

**IPIECA Stakeholder Dialogue
San Francisco, CA USA
11 – 12 June 2008**

**Facilitator's Final Report
September 2008**

**Facilitated by
Business for Social Responsibility**



**IPIECA Stakeholder Dialogue:
Shaping our Strategy for Sustainable Development**

11-12 June 2008, San Francisco

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Executive Summary

IPIECA hosted a two-day dialogue with nearly fifty stakeholders drawn from member companies and external stakeholder groups such as academia, civil society and government to validate that IPIECA is addressing the right issues as the basis for the direction and content of its 2009-2012 Strategic Plan.

Stakeholder expectations of the dialogue were identified through an online survey which was distributed to all participants in advance of the dialogue along with outreach telephone interviews. Expectations generally encompassed:

- Identifying opportunities to network and partner
- Obtaining assurance that the dialogue would inform internal IPIECA discussions and action.
- Seeking a better understanding of how the industry perceives its own issues and priorities.

Current Issues

Via outreach prior to the dialogue alongside participant statements at the start of the dialogue and a series of inter-active exercises, stakeholders identified a wide range of major issues facing the oil and gas industry. These issues fell within five key areas which included, but were not limited to:

- **Climate Change:** Including priorities such as Greenhouse Gas (GHG) protocols, carbon capture and storage, carbon foot printing, and emissions trading.
- **Community Engagement and Development:** Concerns such as the achievement of the Millennium Development Goals (MDGs) industry impacts on poverty, building host government capacity building, and metrics supporting performance measurement and comparison.
- **Environmental Impacts, Biodiversity:** Emerging issues such as fresh water use, waste management, supply chain impacts, accounting for ecosystem services costs, and trade-offs regarding Biofuels.
- **Human Rights and Transparency:** Including revenue transparency of host government agreements, human supply chain impacts, impacts from the influx of opportunist migrant workers, workforce diversity, and indigenous peoples' rights.
- **Technology and Energy Diversification:** Priority areas including new access to 'frontier resources' such as the Arctic or deep water, and the development and social, economic and environmental impacts of developing non-conventional and renewable energy sources ranging from tar sands to wind power.

Emerging Issues

Over the course of the two days, stakeholders worked through facilitated and informal discussions to identify any emerging issues of concern. The emerging issues identified fell within four key areas which seemed to be quite closely aligned with the previously identified current issues. These included:

- **Environment:** Environmental impacts of oil industry including themes such as: 'frontier expansion', sensitive environments, fresh water management, infrastructure deficits in developing economies, ecosystem services, working with indigenous peoples.
- **Energy Portfolio:** Technology solutions to energy issues such as energy efficiency and role of renewable, un-conventionals, biofuels etc.

- **Community Engagement and Development:** Capacity building, engagement, health outreach and social investment. IPIECA can serve a clear role as a neutral convener.
- **Human Rights and Transparency:** Human rights impacts and revenue transparency. IPIECA can raise awareness and form relevant partnerships.

Key General Messages for IPIECA

During the two-day dialogue a number of key messages emerged related to the ways in which stakeholders collaborate and support IPIECA in its efforts to address current and emerging issues in alignment with the organization's mission and vision.

Several ways were identified in which IPIECA could work more effectively and efficiently to achieve its mission. Some of these methods related to improvements in structure, resources and external engagement. Key themes that emerged included:

- **Role Clarity:** Stakeholders called for a clearer delineation of roles between IPIECA and its member companies noting they prefer and would support IPIECA playing more of a convening role, to catalyze dialogue and to act more strongly on behalf of the industry. Currently stakeholders hold several bilateral relationships with companies yet see value in accessing the industry through a single channel such as IPIECA.
- **Profile:** Some stakeholders expressed surprise at the breadth and depth of IPIECA's mandate along with the organization's accomplishments to date, noting the organization suffers from a lack of visibility outside the industry. Many suggested IPIECA should invest more in communicating its work, achievements and participation in global initiatives.
- **Resources:** Many stakeholders questioned whether the level of investment in resources at IPIECA is commensurate with the complexities of the energy issues the organization addresses. There was discussion that IPIECA is only a 11 person secretariat that relies heavily on the 'sweat equity' of the individual company representatives who comprise each of the working groups . Stakeholders encouraged IPIECA to seek further investment from its members if there is a desire to expand the internal technical expertise and capacity or to tailor its agenda and focus resources accordingly.
- **Results Oriented:** Stakeholders acknowledge that output from IPIECA in terms of technical guides and workshops is extensive, but that they expect more tangible results as evidence of the organization's efforts to help the industry improve its social and environmental performance. For example the removal of lead from gasoline initiative achieved tangible results and was lauded by stakeholders a prime example of the organization's leadership on a critical issue and was suggested as a model to guide future initiatives. Key message: *"Pick battles, make it happen, and make a difference."*
- **Content and organisation:** While stakeholders highlighted a host of current and emerging issue areas as key industry challenges, issues such as energy efficiency, fresh water management and biodiversity are considered 'cross cutting' – that is that they relate to the mandate of one or more existing working groups. IPIECA could leverage its existing structure to ensure greater coordination and ensure these issues receive an appropriate level of focus and attention. IPIECA needs to consider whether its current working group structure is the most appropriate. At a minimum, there is a need to more

effectively support and promote cross-working group communication, coordination and collaboration.

- **Engagement/relationships:** IPIECA has engaged formally with external stakeholders in the past and continues to engage where input is required at the working group level. At the same time, stakeholders perceive a lack of alignment in some of these efforts to date but expressed a strong desire to strengthen these relationships and to develop future partnership opportunities.

Introduction

This report was prepared by BSR and summarizes the outcomes of a dialogue hosted by IPIECA on 11 and 12 June 2008 at the Sheraton Fisherman's Wharf Hotel in San Francisco, CA, USA.

Forty-seven participants were engaged in the dialogue, including 26 from academic, civil society, government, financial and other stakeholder sectors as well as 21 industry representatives. (See Appendix IV for the complete participant list).

Comments made by participants have not been attributed, consistent with the Chatham House Rule.

Objectives

The dialogue was held to enable IPIECA to engage constructively with stakeholders to validate that IPIECA is addressing the right issues as the basis for the direction and content of its 2009-2012 Strategic Plan and to support the organization's as it progresses towards its vision as *'an oil and gas industry that successfully improves its operations and products to meet society's expectations for environmental and social performance.'*

The purpose of the Dialogue was to explore and validate that IPIECA's focus areas, core activities and allocation of organizational staff time and resources align with societal expectations, and to better position the organization to achieve its mandate and provide maximum value to current and potential new members. See agenda in Appendix I.

IPIECA's desired objectives for the dialogue included:

- Mutual understanding of the environmental and social issues that face the oil and gas industry;
- Potential actions for IPIECA to consider as it shapes its strategic direction;
- Enhanced stakeholder awareness of IPIECA and opportunities for further engagement; and
- Identification of ways that engagement between the private sector, the public sector, and civil society can be enhanced for mutual benefit.

Stakeholder Expectations

An online survey was distributed to all participants in advance of the dialogue to invited stakeholders' input to the design of the agenda. The facilitators also engaged in greater depth with several participants. (See Appendix III for a summary of survey responses).

