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Community involvement and development in Swedish mining



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ABSTRACT

Community involvement and development is a major component of Corporate Social Responsibility (CSR). It can be achieved through philanthropy, as well as development projects and social investments. The mining industry is at the cutting edge when it comes to CSR. However, research in this area has largely focused on the strategic level and corporate intentions, rather than practical implementation, and mostly from a non-European and community-focused perspective. The purpose of this paper, therefore, is to reflect critically on why and how a Swedish mining company and their representatives are committed to community involvement and development and how this can be furthered. A case study method was selected, with data being collected via interviews and documentation. The results show that the mining industry needs to develop an improved understanding of the community's expectations and allow citizens to become more involved in decision-making processes. The use of objectives and key performance indicators to monitor and continuously improve these efforts is of great importance, for example by evaluating donations and sponsorships. Community involvement and development can be improved by paying attention to research on the social licence to operate and by adopting a more proactive approach.

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1. Introduction

Sustainable development is a widely accepted concept. Its goals include the elimination of poverty, health for all, social justice, meeting the needs of society, living within the planet's ecological limits and not undermining the needs of future generations. The concept of Corporate Social Responsibility (CSR) is closely linked to sustainable development (ISO, 2010) and is defined as the voluntary integration of social and environmental concerns in a company's business operations and its interactions with stakeholders (Dahlsrud, 2008). The emergence and interest in sustainability issues has increased (Grolin, 1998) among companies, which has led to CSR becoming a high profile issue (Hamann, 2003). The idea that private companies can be responsible for their communities and the environment in which they operate, and do not just focus on creating value for their owners, is not new (Carroll and Shabana, 2010).

The extractive industries are at the cutting edge when it comes to practising CSR (Jenkins and Yakovleva, 2006; Kapelus, 2002; Reichert et al., 2000). Industries that utilize natural resources as part of their production are more likely to have a formal written

code of ethics, environmental policies, a sense of social responsibility and associated practices (Reichert et al., 2000) and provide social and environmental disclosure (Jenkins and Yakovleva, 2006). This cutting edge position is mainly due to a significantly increased stakeholder pressure over the last twenty years from non-governmental organizations (NGOs), social movements, indigenous peoples and the major impact that these industries have had on the environment and society (Kirsch, 2014; United Nations, 2006; Kapelus, 2002). Mining often sparks conflict between corporations, the government and the communities affected by its activities and these often revolves around land ownership, unfair compensational practices, inequitable resource distribution, environmental degradation, mine induced poverty and conflict over human rights abuses (Abuya, 2015).

Community involvement and development are a part of the broader concept of CSR, where the emphasis is on strengthening civil society. This can be achieved by philanthropy, training and skills development projects or an increased access to health care for those who are not directly employed by the company (Yakovleva, 2005; ISO, 2010). Stakeholder requirements and the expectations that a company will mitigate the negative aspects of its business and instead make a positive contribution to local society have increased (Watts and Holme, 2000; United Nations, 2006). Maintaining good relations with local authorities and politicians, neighbours, future employees, public opinion formers and so on is

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Table 1

General information about the interviews.

Respondent	Post	Time (h)	Date
R1	Information Manager, Boliden group	1	29 Dec 2013
R2	Personnel manager, Boliden Aitik	1	13 March 2014
R3	Head of information, Boliden Mines	1	14 March 2014
R4	Head of information, Boliden Rönnskär	1	14 March 2014
R5	Communications officer, Boliden Mines	1	14 March 2014
R6	Employer Branding, Boliden Group	1	14 March 2014
R7	Personnel- and environmental manager, Boliden Garpenberg	1	17 March 2014
R8	Site Manager, Boliden Garpenberg	1	17 March 2014
R9	Executive communications advisor, Boliden Odda	1	17 March 2014
R10	Communications officer, Boliden Haarjavalta	1	18 March 2014
R11	Personnel manager, Boliden Bergsöe	1	27 March 2014
R12	Communications officer, Boliden Kokkola	–	4 April 2014

important (Ranängen, 2017, 2015). The increased interest in CSR and community involvement and development has also led to more research in this area over the last twenty years (Grafström et al., 2008).

