

ENGAGING CHINESE COMPANIES ON SUDAN



ENGAGING CHINESE COMPANIES ON SUDAN

Political and economic context

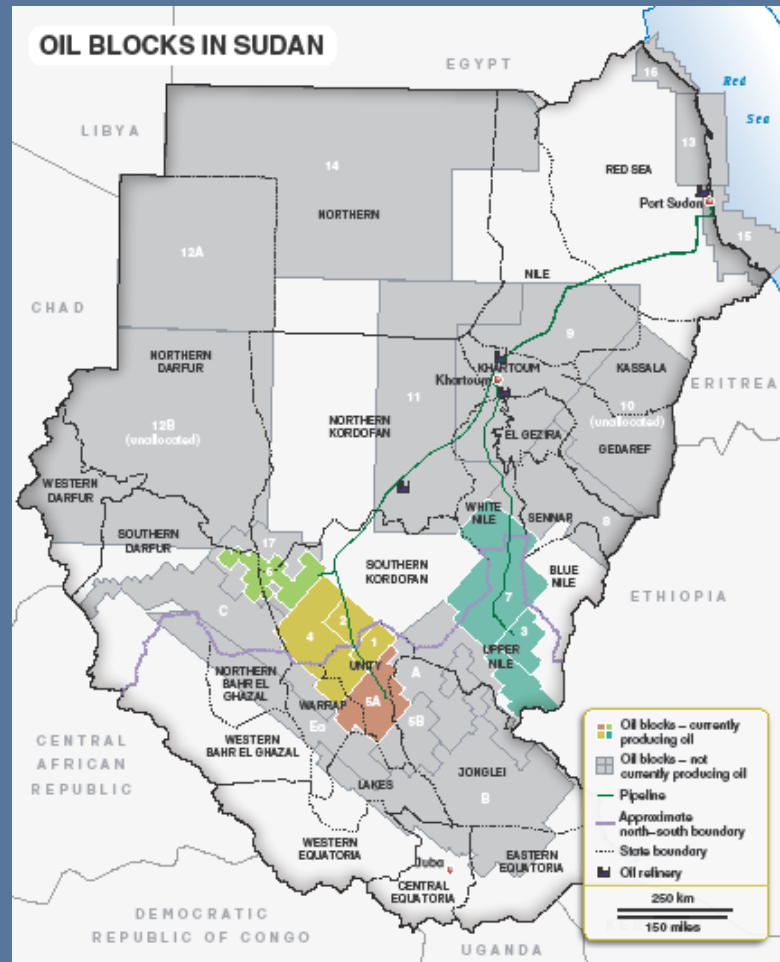


ENGAGING CHINESE COMPANIES ON SUDAN

Shareholder engagement strategies



POLITICAL AND ECONOMIC CONTEXT



POLITICAL AND ECONOMIC CONTEXT

2005: Comprehensive Peace Agreement



POLITICAL AND ECONOMIC CONTEXT

2011: Referendum on Secession



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

Revenue Transparency



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

Security and Human Rights



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

Environmental Protection



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

Stakeholder Engagement



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

Labor Practices



POLITICAL AND ECONOMIC CONTEXT

Industry peacemaking role:

CSR Disclosure



POLITICAL AND ECONOMIC CONTEXT

One area of success:

Philanthropy



POLITICAL AND ECONOMIC CONTEXT

Sudan is unique but not completely different



SHAREHOLDER ENGAGEMENT STRATEGIES

TIAA-CREF used its influence as one of the largest institutional investors in the world, but...



SHAREHOLDER ENGAGEMENT STRATEGIES

...they just didn't want to talk to us.



SHAREHOLDER ENGAGEMENT STRATEGIES

Why?

Ownership

Governance

Mission

Management

Subject Matter

Relationship



SHAREHOLDER ENGAGEMENT STRATEGIES

Another approach:
UNPRI/UNGCC conference on managing in
conflict zones



SHAREHOLDER ENGAGEMENT STRATEGIES

Private meetings following conference



SHAREHOLDER ENGAGEMENT STRATEGIES

Second conference in Khartoum



SHAREHOLDER ENGAGEMENT STRATEGIES

Lessons Learned...



SHAREHOLDER ENGAGEMENT STRATEGIES

Create a Safe Space



SHAREHOLDER ENGAGEMENT STRATEGIES

Work harder to find common values



SHAREHOLDER ENGAGEMENT STRATEGIES

Focus on solutions to shared concerns



SHAREHOLDER ENGAGEMENT STRATEGIES

Don't challenge their core assumptions
unnecessarily



SHAREHOLDER ENGAGEMENT STRATEGIES

Relationship building is the primary initial objective