The dialogue opened with an invitation for participants to introduce themselves, the organizations they represent, and to briefly share one or two expectations for the dialogue. These are summarized as follows:

1. Networking and Partnership Opportunities:

- Interest in learning about IPIECA and other stakeholders

- Discuss issues within a unique industry forum
- Become more educated about the realities of the energy business
- Cultivate ongoing dialogue and explore future partnerships
- Achieve long term solutions through collaboration

2. Direct Consultation Regarding Strategic Plan:

- Provide input and ideas that result in a stronger strategic plan that drives industry performance improvements
- Achieve better understanding of NGO and other stakeholders' concerns and perspectives
- Demonstrate responsiveness to issues raised by participants

3. Better Understand Industry Perception of Issues and Priorities:

- Validate that organizational priorities align with society's main concerns and expectations
- Learn about material issues from industry point of view and how industry quantifies its impacts
- Achieve greater alignment between industry objectives and stakeholder priorities

Key Issues Categories and Definitions

Facilitators then oriented participants to the following definitions and categories. While arguably subjective, these nonetheless helped to frame and streamline the dialogue:

- **Current issues** were defined as those that industry is working on actively through IPIECA; while
- **Emerging issues** were defined as those that have potential for industry focus through IPIECA in the future.

The facilitators then presented a synthesis of findings from the stakeholder survey and interviews illustrated graphically for participants as an issues "wall" covering the width of the conference room. More than 70 issues identified by stakeholders were divided into five categories:

- 1. Climate change** (e.g. policy related issues, industry responses, initiatives)
- 2. Technology and energy diversification** (e.g. technology solutions to energy issues and role of renewables, unconventional, etc. in the energy mix.)
- 3. Community engagement and development** (e.g. capacity building, stakeholder engagement, health outreach, and social investment)
- 4. Environment/Biodiversity** (e.g. environmental impacts of oil industry including biodiversity and oil spills)
- 5. Human rights/transparency** (e.g. human rights impacts, revenue transparency)

Next, participants were invited to consider the following two questions in small groups at mixed company and stakeholder tables:

- What are the most pressing expectations regarding social and environmental performance faced by oil and gas companies?
- What social and environmental issues are emerging for the sector?

This discussion surfaced additional issues and opportunities that were added to the issues wall.

Current Issues

Breakout on current priorities and progress:

Participants self organized into five facilitated breakout sessions to explore the following questions:

- 1) What are the most important, urgent, or concerning issues
- 2) What can the industry do through IPIECA to engage these issues more effectively? How can stakeholders work together on these?
- 3) Are any issues already well addressed?

Groups then reconvened to present back to and discuss with the larger group.

A) Climate Change

Key issues of importance to stakeholders:

Efforts of the industry to reduce the impacts of its operations and its products on climate change are perceived by stakeholders as a high industry priority which has cross-cutting implications for other issues. There is a desire, for example, for the industry to manage greenhouse gas emissions (GHG) more effectively through the entire value chain from production to end-product use.

Stakeholders also want to encourage the adoption of standardized and more rigorous emissions related metrics and reporting methodologies that would better facilitate performance monitoring and comparison.

Way-forward for IPIECA:

IPIECA as an interface: IPIECA can be an important interface on climate change issues between the industry and principle stakeholders such as The United Nations Environment Programme (UNEP), the United Nations Clean Development Mechanism (CDM) or the International Energy Agency (IEA).

IPIECA as a channel of communication: Stakeholders support the idea of IPIECA playing a greater convening role and serving as a primary channel for stakeholder access into the industry. They also believe IPIECA could serve as a conduit for information on climate change impacts through its network of contacts. IPIECA should provide best practice and take a role in selecting/recommending technologies. IPIECA should seek consolidated views, coordinate consensus positions and achieve alignment on issues.

Partnerships/engagement: There are potential engagement opportunities with other energy associations or new stakeholder groups where synergies exist and/or where IPIECA is not actively involved, for instance, addressing the link between transportation and climate change. Engage new stakeholders in refreshing the mandate of the Clean Cargo Working Group whose work does not appear to have evolved extensively since its inception.

Communications: IPIECA should promote it's visibility not only within the industry and the IPIECA membership but also outside the industry. The CCWG should seek internal collaboration with other WGs.

Further observations and recommendations:

- Whilst stakeholders acknowledge that IPIECA is not an advocacy organization, there is still a desire to see IPIECA engage more actively around public policy

issues, for instance educating policy makers and consumers regarding fuel choices.

- There is frustration that IPIECA is unable to take policy positions
- Stakeholders acknowledge IPIECA's work on PCFV and their alignment with efficiency efforts and encourage IPIECA to continue to participate in global or regional initiatives on cleaner (and more efficient) fuels.
- There is a role for IPIECA to play in standardizing reporting. While the industry is beginning to quantify and disclose emissions information there is no accepted protocol. IPIECA could develop guidance with regards to voluntary guidelines around disclosure on climate change (e.g. managing end-product emissions).
- General concern that the organization has relatively little profile outside the energy industry.

B) Technology and Energy Diversification

Key issues of importance to stakeholders:

New energy sources: New energy sources have associated environmental and social impacts along with sustainability questions/queries and political, technological and economic constraints.

Impacts of producing Biofuels is a high priority that has cross-cutting implications for other issues. Specific observations include:

- Allocating new or existing lands to grow fuel crops will have implications for food crops. Biofuels production may also be limited by zoning, land availability or productivity.
- There is a need for government policies and financial incentives that support new investments in Biofuels improvements and required infrastructure.
- There is a need for better guidance to help manage complex supply chains; product stewardship and life-cycle analysis that would better help industry determine the sustainability of current and future generation fuel crops, impacts on water use, and carbon tradeoffs.
- New and "non-conventional stakeholders" should be engaged in new project development and operations

Energy-efficiency: While stakeholders support ongoing industry research and development that yields investments in renewable energy, gas to liquids and other non-conventional sources, there is also a strong desire for the industry to focus more deliberately on industry and end-user energy efficiency. Specific observations include:

- Focus on energy reduction within the industry, which is currently responsible for 15% of all global emissions.
- Transition people in emerging economies from traditional (and often primitive fuel sources) to cleaner burning fuels including potential local Biofuels production and use;
- There is a need to achieve greater harmony in the current "push-pull" efforts by government and industry to achieve energy efficiency, for instance, trade and policy issues and the economic, social and environmental trade-offs associated with seeking energy security.
- Price factors and other cross-cutting issues may impact the role, speed of development and required infrastructures of emerging and cleaner technologies such as flexible fuels, hydrogen, next-generation hybrid vehicles or breakthrough energy efficiency technologies.
- Address the lack of global standards leading to continued disparities in fuel use, such as leaded fuel or a lack of more energy-efficient fuels

Way-forward for IPIECA:

Best practice: Stakeholders recommended further work to explore and identify industry best practices on energy efficiency regarding operations and products and work to identify current competitive barriers, regional and modal disparities that may otherwise prevent more rapid uptake.

Biofuels: IPIECA is already active in the Roundtable on Sustainable Biofuels (RSB), however, stakeholders encouraged IPIECA to promote principles and criteria for sustainable Biofuels through its role in RSB. Further observations and recommendations include:

- Conduct a technological assessment study of second generation Biofuels that addresses feasibility and timing.
- Support or participate in research, benchmarking or workshops to explore land use options (e.g. optimising/baseline cost and benefits), local refining and production capacity, sustainable crop production, social, economic and environmental trade-offs
- Proactively educate the public about Biofuels and Biofuels trade-offs through publications and other vehicles. Address and explain 'land' to wheels carbon impacts, downstream impacts, barriers to biofuel production (such as the physical constraints) and other supply chain complexities that are largely misunderstood or underappreciated.
- Internally IPIECA WGs should coordinate.

Partnerships/Stakeholder engagement: IPIECA should engage with other stakeholders to identify standards and communicate stakeholder's expectations to industry. There should be coordinated regional specifics and standards. There are opportunities to leverage collaborations with other affected industries, such as the auto industry.

C) Community Engagement and Development-important to align community needs and company resources to produce tangible, sustainable benefits.