Mineral prices have rapidly increased in the twenty-first century, which has led to a large increase in mining activities in Sweden making it currently EU's leading producer of ores and metals (Haikola and Anshelm, 2016; SGU 2014). Its investment in exploration reached a record level in 2011 (Haikola and Anshelm, 2016; SGU, 2014). This expansion has met opposition from national environmental NGO's, local resistant groups, representatives from Sami organisations, the tourism industry, various academics, social scientists and regional politicians (Haikola and Anshelm, 2016). According to Haikola and Anshelm (2016) both the government and industry representatives argue that Sweden should set an example, worldwide, on "best practice" environmental and social aspects of mining operations.

Research regarding mining and community involvement and development in the Nordic countries have studied the relationship between stakeholders, community and mining corporations but often from the stakeholders point of view (Haikola and Anshelm, 2016; Beland Lindahl et al., 2016; Nygaard, 2016; Litmanen et al., 2016). Research from a corporate point of view has largely focused on the strategic level and intentions (Dobers, 2009) rather than practical implementation and application. There is a need for further research on the integration of CSR in core business processes (Ranängen and Zobel, 2014; Asif et al., 2013) from an internal rather than an external standpoint (Kemp, 2010). Thus, there is a need for more research on the practical implication of CSR from the corporations point of view and, more specifically, on how the industry contributes to the strengthening of society.

The purpose of this paper, therefore, is to contribute to a knowledge gap by describing why and how a Swedish mining and metals company is committed to community involvement and development and how this practice can be further developed.

2. Methodology

A case study method was selected here in order to describe why and how a mining company practises community involvement and development. Case study research is relevant if the questions require an extensive and in-depth description of a phenomenon (Yin, 2009), in that it allows the researcher to investigate social phenomena in real-life contexts (Miles and Huberman, 1994; Yin, 2009). Furthermore, single case studies are particularly powerful for exploring a phenomenon in its context (Eisenhardt and Graebner, 2007). Boliden AB was selected as the case company based on the following criteria: its high CSR profile, sustainability

reporting, local context and interesting field competencies such as metal recycling.

Boliden AB is a mining and metals company with core competencies in the fields of exploration, mining, smelting and the recycling of metals. The group has approximately 5500 employees in Sweden, Norway, Finland and Ireland distributed over six mining areas and five smelters, three marketing offices and one head office. All the mines produce complex ore containing zinc, copper, lead, gold and silver. Boliden's five smelters refine metal concentrates and other raw materials, such as electronic scrap, metal scrap, metal ashes and end-of-life car batteries, in order to produce pure metals and customized alloys. Boliden's marketing offices in Sweden, Denmark, the UK and Germany manage the sale and purchasing of raw materials, metals and by-products. The metals and by-products are sold and transported to customers, e.g. steel companies and other manufacturers of semi-finished products.

The case study data were collected via semi-structured interviews and documentation. In order to strengthen the internal validity, the interviews were conducted with the relevant functions responsible for both strategic and operational community involvement and development. An interview guide was distributed in advance. The interviews were carried out in person or by telephone. In one instance a written response was submitted. The interviews were recorded and later transcribed. The transcriptions were then sent to the respondents to ensure validity. Further information about the interviews is presented in Table 1, below.

The documentation includes policy statements, internal documents, sustainability and annual reports, and a film. More information about the documentation is presented in Table 2.

The data were coded into a number of sub-categories based on previous studies, see Table 3. The data under each category were

Table 2

General information about the documentation.

Documentation	Reference
The information film "Tack för lånet".	(Boliden, 2014)
Annual report 2013	(Boliden, 2013)
Sustainability report, Boliden Rönnskär 2012	(Boliden, 2012a)
Sustainability report, Boliden Kokkola 2012	(Boliden, 2012b)
Communication policy	ID1
Communication instruction	ID2
Communication strategy	ID3
Summary of sponsorship	ID4

Table 3

The data are coded into the subjects presented in the table.

