Governance, transparency and anti-corruption, particularly at project/ops level (Extractive Industries Transparency Initiative, Foreign Corrupt Practices Act)
- Human rights
- Indigenous peoples and Free, Prior & Informed Consent
- Resettlement & Livelihood restoration
- Community agreements: A secret success tool
- Global standards including International Finance Corporation Performance Standards
- Dealing with Civil Society/NGOs; regulators

Participants are encouraged to bring examples and questions to the course for discussion. There will be two refreshment breaks each day plus a light breakfast and lunch.

This is the fifth year that this course has been offered. (It has also been taught it to a large mining industry group in Australia at the Centre for Social Responsibility in Mining at Queensland University in Brisbane. The course has received wide acclaim from industry participants (see sample feedback comments on the web site). We also have some facility to provide Spanish translation for parts of the course.

Who should attend?

The Master Class is designed for both practitioners and corporate managers who wish to understand this new paradigm of describing, understanding and implementing a system built around the 'social performance' of a company or a project. Participants will typically come from functional areas variously termed Community Relations, Corporate Social Responsibility, External Affairs, Government Relations, Communications, etc. The course is particularly apt for those in a company who may be shifting from one area of responsibility (e.g. Environmental) into the social space. Those from civil society, finance institutions, regulators and academics have also participated in the past. The more diverse the group the better. Class sizes over the last five years have varied from 12-17 participants.

About the presenter

The course material will be presented by Dr. Chris Anderson. Chris is a Director of the consultancy firm, Yirri Global, a Research Associate of the Colorado School of Mines and an Adjunct Professor at the Centre for Social Responsibility in Mining at the University of Queensland in Australia. He is one of the extractive world's leading Communities and Social Performance practitioners and has worked on some of the most difficult projects with seemingly intractable community issues. He has worked at both a corporate policy level and on the ground at sites in more than two dozen countries on four continents over the past twenty five years.

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Registration and information

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More information on reverse...

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