Key issues of importance to stakeholders:

Effective engagement: Stakeholders maintain there is a disconnect or lack of communication between companies, governments, communities, and NGOs at the community level. Specific observations include:

- The need to ensure stakeholder participation in development decisions that affect a community's focus and future vision. This includes demonstrating respect for cultural groups and acknowledging potential operational impacts on communities
- There is a need to more clearly define roles and responsibilities, management systems, and to establish metrics for evaluating the effectiveness of programs (and partner capacities) from inception through to exit strategy.
 - What is the appropriate role for government, industry etc; engage with stakeholder to define these roles?

Health planning and management: Community health and wellness programs are considered critical including:

- Occupational environmental and public health issues
- The potential impact of HIV/AIDS, malaria and tuberculosis on both the workforce and host community

- Food and water safety management

Further observations:

- There is a need to clearly establish a definition of success shared by communities, governments and industry. This is complicated by issues such as resource nationalism and the trade-offs between economies and sustainability
- National or local content is considered a critical element in sustainable community development and must be aligned with government, community and other stakeholder expectations.

Way forward for IPIECA:

Tangible Results: Stakeholders would like IPIECA to lead or support the development of a framework of social performance indicators which industry could use to convey measurable progress and results rather than by reporting on activities alone. Such a model could potentially help make performance accomplishments visible to and more readily understood by a broader stakeholder audience.

Partnerships: Stakeholders reiterated that partnerships are key to the viability of long-term sustainable development and emphasised that IPIECA should focus on initiatives geared at helping industry overcome the apparent disconnects and establish more effective and efficient partnerships with host communities. This may include establishing a 'best practice' network that would include partner NGOs and organizations such as International Finance Corporation (IFC)'s Community Development team (CommDev) and the International Council on Minerals and Metals (ICMM), creating a stakeholder mapping tool, and developing guidance notes that help the industry plan social investments with a view towards eventual exit or asset retirement.

D) Environment/Biodiversity

Key issues of importance to stakeholders:

Biodiversity: Stakeholders are concerned about the relationship between climate change and biodiversity and how offset efforts such as tree planting may impact biodiversity. Further there is concern about the industry operating in sensitive areas such as formerly inaccessible places such as in deep water or the Arctic that are now accessible due to technological advances. There is a similar concern about the impact of existing oil infrastructure such as pipelines in cold areas where permafrost is dissipating. Finally, there is concern about having 'a level playing field' in place for national oil companies and international companies and clear guidance for all. As the industry moves into new operating environments, there may be new considerations for oil spill prevention and management.

Mitigating industry impacts: Stakeholders acknowledged that IPIECA has already made progress in addressing industry environmental impacts further work is required to quantify environmental assets and liability. Water is also an emerging issue of importance that stakeholders believe has not been addressed sufficiently by industry or government in terms of fresh water and waste water management. Other issues include the management of hazardous materials such as mercury and lead, and air pollution-particulate emissions and marine transportation. Finally, reduction in flaring is another issue of concern for stakeholders and aligns with other priorities such as energy capture and carbon reductions.

Way forward for IPIECA:

Industry primer for Biodiversity and the Business case: IPIECA could create an industry primer that prioritizes biodiversity issues for the industry and helps build the business case for biodiversity mapping, protection planning in high priority/risk areas, and biodiversity conservation. Specific content may include:

- Linking biodiversity conservation to financial/economic benefit/assets
- Criteria for valuing biodiversity and the implications of different modalities
- High biodiversity areas that do not have protected status
- Definitions and criteria for determining 'no-go' / 'at risk areas' areas and the advantages or disadvantages for IPIECA members
- Good practice guidance gleaned from the mining sector's experiences with biodiversity offsets
- Embedding expectations and good management guidelines in partner agreements
- The potential influence on future access to resources and the costs of inaction

Guidance tools and tangible results: Strong desire to develop minimally accepted baselines for performance which go beyond legal requirements. There is acknowledgement that international organizations have failed other sectors by not coming up with guidance. Further observations and recommendations include:

- A study to determine if industry members that have high biodiversity performance are more successful. This could influence awarding of new concessions and provide host countries with guidance.
- Support efforts to reduce pollution by conducting a lifecycle analysis – a holistic approach, not just focused on mercury or flaring but the entire production of pollution
- Develop best practice guides and predictive tools that monitor data and look to the future (areas which will be accessible in the future)
- Develop guidance for operating in sensitive environments/ protected areas
- Revisit tools that address oil spill response and best practices; these may need to evolve due to permafrost melting.

Partnerships: IPIECA can play a role as convener and encourage action via partnerships with NGOs and other stakeholders. Partner with environmental NGOs and other organizations to facilitate relevant data collection and develop consistent global guidance, quantification and metrics. For instance, IPIECA may work with the World Business Council for Sustainable Development (WBCSD), an organization with expertise in ecosystem services.

E) Human Rights and Transparency

Key issues of importance to stakeholders:

Stakeholders were primarily concerned with companies operating in conflict zones, emerging economies or weak governance zones where security arrangements and other company impacts may be cause for the potential violation of human rights.

Way forward for IPIECA:

Build on Best Practice: Stakeholders acknowledged the work IPIECA has done already in creating a human rights training toolkit and the organization was encouraged to continue building on this work. Further observations and recommendations include:

- Conduct a survey of member's efforts to implement human rights impact assessments across a range of relevant sub-issues to identify 'gaps,' provide

specific guidance to the industry and build towards industry human rights best practices in terms of human rights impacts across a range of related issues.

- Acknowledgement that much of what industry does is in context of risk assessment, but little unclear what aspects are covered, if human rights and social risks are covered adequately, and the current state of gaps or best practices.
- Build on the existing human rights training workshops while 'taking to next level' in terms of implementation:
 - Guidance on working in conflict zones, emerging economies or zones of weak governance would include things like revenue transparency, influx, resettlement and security and human rights
 - Consider how to include community – a significant stakeholder group – in human rights assessments. Develop a monitoring role and build their capacity to help them understand their role. Could work with local academic organizations to develop capacity and determine roles and responsibilities.
 - Primary audiences for workshops include decision makers, practitioners, contractors and other stakeholders Use a variety of scenarios and dilemmas – what strategies are successful for managing these issues?
- Take on the role of a 'distiller' of human rights research and consider organizing a workshop in partnership with NGOS and civil society organizations to help the industry better navigate and understand existing tools, resources and initiatives (e.g. Business Leaders Initiative on Human Rights (BLIHR), IFC, CommDev Influx draft guidance document, Danish Institute workshops and resources)

Emerging Issues

Breakout on emerging issues and how best to begin focus on the challenges:

Participants self organized into five facilitated breakout sessions to explore the following questions:

1. What do we know about how this issue is emerging?
2. Who are the key players?
3. Define the central dilemma faced by companies as a result of this issue.
4. How can stakeholders work together to begin to address this issue?

Groups then reconvened to present back to and discuss with the larger group.

A) Environment

Key issues of importance to stakeholders:

Environmental impacts: Stakeholders believe the changing economics of the industry will make a number of new activities more financial viable, from new fuel mixes to 'frontier' expansion, that is expanding into areas that have been previously off limits politically or technologically (e.g. offshore or deep water drilling) and are concerned about the potential impacts. There is agreement that the industry will continue to operate in new places where it has not previously operated and will therefore be forced to address previously unmet challenges. Additional issues of emerging concern to stakeholders include:

- **Fresh water management**, especially in regions of scarcity, impacts related to Biofuels production and refining and the potential for industry technology to be harnessed to provide community water supplies.

- **Infrastructure deficits in developing economies** that pose a challenge to waste management, storage or recycling or national capacity to respond to oil spills.
- **Ecosystem services** (emission trading, conservation banking, and philanthropy).
- **Industry positions on emerging social and environmental regulations**
- **Working with indigenous peoples** to protect as the industry explores and develops in new areas.

Additionally, stakeholders acknowledge that the emerging importance of these issues is driven by their relationship to climate change and consider many to be cross-cutting.