Categories	Content
Aim and purpose	Why community involvement and development?
Practice	How is community involvement and development practised?
- Philanthropy	
- Communication	
- Education	
- Complaints	
- Relationships	
- Employment creation and skills	

then analysed and conclusions drawn. The analyses and conclusions are described in full in the following sections.

The reliability of the case study had been enhanced if the findings have been triangulated with the community's view on the company's community involvement and development practice. However, this was not within the scope of this study.

3. Theoretical framework

The theoretical framework is divided into four sub-sections. Initially, models for how companies can work with CSR, community involvement and development are presented. The aims and purposes for why mining companies choose to engage in local community are then introduced. These are followed by a presentation of the areas in which the mining companies practise CSR, community involvement and development. Finally, the factors that the literature has identified as opportunities and risks related to community engagement work are presented.

3.1. Models for CSR and community involvement

CSR is often defined as the voluntary integration of social and environmental concerns in a company's business operations and its interactions with stakeholders (Dahlsrud, 2008). Carroll (1991) suggested that the obligations that business has to society must embody economic, legal, ethical and philanthropic categories. He included these aspects in a "pyramid of corporate social responsibility". Economic responsibility is about the importance of maximizing earnings and maintaining a strong competitive position. Legal responsibility involves complying with country's laws and regulations. Ethical responsibility means that social needs and ethical norms are respected and that ethical behaviour goes beyond mere compliance with laws and regulations. The final category is philanthropic responsibility, where the support of art, voluntary and charitable activities and educational institutions and the enhancement of a community's "quality of life" are in focus. Today the 'social and environmental concerns' are exemplified in a numerous of international initiatives, guidelines and tools. Some examples are The United Nations (UNs) global goals, the UNs global compact, the Global Reporting Initiative's framework for sustainability reporting and various international standards focusing on more specific areas such as ISO 14001 for environmental management, OHSAS 18001 for occupational health and safety management, ISO 26000 for social responsibility management etc. (Ranängen and Zobel, 2014).

Thus, the social expectations have become more specific in terms of actors, processes and content. The number of actors has also multiplied. Nowadays, stakeholders, NGOs, activists, the media, communities, governments and other institutional forces all call for corporate responsible practices (Mele, 2008). One theory that tries to integrate these social expectations is stakeholder

management. Stakeholder management as a concept refers to the necessity for an organization to manage the relationships with its stakeholder groups in an action-oriented way (Freeman, 1984). Freeman et al. (2007) state that a business is successful insofar as it creates value for and satisfies key stakeholders continually over time. The companies that are good at creating value for stakeholders are those that are actively engaged with their stakeholders and have managed to create a continuous two-way communication with them (Freeman et al., 2007). A study, with the purpose to identify important sustainability criteria for the Nordic mining industry (Ranängen and Lindman, 2017), shows that the Swedish mining industry's stakeholders urge the mining industry to focus on minimizing and handling risks, non-discrimination, nuisance, sustainable use of material, energy and water, emissions, effluents and waste, sustainable land use, restoration of natural habitats and the recycling of metals. Their study also shows that social investments, for example philanthropy and sponsorship, are of less importance. However, a critical perspective on CSR is given by Banerjee (2014) who argue that there are structural and functional limits to CSR that determine the boundary conditions of CSR initiatives. The current structure and purpose of corporations are designed to deliver shareholder value, which limits a corporation's ability to pursue social goals. The focus is entirely on win-win situation where a particular "social" initiative is evaluated by its economic benefit to the firm.

