

**Individual and Field-Level Determinants of  
Stakeholder Engagement in Gold Mining**

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As part of a multi-year research project partly funded by the National Science Foundation which links data on the financial and operational performance of 26 mines to data coded from the media on their cooperation and conflict with stakeholders, we propose to investigate the determinants of more sophisticated stakeholder engagement strategies. Such efforts to address the needs of local stakeholders, take into account their preferences and work with them in partnership are perceived as more ethical than a short-term focus on the financial bottom line and, as a result, engender greater stakeholder cooperation and reduced conflict. Using stakeholder networks derived from press reports, we have demonstrated that stakeholder cooperation and conflict can explain more than twice as much of the observed variation in corporate valuation as compared to objective measures of the net present value of the gold under the firm's control. In this study, we seek to delve deeper into the determinants and form of firms' efforts to elicit stakeholder cooperation and forestall conflict. We surmise that success requires leadership from the country manager and top management team to insure wholesale genuine adoption and implementation by front-line managers. We seek to explore the determinants of adoption and implementation including the collection of the following data for each of the 26 mines drawing upon security filings, press releases, online and printed biographies and a survey instrument applied to each mine and a subset of their stakeholders. We would seek to explain adoption as a function of individual characteristics of chief executives, top management team and Board members; the structural position of the company in the network of international mining companies; and the increasing salience of stakeholder engagement over time. We also seek to better understand the internal organization and form of stakeholder engagement activities.