Way forward for IPIECA:

Water: More resources should be allocated to the issue of water appropriate to its importance and potential reputational damage of inaction to the industry. Many consider water a key emerging issue with cross-cutting aspects related to technological aspects, human health, human rights, ecosystems services and climate change. Further observations and recommendations include:

- Examine what other organizations are already doing on water issues and identify areas where IPIECA can contribute to existing initiatives or add value by partnering with organizations to undertake new activities (eg. WBCSD)

Biofuels: Consider developing a best practice guide and tools on land use, recognizing the cross-cutting impacts related to Biofuels, conventional oil and gas production and climate change.

Best Practice: Develop best practice guides and predictive tools on land use issues and exploration in sensitive areas. Coordinate a predictive modelling study on the potential primary and secondary environmental impacts that might be anticipated to result over next 10 years due to increases in the price of oil. Develop mapping tools and relevant standards/guidance in collaboration with relevant partners.

Other issues:

- Support existing efforts to support and sustain national capacity to deal with waste and oil spills and other environmental issues which is considered of critical importance.

B) Energy Portfolio

Key issues of importance to stakeholders:

Expansion of supply:

- The ability of the industry to meet future energy demand within emerging carbon constraints.
- Environmental/political constraints ties to new NOC and IOC partnerships that may increase access to energy.
- The social and environmental impacts of developing unconventional energy sources such as oil sands or alternatives and renewables such as wind and solar.
- Carbon capture and sequestration.
- Carbon regulation and industry position on policy options and guidance.

Energy efficiency:

- Consumer or end-user behavior
- Model shifts in transportation

- Partnering with affected industries (such as the auto industry)
- Barriers to development of new energy efficiency technologies

Biofuels:

- Competition with food sources
- Custodial responsibility throughout value chain
- Full cycle greenhouse gas (GHG) impacts of all alternatives broadly
- Mechanisms for facilitating cross energy-source comparisons
- Host country development drivers

Way forward for IPIECA:

IPIECA's role: IPIECA WGs should work in collaboration and explore potential roles in promoting technological advances and end-user behaviours that reduce the use of carbon fuels (and increase energy efficiency) or foster access to energy. IPIECA should serve a role in selecting/ recommending technologies for carbon capture sequestration. Provide resources and best practices and serve as a connector or conduit for those resources/tools

Best Practice: IPIECA has an opportunity to facilitate a better understanding of trade-offs and the potential to improve the industry's ability to address impacts of new technologies and development of unconventional energy sources such as oil sands, carbon capture and storage (CCS):

- Map the challenges to determine possible IPIECA role
- Explore reputation implications
- Provide a broader, higher level view of sustainable energy challenges
- Enhance National Oil Companies (NOC) – International Oil Companies (IOC) dialogue
- Evaluate the social and environmental impacts of IOC exclusion from new project development (if projects developed by others)
- Educate governments to enhance their knowledge of industry capabilities; engage with other stakeholders to identify guidance and communicate stakeholders' expectations to industry.

C) Community Engagement and Development

Key issues of importance to stakeholders:

Long-term sustainable development:

- Participatory engagement for monitoring and evaluation (quality of engagement)
- Enhanced focus on project life cycle impacts and social performance metrics
- Industry role in meeting Millennium Development Goals (MDGs)
- Host government capacity building

Community health planning/management:

- Pandemic planning (e.g. tracking TB/SARS are more important in isolated work setting due to potential global impact (employee/workers rights community disperses) – industry moves thousands of people globally.
- Water/air/soil pollution
- Community health is key for effective community engagement.

Environmental Justice:

- Capacity building for affected communities to promote constructive engagement

Way forward for IPIECA:

Partnerships: Continue to promote industry partnerships through existing and additional resources focused on long-term sustainable development and community health (education, prevention, culture).

IPIECA as a catalyst/convenor: IPIECA could serve as a catalyst for long term sustainable projects and be a neutral convenor for the process between government; community; stakeholders and companies and a resource to help industry understand regional differences and how to engage with stakeholders in emerging economies. Specific observations and recommendations include:

- Partner with organizations such as the IFC CommDev team or Pro Natura to help members with on-the-ground implementation.
- Facilitate industry consortiums to jointly fund projects
- Serve as a conduit for information member companies, point of contact that encourages/stimulates members to engage with community and NGOs on the ground.

Best Practice: Create a “sustainable development road map.” framework of planning, surveys, best practices. Explore tools and resources that guide industry to engage proactively with communities so they can define their own needs which should not be limited by local laws and regulations.

D) Human Rights and Transparency

Key issues of importance to stakeholders:

Stakeholders believe IPIECA should provide assistance to members to help them understand and respond to emerging human rights initiatives such as the UN special representative’s report, “free, prior and informed” consultation, and the UN declaration on Indigenous People’s rights and ILO 169 without necessarily taking an official organizational position that may be considered advocacy.

Influence of emerging economic players: They are also concerned about the emerging expectations for host government agreements (transparency, accountability) as well as the influence of emerging economy players such as China, India, Indonesia and the impacts, if any, of NOCs gaining access to resources, especially in zones of conflict or areas of weak governance.

Sphere of Influence: Finally stakeholders are concerned industry’s sphere of influence with regards to the business practices of its contractors and suppliers and its role in helping to manage opportunistic influx impacts on local communities created by new or existing projects.

Way forward for IPIECA:

Raise awareness: While stakeholders appreciated that IPIECA cannot take a position on John Ruggie’s report, the organization could actively engage in discussions regarding the U.N special representative’s mandate and also create awareness of the process.

Partnerships:

- IPIECA could partner with other organizations to support practical implementation of recommendations.
- IPIECA could work with other organizations to map expectations and resources (e.g. Amnesty and SRIs looking at indigenous peoples and FPIC issues) that support good practice implementation:

- What do consultation and consent really mean?
- What are practical forms of agreement
- What is intended?-how to offer legitimacy?
- Does community trust governance process?
- Is there overlap/synergy with community engagement and development issues?
- IPIECA could work with NGOs and other organizations to address what the UN declaration on Indigenous Peoples and free, prior and informed consent (FPIC) really means for industry; that it is necessary to have engagement processes that stakeholders perceive to be legitimate.
- Stakeholders recommend that IPIECA work with other organizations to influence the behaviour of NOCs with regard to human rights and transparency, help to build their capacity and encourage greater uptake of best practices- best practices inventory of 'difficult experiences' that would enable NOCs to learn from IOC experience and to address the topic through subtopics such as labour or safety – parlance that is more acceptable to some NOCs and generally more readily understood than other aspects of social responsibility.

Other discussion:

IPIECA could facilitate information and resources to prioritize and help industry understand, endorse and operationalize recommendations.

IPIECA could also help industry to focus on supply chain human rights impacts and to identify where it has a sphere of influence with its suppliers and contractors. IPIECA could tailor the growing expectations and implications into something tangible that business managers can comprehend. IPIECA could also map resources and existing supply chain due diligence best practices in the industry:

- Policies
- Screening
- Grievance mechanisms
- Job training
- Risk based: countries, direct impacts, relationships, etc.

Stakeholders acknowledged that IPIECA has created a number of good resources for International Oil Companies. Now they suggest the focus should be to ensure the playing field remains level and that IOCs continue to have access to resources.

Headlines exercise

Participants self organized into discussion groups to consider IPIECA's role in helping progress towards its vision as '*an oil and gas industry that successfully improves its operations and products to meet society's expectations for environmental and social performance.*' Specific questions included:

1. Discuss what opportunity the industry has to make a mark in this area.
2. Envision a headline five years hence that lauds the industry's progress/breakthrough in this area
3. Large group call-outs

Groups were reconvened to present back to and discuss with the larger group.