Community refers to residential or other social settlements located in a geographic area that is in physical proximity to an organization's sites or within an organization's area of impact (ISO, 2010). Yakoleva (2005) presents three models for the governance of community involvement that are common among mining companies: corporate focused perspective, philanthropic charities and partnerships. A corporate focused perspective includes charitable work, supporting local healthcare centres and hospitals and supporting government agencies in activities and projects with a local connection. Furthermore, it is common to continuously communicate with and consult local citizens prior to initiating projects that will impact the local community. Compensation for damage caused to the environment is often provided. Philanthropic charities are another way of transferring funds to the local community. These charities are often used to finance investments in the local community. Typical projects are educational and competence building programmes, community development, health, art, culture and company development. An active cooperation between company, government and citizens for community development is the third model. Yakoleva (2005) states that case studies have shown that this perspective has proved to be very effective, but requires knowledge about how the balance of power should be handled.

Kemp (2010) presents four models for how companies interact with the community. The models span from traditional risk management to actively working together with the local

community. The first model focuses on formulating and disseminating the relevant information to the organizations' stakeholders by email, letters, newsletters, webpages and the media. The second model is a development of the first and includes the enhancement of reputation and counteracting negative publicity by identifying possible risks and minimizing them. This communication is targeted towards more powerful stakeholders, such as the media, state officials and larger NGOs, and often consists of "good news" and positive stories. In these two models, communications are dealt with by specific functions in the company, which means that an informal relationship with the local community is rarely established. The third model opens up for a deeper understanding of the local community's perspective and advocates a dialogue between the community and the organization. The dialogue should also prioritize groups with less power. The fourth model focuses on understanding the community and making use of local people's input when making decisions. According to Kemp (2010), the first two models have traditionally been used by mining companies to communicate and interact with the local community. The latter are more advanced, but are rarely practised.

Kemp et al. (2011) presents a three-step model that can be used to optimize a company's work with CSR. The first step is to find and create systems that facilitate an understanding of the local community's interests, strengths and weaknesses. The second is to build bridges between the company's and the community's interests and through these create profit for all the involved parties. The third and final step is to facilitate an organizational change that supports the interaction of local interests in decision-making.

The standard for social responsibility, ISO 26000:2010, is divided into seven core subjects. These are organizational governance, human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement and development. Community involvement and development relates to how organizations can contribute to a positive community development, either on their own or together with others. Here, it is important to identify the stakeholders that are affected by an organization and from this create a long-term relationship with the community. Community involvement should be based on the fact that the company is part of the community and that it therefore shares its interests and objectives. One of these common interests should be the well-being of the community and a common responsibility for this should be important for all the concerned parties. Charitable and philanthropic activities are often related to community development, but should not be the only form of involvement. Instead, organizations are recommended to develop competence enhancing programmes, promote education and culture, create employment, provide skills training, develop technology and improve access to it, create wealth and income and create health or support forums for social and environmental programmes.

Social impact assessment (SIA) has increased in popularity in recent years (Franks and Vanclay, 2013). Here, the main purpose is

to create a more sustainable and fair physical and human environment, although up to now it has mostly been used in a preventive way to understand a project (Vanclay and Vanclay, 2003). However, the use of SIA could be widened to include a long-term focus, where the effects of an operation are measured and managed throughout its lifecycle, and not just prior to start up (Franks, 2011, 2012; Franks and Vanclay, 2013).

3.2. Aims and purposes of community involvement

The aims and purposes of corporate community involvement vary. Examples that are often mentioned in the literature are to anticipate stakeholder demand (Carroll and Shabana, 2010; ISO, 2010), improve the company's reputation (ISO, 2010), create a competitive advantage (ISO, 2010; Humphreys, 2000), reduce costs (Carroll and Shabana, 2010) and especially to obtain the social licence to operate (Yakoleva, 2005; Kemp, 2010; Mzembe and Meaton, 2013; Heisler and Markey, 2012; Kemp and Owen, 2013). The motives categorized by SIS (2005) for working with social responsibility are presented in Table 4.

Increased pressure from civil society, changes in legislation, pressure from the finance market (Humphreys, 2000) and local communities have all influenced the development of community involvement in the mining industry (Mzembe and Meaton, 2013; ISO, 2010) to the extent that it is now an important part of the strategic work (Humphreys, 2000). An active local community involvement is a way of making sure that the interests of everyone affected by a company's operations are respected and met (Kemp and Owen, 2013). Such involvement can also help a company to better understand the needs of the local community, which means that efforts can be directed to where they are most appropriate (ISO, 2010).

ISO (2010) suggests that community involvement will give a company competitive advantage and an improved reputation and in this way increase the possibility to attract and keep employees, clients, customers and users. It is also said to maintain employees' morale, involvement and productivity. Humphreys (2000) claims that a company's reputation is important both from the perspective of the shareholders and when recruiting new personnel.

The social licence to operate consists of the community's acceptance of the company's operations and extends beyond legal rights (Kemp, 2010). This contract is as valid as any other but is not permanent. Without the social licence, continuous operations are not possible (Yakoleva, 2005). The social licence has proved critical for all mining companies, regardless of where the company is located, as it is directly linked to the possibility of minimizing the socio-economic and environmental risks caused by mining. The social licence consists of different parts, depending on the conditions in place (Mzembe and Meaton, 2013). One part relates to the company's interest in contributing benefits and opportunities for all groups in the community (Kemp, 2010). Yakoleva (2005) maintains that the mining companies' increased interest in their stakeholders derives from the development and maintenance

Table 4
Motives for working with social responsibility (SIS, 2005).

Category	Motive	Consequence
Passive	Problem solving	The company acts only on demand by stakeholders
Reactive	Risk minimizing	Social and environmental risks that may harm the company's reputation are identified and handled
Active	Innovation	Social responsibility is viewed as a way of identifying new challenges, new products and services. Leadership and the organization itself can also be developed.
Preventive	Social responsibility	The company takes both current and future needs into consideration and searches for sustainable solutions together with other stakeholders, which will also create close relations with the company's stakeholders.

of social licences and in communities' increased interest in environmental issues. By investing in the local community early on, infectious conflicts can be avoided and the risk of production stops minimized, which makes the possible profits for the company very clear (Ndiaye and Armstrong, 2013).

3.3. Community involvement and development practice

3.3.1. Philanthropy

Traditionally, philanthropy has played an important role in mining companies' involvement in the community. It is often passive in nature and not always linked to the company's core operations (Mzembe and Meaton, 2013). Mullen (1997) presents a seven step model, based on identification, introspection, investigation, interaction, involvement, improvement and innovation, for how donations can be made and at the same time contribute to the company's goals. Another form of philanthropy is sponsorship, which has advertising purposes and is common in the sports industry (Benet, 1998). However, mining companies appear to be moving away from donations and philanthropy and are becoming more active in the development of the local community as an entity (Kemp and Owen, 2013).

ISO (2010) recommends companies to participate in local associations and in this way contribute to the community. Companies should invest resources in initiatives and programmes that can improve citizens' social situations in the community in which they operate. According to ISO (2010), these investments should be adapted to the needs of the local community and sustainable projects prioritized. This is supported by Mzembe and Meaton's (2013) study, in which they strongly emphasize that such contributions have to be adapted to the community's expectations. Finally, ISO (2010) states that people should be encouraged to volunteer in community services or NGOs.

Esteves (2008) presents eight principles that can be used to develop investment strategies. The purpose of the principles is to evaluate social investment projects so that they create as much value as possible, both for the company and for the local community. She also presents a process of decision making for how social investment can be evaluated.

ISO (2010) suggests a number of principles that are important when making decisions about social investments. Local initiatives and investments that aim to widen citizens' possibilities should be prioritized, and investments that increase the community's dependency on any future generosity of the company should be avoided. Donations that are given on a regular basis should be continuously evaluated. Cooperation with other organizations and local and national government with a view to creating synergies should be seriously considered. ISO (2010) also states that programmes aimed developing the skills and competences of socially vulnerable and discriminated groups should be prioritized.