Headlines:

- Be a leader - pick your battles, make it happen, spread the message
- Communicate, be the forum

- IPIECA led on lead, now leads on energy efficiency
- Match resources and tasks
- Communicate, enhance expertise
- Just do it!
- IPIECA should be the 'go to' resource for good practice guidance.
 - Forum for environmental; social leadership and best practice in the global oil and gas industry.
- Less studies, less paper, more action

Final wrap-up Session and General Key Messages

During the two-day dialogue a number of key messages emerged related to the ways in which stakeholders collaborate and support IPIECA in their efforts to address current and emerging issues in alignment with the organization's mission and vision. *'An oil and gas industry that successfully improves its operations and products to meet society's expectations for environmental and social performance.'*

Several ways were identified for IPIECA to more effectively and efficiently achieve its mission through improvements to its structure, resources and external engagement. IPIECA should consider taking leadership, developing capacity, achieving measurable results and better addressing cross-cutting issues.

A final wrap-up session was initially framed by a panel discussion made up of industry representatives. The panel was convened to acknowledge stakeholder's input and share the major observations and conclusion. Panel discussion developed into an open floor forum debate. Discussion was energetic and some of the emergent themes are outlined in this section.

Role

IPIECA implementation appears at times 'incomplete' because its member companies are interested only in a sub-set of issues. At the moment, companies are perceived as having a stronger voice on issues than IPIECA. IPIECA, however, can serve a great role as an engagement forum. This dialogue, for example, helped in identifying the real needs and determined where space can be made to work on 'priority' issues. A need was identified for a clearer delineation of role between IPIECA and its member companies.

Stakeholders acknowledge that the energy system is changing rapidly and believe that industry members need to look to the future and define themselves as energy companies not just oil and gas companies. Stakeholders therefore believe there is also a role for IPIECA in building awareness among the public and policy makers in terms of policy solutions and changing economies. There is a clear need for the world to understand the rapid transformation that the industry is undergoing and will continue to undergo, and a need to communicate about new technology and what is going to be required to meet the future energy challenge.

There is agreement that IPIECA is a strong convenor and a conduit for dialogue. Stakeholders strongly encourage IPIECA to continue to improve outreach efforts to other organizations, establish mutually beneficial relationships, and find opportunities to work collaboratively on best practices and implementation. IPIECA could serve a greater role in tool development, time saving, and stronger relationships. IPIECA should look at its own skills and potential to work together with other stakeholders in substantive, action oriented ways. Stakeholders saw value in IPIECA providing a single channel of communication to the oil and gas industry.

Given its issues and technological expertise IPIECA has a unique opportunity to help the industry look forward in a predictive manner to better anticipate and mitigate future impacts and to avoid ever arriving at a crisis point. IPIECA needs to serve as one overall voice for industry on emerging issues. Stakeholders cite Biofuels and IPIECA's participation as a good example of industry alignment to achieve overall guidance.

Profile

IPIECA has individual values that other oil and gas industry associations cannot offer or claim. Different membership associations have different values based on the context of their individual mandates. At the same time, it is impossible for IPIECA to be a '*one stop shop*.' It cannot be everything to everybody. As one stakeholder noted, the organization could deliver 1% of its time on everything or 50% on a few issues.

Therefore, determine IPIECA's unique 'value proposition' in the context of these other associations and take ownership of that niche where IPIECA can contribute the most and determine a position; reactive or proactive. It is recognised that IPIECA suffers a lack of visibility outside the industry therefore once IPIECA has established its niche it should invest more in communicating its profile more effectively.

Resources

At the same time, there is perception by some external stakeholders that IPIECA is not sufficiently resourced to meet its business plan. It also appears to some, that members do not adequately support the organization and this could impact the organization's future credibility. IPIECA working group chairs countered, however, that if there was a sense that the secretariat needed a different structure it would get support.

There is an opportunity to enhance and build greater internal expertise and capacity – IPIECA's ability to serve as a facilitator/conduit could be difficult if it is restrained by a lack of resources and continues to rely on the 'sweat equity' of members. IPIECA leverages the relationships of companies well; however, stakeholders believe that coordination between committees and companies requires improvement. They also believe there is room to raise the profile of IPIECA's work, contributions and participation in global initiatives.

Among stakeholders, there is a perception that the industry does not always have commitment or take issues seriously. It is necessary, therefore, to look at priorities and make sure there is alignment and resources then possibly scale down agenda/ramp up resources. IPIECA should tailor its agenda and focus resources accordingly. Creating more products may be counterproductive if they are over the absorption capacity of the companies. Stakeholders therefore recommend focusing resources on specific products and think more about how to turn those products into actions and not simply create more guidance notes.

Result orientated

Stakeholders encourage the organization to review the process by which it conducts its primary business. IPIECA's achievements are mostly in the form of reports and workshops, rather than in terms of tangible results enabling measurable impacts against achieving the mission and vision. There is agreement that IPIECA products can stimulate change, however, there is need to better communicate good outcomes.

Stakeholders noted that the update of IPIECA work appears inconsistent and noted that a survey of company uptake of IPIECA products and subsequent implementation of that best practice would be beneficial. Measurable performance would help to

prove impact and performance while achieving greater traction among the membership would enhance the credibility of IPIECA.

Another recommendation is to consider a membership commitment statement that would then enable IPIECA to better gauge performance against an agreed target.

Clear deliverables illustrate that the stakeholder views have been heard and taken onboard. "Getting the Lead Out" was cited by stakeholders as a specific example of a tangible and discreet issue that could be dealt with effectively through IPIECA. Elements held out as contributing to the success of this effort include:

- Great partnership and wisdom from UNEP
- There was a clear goal and desired end position
- Timing of the issue was ideal
- There was clear alignment on the issue: regionally; nationally and globally
- Ground level effort was key

Stakeholders agree that it is important to choose something specific where industry could make a difference, hence one of the headlines: *'Pick battles, make it happen and make a difference.'* Another area that is considered a "quick win" is energy efficiency. It was noted, for instance, that there is a long standing conversation around demand side management (DSM) and incentives to address DSM within the context of GHG emissions management.

Content

There were a host of both current and emerging issues identified which present challenges to the oil and gas industry. Many of the issues identified relate to the mandate of one or more WG therefore there was considerable dialogue about the structure of IPIECA and the potential for duplication of effort between the working groups. Stakeholders recommended that the existing structure of working on issues in segregated groups be reviewed. It was acknowledged however, that the working groups had to-date been able to each find their own niche in addressing certain issues.

Additionally, IPIECA could form specific task forces to address cross-cutting priorities such as climate change, energy efficiency and biodiversity in a more coordinated manner. Each group could be comprised of different members of each of the existing working groups and would come together as 'mind trust' for a specific period.

IPIECA may need to determine which issues it is best placed to uniquely deal with most effectively and tailor its agenda more in-line with resources.

Organisation

There is a consensus of opinion that greater internal alignment and fewer 'silos' would better enable IPIECA to address cross-cutting issues and to create better products. Stakeholders recommend instituting regular points of contact between the working groups to ensure IPIECA addresses cross cutting issues and achieves greater integration rather than simply reorganizing the existing working groups in a significant way. They believe this would help ensure the working groups become more effectively integrated. SIAF also serves a valuable role here.

Engagement/Relationships

It was noted that there has been a lack of alignment in some of the partnership efforts to-date, however, it was noted that there was considerable energy from stakeholders to continue engagement with IPIECA through existing relationships at the working group level. There were equal levels of energy for exploring new

opportunities to build stronger alliances and work together to find solutions to the priority issues identified over the two days.

Working group chairs and some stakeholders noted that relationships are often held at the company level rather than at the IPIECA and that there is tremendous value in seeing IPIECA as a convenor and a single channel for engaging with the industry rather than maintaining a myriad of bi-lateral relationships.