3.3.2. Community influence

When deciding on community development and social investments, it is important that the local community is able to influence the process, preferably through forums with representatives from the community (ISO, 2010). It is also important to make sure that socially vulnerable groups are represented and that their interests are taken into consideration. The local community should be informed, in an accurate and easily accessible way, before any projects that may affect it are initiated (Owen and Kemp, 2012). Owen and Kemp (2012) state that cooperation between the involved parties originated from the idea that everyone should be able to contribute to a positive development. Kemp et al. (2011) stress the importance of a dialogue between the mining companies and local communities and the possibility for communities to be part of the decision-making process.

3.3.3. Creating relationships

In order to estimate how community involvement can benefit the local community, it is important that different parts of the community have established a long-term sustainable relationship, for example through focus groups, surveys or research, and that these are based on mutual respect for each other (Humphreys, 2000). Kemp (2010) describes this as a three-dimensional relationship with the community. First, the company needs to understand the community's perspective and needs. Second, a bridge needs to be created between the interests of the company and those of the community and in this way create a dialogue and a common understanding. Third, the company needs to carry out the changes that are necessary to support its social performance. Community relations aim at operationalizing the company's social responsibility policy through involvement strategies, communications and negotiations, conflict management and development programmes (Kemp and Owen, 2013). Mining companies also need an efficient well-implemented system for dealing with, evaluating and responding to complaints, preferably through dialogue in order to understand the needs of the other parties (Kemp et al., 2011).

3.3.4. Creating work possibilities and developing competence

The employment rate is a common goal and is known to be linked to economic growth. Employers should take this into account when deciding on investments or making technical choices that may affect the employment rate in the local community (ISO, 2010). This should only be done if it is motivated by long-term economic profit (ISO, 2010). Companies can evaluate how the type of work and employment will be affected if sub-contractors are hired to replace company employees (ISO, 2010). Employing people on long-term rather than short-term contracts is important (ISO, 2010). Companies can also try to develop trainee programmes or other types of competence developing programmes (ISO, 2010).

3.3.5. Communication

ISO (2010) stresses the need to cooperate with representative groups in the community every time a decision about a social investment or community development is to be made. Even decisions that are not directly linked to community development, but that may still have an impact on the local community, should be preceded by dialogue (ISO, 2010). This dialogue should be conducted well in advance of the planned change, so that the decision is based on accurate information (ISO, 2010). SIS (2005) suggests that information should be shared in informal discussion groups, during site visits, in dialogue with groups in the local community, by involvement in local initiatives, via a company's website, emails, press releases, advertising, information letters, annual reports and by creating a phone-in number for people to use.

3.3.6. Education

Finally, ISO (2010) stresses that education is an important part of community involvement and development. Companies are encouraged to support education at all levels and help to improve the quality of and access to local knowledge. The possibility for vulnerable and discriminated groups to benefit from education should be prioritized.

3.4. Influencing factors

The survival of a mining company is strictly dependant on how well it values and prioritizes its relationship with the local community (Imbun, 2007). Mining companies that operate in remote locations will always be involved in tight partnerships and

the key to success lies in valuing the local community as stakeholders and integrating community involvement into core business practices (Imbun, 2007). Expectations from the local community can vary and activities should be adjusted accordingly (Imbun, 2007; Dougherty and Olsen, 2014; Adanhounme, 2011).

In many cases the company is expected to compensate for disturbances caused by its operations, such as environmental problems or social issues. In the communities where the local government lack awareness, or where citizens are not involved in their own development, the expectations on the company are even greater (Imbun, 2007). Mzembe and Meaton (2013) maintain that what a community expects from a company can be similar to what it expects from the government.

The functions in the mining companies that are responsible for community involvement and development are often unclear (Kemp and Owen, 2013). In addition, the possibility to influence is limited to dealing with problems as they arise, rather than any early involvement in the decision-making process on the part of the local community (Kemp and Owen, 2013). When aspects like this are placed on the periphery, companies often underestimate the possibility to minimize the negative impact of their social performance (Imbun, 2007).