In building on existing relationships or establishing new partnerships, stakeholders offered the following observations and recommendations:

- Ensure IPIECA has a good plan for the future - success of previous examples can drive future examples.
- Seek external relationships and input in areas where IPIECA may not have existing technical expertise and thus may not be viewed as credible with respect to that particular issue. Tap into resources and energies of other organizations rather than recreate the wheel.

Explore links to other global organisations, such as coordinating with regional associations on specifics and guidance.

Stakeholders are eager to partner with IPIECA recognizing that all organizations have limited resources and that many issues are cross-cutting. They offered to reach out within their own organizations to prompt connections while maintaining existing lines of communication between IPIECA and specific working groups.

Appendix I

Agenda - IPIECA Stakeholder Dialogue: *Shaping our Strategy for Sustainable Development*

11-12 June 2008, San Francisco

Day 1:

- 8:30 Arrival and Breakfast
- 9:00 **Welcome, Introductions and Issues Orientation**
- 10:40 Break
- 10:55 **IPIECA Overview**
- 11:35 **IPIECA Working Groups – a “Village Fair” – through 1PM**
- 12:30 Lunch
- 1:30 **Exploring Current Challenges**
- 3:00 Break
- 3:20 **Synthesis of Current Challenges**
- 4:20 **Alignment of IPIECA’s Current Agenda**
- 5:15 **Wrap-up**
- 5:30 Adjourn
- 6:30 Dinner

Day 2:

- 8:30 Arrival and Breakfast
- 9:00 **Future Headlines**
- 9:30 **“Top” Emerging Issues**
- 10:00 **Emerging Issues Dialogue – dilemmas and planning**
- 10:50 Break
- 11:00 **Emerging Issues Synthesis**
- 11:50 **IPIECA Panel – What have we heard?**
- 12:20 **Next Steps**
- 12:30 Adjourn Dialogue

Stakeholder Issues List

Climate Change	Industry supporting mitigation of end-use GHG emissions
	Oil Industry management of its own GHG emissions throughout value chain
	Mitigating carbon and environmental impacts of non conventional
	R&D / investments in renewables, gas to liquids, etc.
	Biofuels (well to wheels carbon benefit)
	Industry information and research on climate change impacts
	Carbon regulation and industry position on policy options and standards
	Carbon Capture Storage (viability of technology) and other carbon reduction technologies
	Climate change adaptation - engagement and mitigation
Community/Health	Managing food and water safety
	Stakeholder participation in community development decisions
	Community Development (designing for long-term sustainable development)
	Developing social performance metrics (to gauge impact of investments)
	Host government capacity building (to provide basic services)
	Strengthening national/local content (aligned with government/stakeholder expectations, community development efforts)
	New NOC and IOC partnerships for greater access to energy
	Enhanced focus on project life cycle impacts (construction to ops to closure)
	Health pandemic planning
	Impacting HIV/AIDS, TB and malaria in the workforce, community
	Impacts of new energy technologies - wind, solar
	Health and Wellness Programs
	Industry management of occupational, environmental and public health issues

Environment/Biodiversity	Environmental justice (capacity building for affected communities to promote constructive engagement)
	Managing air pollution - particulates, etc.
	Integrating biodiversity and the business case
	Industry management of biodiversity impacts
	Biodiversity (high value areas) and lifecycle risk assessment / management
	Ecosystem services (emissions trading, conservation banking, philanthropic programs)
	Managing fresh water use (especially in regions of scarcity)
	Offsets and damage compensation
	Supply chain environmental impacts
	Managing potential health impacts from extraction of non conventionals
	Hazardous waste management
	Waste management in developing countries (infrastructure deficits)
	Mitigating impacts from oil spills
	Spill management (prevention, response and business continuity)
	Industry ratification of relevant international conventions (oil spills)
	Sustained national capacity to respond to oil spills
	Mitigating environmental impacts from operations (land, water)
	Biodiversity and human livelihood impacts
	New social and environmental regulations - industry position
	Mandatory reporting against uniform standards for stakeholder understanding
Human rights/Transparency	Revenue transparency of host government agreements
	Emerging expectations for host government agreements, transparency and accountability
	Governance challenges of multilateral initiatives (e.g. EITI, VPs, UNGC)
	Operating in conflict/weak governance zones
	Industry sphere of influence (on governments, NOC and supply chain business partners)
	Transparency regarding lobbying activities and public advocacy

	Aging workforce (recruitment, retention of critical skill professionals)
	Equal opportunity issues
	Human rights (determining responsibilities of operators and contractors)
	Human rights and security
	Human rights impact assessments
	John Ruggie report - industry position on recommendations
	Migrant workers (influx and redeployment)
	Industry role in Millennium Development Goals (e.g. poverty alleviation)
	Industry positions on Indigenous Peoples' rights (ILO, UN principles)
	Industry policies and positions on Resettlement
	Industry positions on free, prior and informed consultation (FPIC)
	Supply chain human rights impacts
Technology & Energy Diversification	Biofuels (competition with food sources)
	Mitigating marine air emissions
	Natural Gas flaring reduction
	Access to frontier resources (ANWR, deep sea) currently off-limits (technologically, politically)
	Extracting oil from ice
	Gas to Liquids and other technologies
	Development of non conventional resources and their impacts
	Energy efficiency technologies
	Product stewardship
	Fuel additives
	Commercializing "marginal" fields and increasing recovery rates
	Development of low-carbon renewable fuels
	Global harmonization of clean fuels (e.g., unleaded and low sulphur levels diesel and gasoline)

Appendix III

IPIECA Stakeholder Dialogue – Online Survey Results

Respondent #	How would you describe your knowledge of IPIECA's initiatives and activities?	Based on your knowledge, in which of the following areas has IPIECA managed to make the most effective impact in helping to improve Industry's environmental and social performance?	Over the next five to ten years, what current or emerging issues or trends will shape the oil and gas industry's environmental and social performance?	From your perspective which of the following do you consider to be 'priority' issues for discussion? Please select your top 5:	What would most convince you that participation in this dialogue will have been a good investment of time? Do you have any concerns regarding participation?	Which of the following do you consider the most valuable outcomes from this dialogue?	How can engagement between the private, public and civil sectors of society be enhanced for mutual benefit in the future?
1	Knowledgeable	Social Responsibility, Health	1. User chain responsibility (especially with regard to revenues) 2. Increased JV/competition with state owned companies 3. Demonstrating impact on poverty	Ecosystem services, Indigenous Peoples, Links between biodiversity and climate change, Human Rights	Good question. 1. I would like to see a position paper from IPIECA to get a sense of direction and to ensure the conference yields some tangible results 2. I'm concerned about the list of topics mentioned in the previous question. Many appear to be more on a tactical level rather than on a strategic/visionary level. It seems that wellness programs and local content are typically topics for discussion in the various working groups, not for the upcoming conference.	Other (I thought this was about helping IPIECA determine its future direction?)	
2	Very Knowledgeable	Oil Spills, Reporting	Social / workforce / community capacity to sustain itself. The industry has an opportunity to support social development through investment in the community and better communication of its existing achievements.	Ecosystem services, Developing local content (contributing to improved socio-economic capacity), Offsets and damage compensation, Food and water safety management	Broad attendance and frank discussion.	Opportunities for future engagement	Partnership. Preferably formal partnership.

3	Knowledgeable	Oil Spills, Reporting, Health	Climate change Biofuels Biodiversity & Ecosystems	Ecosystem services, biofuels, Business case for biodiversity, Links between biodiversity and climate change, How to promote best industry practice on oil spills	Strengthened focus within IPIECA on ecosystems	Information Sharing, Networking, Opportunities for collaboration, Opportunities for future engagement	No particular suggestions
4	Limited Knowledge	Biodiversity, Climate Change	Personally, I think ecosystems services is going to be the emerging issue. Others, emerging issues can be the indigenous rights, biofuels, or the oil spills in the ocean.	Ecosystem services, biofuels, Carbon Capture Storage, Indigenous Peoples, Human Rights	Participation of industry and non-industry is well balanced. It is important to listen what others expect from the industry and how the industry can respond to these expectations. It is more to find positive criticism rather than support from non-industry.	Opportunities for collaboration	First of all, it is needed to believe that making these changes now will affect positive in the future. Bearing in mind shared objectives is the key to success. It is important to find the key partner to develop appropriate strategies.
5	Limited Knowledge	Reporting	Emissions Trading Nationalisation	Developing local content (contributing to improved socio-economic capacity), Carbon Capture Storage, Offsets and damage compensation, Human rights and sphere of influence (What is role of business?), GHG Inventories work		Information Sharing, Opportunities for future engagement	A clear understanding of the reporting demands on, and capabilities of companies in this sector.
6	Limited Knowledge	Oil Spills	Work in the Arctic and deep seas, along with emerging technologies.	Ecosystem services, Biofuels, Carbon Capture Storage, Indigenous Peoples, Business case for biodiversity	A dialogue that leads to increased cooperation between IPIECA members and conservation organizations. No concerns.	Networking	By engaging in dialogue to build mutual understanding and trust.
7	Limited Knowledge		Carbon and ecological footprint of alternative fuels such as tar sands and oil shale. Willingness to embrace carbon regulation. Conduct in developing countries.	Carbon Capture Storage, Other (Ecological impacts of oil & gas exploration)	Meaningful deliverables.	Opportunities for collaboration	

8	Limited Knowledge	Climate Change, Oil Spills, Social Responsibility, Reporting	Continued emphasis on reporting, with more attention focusing on mandatory reporting. Issues related to oil sands and related perceived environmental and health impacts. Coordinated attacks on corporations, especially related to climate change and other environmental issues.	Biofuels, Carbon Capture Storage, Food and water safety management, Human rights and sphere of influence (What is role of business?), Other (Sustainability reporting & revenue transparency)	It would be helpful if we could walk away with some concrete products from the discussion, including prioritized emerging or future issues. It would also be nice if we could get some recognition that business is part of the solution, not THE Problem.	Opportunities for collaboration, Opportunities for future engagement	A better appreciation on the part of the public and civil sector that business contributes to social responsibility solutions, including an improved environment, and social and economic benefits. Groups need to become better educated about how business operates and its environmental record. But an accurate environmental record, not what is distorted and reported by the media.
9	Limited Knowledge	Climate Change, Oil Spills	Human rights expectations of industry, both operators and contractors. Meeting and sustaining local content expectations in developing countries. Social performance from design through construction and operations. Climate change challenges and opportunities.	Developing local content (contributing to improved socio-economic capacity), Indigenous Peoples, Business case for biodiversity, Human rights and sphere of influence (What is role of business?), Other (Social performance expectations of contractors/supply chain)	Open dialogue around industry and public and civil sectors partnering to address sustainability risks and opportunities, other (understanding expectations of contractors).	Networking, Opportunities for collaboration, Opportunities for engagement	Establishing strategic partnerships based on specific focus topics and participants to leverage resources across the sectors.
10	Very Knowledgeable	Reporting	Climate Change as the potential to impact our products as well as facilities.	Biofuels, Business case for biodiversity, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?), GHG Inventories work	If we get responses from the participants that drive us in a new direction, give us specifics that we can integrate into our strategic plan, or form relationships that continue and help inform our future activities, I would declare victory and that our time was well spent.	Information Sharing	By developing relationships and continuing the dialogue
11	Limited Knowledge	Reporting	1) Growing consumer awareness of the moral implications of the oil and gas industry's actions around the world. 2) Political trends in the US, which will give rise to a renewed emphasis on regulatory solutions to social and environmental problems and greater scrutiny by elected	Indigenous Peoples, Food and water safety management, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?), Other (Labour practices of energy companies and their contractors)		Information Sharing	When and if the private sector recognizes that it must alter its behaviour in fundamental ways in response to the needs and concerns of civil society.

			officials of the overseas practices of US-based multinationals.				
12	Unsure		1. Cumulated impacts on the land 2. Fresh water contamination 3. alternative energy sources	Ecosystem services, Offsets and damage compensation, Food and water safety management, Health and Wellness Programs, Other (reducing the 'footprint' of the oil & gas industry)	A stronger vision of 'working together'. We all have to exist on the same planet today & tomorrow. I am concerned that I may talk too much!	Information Sharing, Networking, Other (a positive vision of a more cooperative future)	Through the use of 'synergy' groups comprising all the stakeholders.
13	Limited Knowledge		1. Increased demands on the industry's performance with regard to human rights, including specific issues such as security arrangements; indigenous peoples; revenue stream; migrant workers; operating in conflict/weak governance zones, etc. 2. Increased discussions on how western based oil and gas companies can use their influence to enhance the participation of southern based oil and gas companies in social performance work. 3. Increased discussions on how can the industry can contribute to poverty eradication and reaching the Millennium Development Goals.	Developing local content (contributing to improved socio-economic capacity), Indigenous Peoples, Human rights and sphere of influence (What is role of business?), Other (security arrangements; revenue stream; supply chain management contractors/supply chain management)	If we would see more focus on human rights and more discussions on the industry's responsibility with regard to human rights in the future work of IPIECA and IPIECA's Strategic Plan. This would include more focus on specific human rights issues (as mentioned above) as well as broader discussions on how the industry can contribute to the promotion of human rights and development and local capacity building. My concern with regard to the draft agenda is that human rights are not addressed and risk not being discussed in depth.	Information Sharing, Networking, Opportunities for collaboration, Opportunities for future engagement	
14	Limited Knowledge	Operations, Fuels and Products	I believe climate change will be a major issue. Biofuels, which are in part related to climate change, will likely also be a key issue. Ensuring the conservation of biodiversity, especially in light of changing climate patterns, should also be at the forefront.	Ecosystem services, Biofuels, Business case for biodiversity, Offsets and damage compensation, Links between biodiversity and climate change,	I would very much like to learn of concrete strategies, at the sector and company levels, to address climate change, biofuels, and biodiversity impacts. If these strategies can be discussed, and a roadmap established if needed, I would consider the meeting extremely productive.	Information Sharing, Opportunities for collaboration	I think it is absolutely necessary to bring together the distinct competencies and resources of these different stakeholders to address the challenges which face us all.