The communication with stakeholders should be honest and accurate and conveyed at the right time in relation to the change process. If this does not happen, it may lead to problems further on (Dougherty and Olsen, 2014).

With the aid of a logical framework, the aims and objectives for working with community involvement can be established in advance, thereby making it possible to assess future gains from certain activities (Humphreys, 2000). A logical framework consists of input (spent resources), output (involved people) and measurable objectives, such as a reduction in the infant mortality rate (Humphreys, 2000). This kind of quantification, which is preferably done in conjunction with the local community, should contribute to an understanding amongst all the involved parties about how community involvement works and what can be gained from it (Humphreys, 2000).

By involving young co-workers and using a bottom-up perspective when planning strategies and activities, innovation can be promoted and old habits broken (Adanhounme, 2011). The author further states that activities and initiatives should be aimed at solving conflicts and contributing to welfare, rather than simply evening out wealth (Adanhounme, 2011).

Rajak (2008) states that companies need to be wary of making communities too dependent on them. All activities and involvement linked to CSR must be of a kind that the community can manage itself, so that it does not become dependent on other contributions for maintenance (Rajak, 2008).

4. Result and discussion

The purpose of this study is to describe why and how a Swedish mining and metals company is committed to community involvement and development and how this practice can be developed. The findings are divided into: aim and purpose, practice and influencing factors. These are now presented and discussed.

Boliden's employees are aware of what the community expects from the company (R3;R4;R5). However, the community's older generation remembers a time when the company played a greater role in community building and still expects it to live up to this (R2; R7;R3;R6). For example, Boliden continues to receive complaints about the maintenance of local roads, even though this responsibility was handed over to the municipality some time ago (R5). The fact that what a community expects from a company can be similar to what it expects from the government is supported by Mzembe and Meaton (2013) and Imbun (2007). The responsibilities of the

company, municipalities and others need to be clarified if tensions and conflicts are to be avoided (R1). The greatest expectations from the community appear to be that Boliden has a healthy and lucrative business that develops and keeps people occupied and at the same time minimizes the impact on the environment and society (R4). Many respondents were of the view that the expectations will increase (R10;R6;R8), for example because general knowledge of and interest in environmental issues are increasing, thus creating a greater demand for CSR (R1). The recycling of metals and a work-life balance are also expected to be more important in the future (R4).

4.1. Aim and purpose

The purpose of community involvement and development seems to vary within the company. In a global perspective, Boliden provides society with metals that are essential for the prosperity we enjoy today (R1;R7;R4) and produces metals in a cost-effective and environmentally-friendly way (R9). Another common response is its primary role as an attractive employer (R12;R11;R3; R8;R4) and the largest private employer in the area (Boliden, 2014). In some municipalities the company has been operating for a long time and is therefore an integrated part of society, where everyone knows someone who either works or has worked for the company and the company and its operations are well known (R11;R4). R1 states that the company has a responsibility towards the residents, in that it has such a major impact on citizens' lives. A commitment to creating an attractive and vibrant society that is interesting to live and work in is important (R2;R12;R3;R5;R1). The company also seems to play a role as a facilitator of new businesses in the operating areas (Boliden, 2014), in that a lot of businesses can be traced back to the mining industry (R6). One respondent (R12) concluded that:

The purpose of working with community involvement is to gain a working relationship with all the stakeholders and, in this way, establish a good cooperation that favours all parties.

It is also said that the company ensures a good work-life balance for its employees (R5) and attracts new staff (R2). Another given purpose is to facilitate the relationship with local and regional authorities (R8). A good relationship can enable future business opportunities for the company, which may require the approval of the authorities (R8). This proactive relationship with government to accommodate future changes in the company's operations and to increase the possibilities to attract and keep personnel is supported by Carroll and Shabana (2010), Humphreys (2000) and ISO (2010). An increasing competitiveness and productivity is mentioned by ISO (2010), but not exemplified by the respondents. Only one respondent (R12) made reference to a social licence to operate, stating that "The social licence to operate must be earned from society every day".