15	Knowledgeable	Biodiversity, Social Responsibility, Health	Involvement of local stakeholders, Growing of national economies, Human rights and equal opportunities issues,	Developing local content (contributing to improved socio-economic capacity), Carbon Capture Storage, Business case for biodiversity, TB in the workplace, How to promote best industry practice on oil spills	Sitting at the same table persons than can and are willing to act and do, all of them from different provenience with different points of view, different strategies, systems, methods and core business and interests but all of them with a common goal: assure a better and brighter future.	Networking	The system is very simple: safer, healthier, less polluted and wealthy working and living environment is now a day a base for more productive and richer individual and society. So working on the same goals is 'all winners' game'. Peer-to-peer talks among all the stakeholders, respecting and understanding other's needs and opinions and to correct the own ones is the clue to a successful team work.
16	Knowledgeable	Operations, Fuels and Products, Social Responsibility, Health, Other (lead phase-out in sub-Saharan Africa and creation of African Refiners Association)	climate change; global harmonization of clean fuels (e.g., unleaded petrol and low sulphur levels for both petrol and diesel); development of low-carbon, renewable fuels; environmental issues stemming from development of new oil and gas supplies to meet ever-increasing demand; emissions from shipping and other remaining gross emitters	Biofuels, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?), Emissions from Shipping, Other (developing a roadmap to clean fuels globally)	good cross-section of stakeholders - the 'right people in the room'; good preparatory work, including some introductory reading materials so everybody is working off the same page; a plan to follow-up, so action items and other post-meeting activities actually happen	Information Sharing, Networking, Opportunities for collaboration, Opportunities for future engagement	A meeting like this is a good place to start. The more industry and NGO advocates get to know each other, face-to-face, the easier it is to find commonalities and points of agreement for future collaboration.
17	Very Knowledgeable	Biodiversity, Oil Spills, Social Responsibility, Health, Reporting	Rather than a specific issue, I think it will be conversations on industry's influence on these issues, and understanding cumulative impacts and trying to avoid unintended consequences.	Ecosystem services, Developing local content (contributing to improved socio-economic capacity), Biofuels, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?)	Clear understanding of what the attendees feel is important and WHY.	Information Sharing, Networking, Opportunities for collaboration, Opportunities for future engagement	
18	Limited Knowledge	Climate Change	Biofuels and food production, impacts on biodiversity mostly in sensitive areas, climate change and its effects, community relations (mostly traditional populations)	Biofuels, Food and water safety management, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?), Health and Wellness Programs	I am Petrobras HSE Performance coordinator and we are dealing with key issues for HSE, sustainability reporting and indicators of environmental and social responsibility. Stakeholder dialogue (how to perform it the right way) is a very	Other (Information sharing and opportunity to learn in practice the methodology of engagement with key stakeholders).	By discussing criteria and methodologies being applied at the present moment (how to improve them) and also by encompassing new ideas and issues that may arise from the Meeting as part of the future strategic actions to be considered

					important subject in the mentioned context.		by the different sectors.
19	Knowledgeable	Biodiversity	Water scarcity Biofuels sustainability standards increasing focus on carbon content of fuels Increasing industry focus on oil sands/heavy crude HR crisis in O&G sector	Biofuels, Carbon Capture Storage, Business case for biodiversity, Links between biodiversity and climate change, Other (water as a business issue)	a commitment by IPIECA to respond to concerns/suggestions/recommendations raised in the dialogue, to ensure participants that we are being heard	Information Sharing, Opportunities for future engagement	
20	Limited Knowledge		In no particular order: revenue transparency; free prior informed consultation/consent; human rights impact assessments; access to justice for communities affected by spills, contamination, pollution, abuses by security forces, forced evictions, etc; human rights and environmental impacts of host government agreements; climate change; biofuels; growth of parastatal companies as major players in consortiums...	Biofuels, Indigenous Peoples, Food and water safety management, Human rights and sphere of influence (What is role of business?), other (Revenue transparency)	I am concerned that industry participants will see this consultation as an end game, rather than a starting point, concerned this will be 'engagement for engagement's sake' with no willingness on the part of industry to actually act on information received; concerned it will be used as PR or green/blue washing. It will be a good use of time if participants have time to be heard and are not polarized, and if doors are opened to ongoing conversations about ways to improve practices within reasonable timeframes.	Opportunities for future engagement	It needs to be properly resourced, clear goals need to be set, and all parties must be committed to real change, not PR exercises, on timelines that reflect the urgency of relevant issues.
21	Limited Knowledge	Social Responsibility	Understanding and measurement of carbon and environmental footprints will focus more and more attention on the supply chain. For the oil & gas industry, this will result in customers seeking smaller footprint energy sources.	Ecosystem services, Sustaining oil spill response capacity at national levels, Offsets and damage compensation, Links between biodiversity and climate change, GHG Inventories work	The industry recognizing and addressing some new issues that had been left on the table in the past. My concern is that the meeting is somewhat of a 'stacked deck' - lack of most critical stakeholders limits learning and hard questions.	Information Sharing, Opportunities for future engagement	More of it and more publication around it. The more transparency the better. The mere fact that the O&G industry is doing this needs to be widely shared, but in a balanced manner. Not just the 'good' things about the industry and the outcomes, but the challenges raised and being faced. By doing so, the O&G industry raises

							the bar on any other industry that is not engaging with stakeholders.
22	Limited Knowledge	Oil Spills, Reporting	climate change, water management, waste management, spill management (prevention, response and business continuity)	Ecosystem services, Biofuels, Links between biodiversity and climate change, Human rights and sphere of influence (What is role of business?), How to promote best industry practice on oil spills		Other (feed back on business plan, etc.)	(sorry - I am short of time - have to catch the plane...)
23	Knowledgeable	Operations, Fuels and Products	I think that climate change will be the huge issue that will shape the oil and gas industry's environmental and social performance...the impact that fossil fuels has on climate change and the changes that society will need to make to mitigate climate change and adapt to climate change will change the industry profoundly.	Biofuels, Emissions from Shipping, GHG Inventories work, Other (lowering sulphur in fuels, particularly diesel fuel, and the industry response to climate change, both mitigation of climate change and adaptation to climate change.)	I would like to (1) learn more about IPIECA, their goals, membership, and strategy for the future; (2) help influence them to move towards more environmentally responsible policies in the oil and gas industry; and (3)help set a coherent strategy for IPIECA's future engagements with key stakeholders over the coming years. I have some concerns regarding participation, primarily that I hope that this stakeholder dialogue is taken seriously and that the environmental concerns are considered in the decision-making.	Other (Opportunity to shape strategy)	These engagements, to be most beneficial, will need to be collegial, transparent, and consistent. They will need to take into account each stakeholder's distinct point-of-view. They will need to demonstrate a real commitment to addressing key environmental and social challenges facing the world and the oil and gas industry. Each party will need to come to the engagement with a real desire to work together. Working on a 'demonstration' project in a key country or city, which is developed and implemented with all the key stakeholders, would be one way to enhance trust and benefit all.

Attendee List-IPIECA Stakeholder Dialogue

Amy O'Meara	Amnesty International USA
Walter Retzsch	API
José Félix García	ARPEL
Susan Kubanis	Bechtel
Dr Alison Martin	BP
Bill Boyle	BP
Aron Cramer	Business for Social Responsibility (BSR)
Dr Mary Parke	Centre for Executive Development, UC Berkeley
Andrew Logan	CERES
Georgia Callahan	Chevron
Paul Shone	Chevron
Lee Zarnikau	ConocoPhillips
Christine Dragisic	Conservation International
Ravi Sharma	Convention on Biological Diversity
Marie Busck	Danish Institute for Human Rights
Dr Frano Mika	ENI (Saipem)
Brian Doll	ExxonMobil
Rick Mire	ExxonMobil
Amy Lehr	Harvard Corporate Social Responsibility Initiative
Glenn Kramer	Hess Corporation
Sebastian Brinkmann	Innovest Strategic Value Advisors
Aidan Davy	International Council on Mining and Metals (ICMM)
Arjun Bhalla	International Finance Corporation
Edward (Ted) Pollett	International Finance Corporation
Dr Dennis Hosack	International Union for the Conservation of Nature
Sophie Depraz	IPIECA
Ruth Romer	IPIECA
Richard Sykes	IPIECA

Charlie Curlee	Marathon
Dr George Peridas	Natural Resources Defense Council
Wishart Robson	Nexen
Maria Claudia Grillo	Petrobras
Dr Martyn Collins	Pro-Natura International
Jose Manuel Sin Cabrero	Repsol YPF
John Weyant	Stanford University
Steinar Eldøy	StatoilHydro
Kari Stokke	StatoilHydro
Judy Winters	Synergy Alberta
Julie Falkner	The Nature Conservancy
Dominique Chauvin	Total
Mike Wallace	Trucost plc
Prof. Jonathan Hutton	UNEP-WCMC
Rob De Jong	United Nations Environment Programme
LT Meridena Kauffman	US Coast Guard
Jeffrey Krilla	US Department of State
Jane Metcalfe	US Environmental Protection Agency
Scott Nova	Worker Rights Consortium