According to Kemp (2010), Yakoleva (2005), Kang (2012) and Idemudia (2009), this is critical for all mining companies. It could be said that the company has already earned this social licence, in that it has been operating in the area for a long time. A different result could be expected in a new greenfield project. Furthermore, only one respondent (R12) described community involvement as a way of creating understanding between the company and its stakeholders, which according to Kemp and Owen (2013) is important for maintaining a positive relationship and avoiding infected conflicts later on. To summarize, based on the categories defined by SIS (2005), the company's motives for working with community involvement can be described as reactive. This means that it works with risk minimization by identifying and focusing on the social and environmental risks that could potentially damage the company's reputation and thereby lead to problems with the future recruitment of staff. With the support of research on the

social licence to operate, and having a more proactive approach, Boliden's community involvement could be developed and enhanced.

4.2. Practice

The company's strategic community involvement and development is coordinated from head office, but operationalized locally at the units. Therefore, the actual practice can vary between the different locations. Only one of the company's many sustainability objectives is associated with community involvement, namely the contribution to economic development in the local society. This objective is not quantified and is therefore difficult to monitor and measure. The creation and use of objectives and key performance indicators to monitor and continuously improve the company's work with community involvement and development is of great importance and would help to develop it further (Humphreys, 2000; Esteves, 2008). As it stands now, the company measures the amount of money given as donations or sponsorship each year (ID4).

The practice is mostly described as communication in order to impart knowledge about the company and its role in society (R4) and to communicate a more diverse image of the company, given that the image disseminated by the media tends to be negative and not objective (R11). According to ISO (2010), this is a common purpose with community involvement.

Considerable resources are being spent on abandoned mines in order to ensure that the environment is restored to its former state (or as close to it as possible). The company states that it often goes further than the legislation requires and in some cases this restoration involves the use of new technology (Boliden, 2014).

The company works with SIA as a complement to environmental impact assessment when applying for permits from authorities for expanded, changed or new operations (Boliden, 2014). This is common procedure when operations impact Sami communities, in order to understand how reindeer herding is affected and to identify solutions that will benefit all the involved parties (R6). Examples of this are the presumptive new mine in Laver (R6), the investigation of alternatives for an underground storage facility (R4) and the use of SIA as a decision-making tool. However, several respondents are hesitant about the extent to which SIA is actually used, and some state that they do not use it at all at their units (R11). The literature states that the use of SIA could be expanded to the entire life cycle of a mine, thus creating a deeper understanding of how it affects the local community. By using a model presented by Franks (2012), this can be done in a more structured way.

4.2.1. Philanthropy

Boliden supports the community with donations and sponsorships (ID4). The strategy is to promote fewer yet larger long-term and strategic investments, rather than donating money for many small events (R6). Donations to organizations or sports teams that are important to the employees, or events related to the industry, should be prioritized, although donations to international NGOs, nationwide events and local support actions are also approved (ID2). At some units the strategy is supplemented by additional instructions. Every unit decides which organizations should be sponsored, since each unit knows the local community and where the money will be best used (R6). Decisions are sometimes made by a committee and sometimes by a function, such as the human resources manager (R2;R4;R5). A good balance in the sponsor mix is preferred (R5), for example with a gender perspective and diversity amongst the recipients (R4).

In Nordic countries, donations are mostly made to sports teams and to some extent to cultural and other local organizations (R2; R12;R11;R7;R3;R4;R5;R6;R8;R9;R1). The amount of money given

for an event varies depending on the unit and the type of event sponsored. At smaller events the company often sponsors in the form of prizes for lotteries and such. At larger events, monetary donations and the loan of personnel for conferences and so on are more common. To date, the company has sponsored fieldtrips for the local school, a summer camp for church youth, sports clubs (both amateur and elite clubs), youth entrepreneurship projects, a local newsletter (R7) and a local exhibition for young women (R11). One unit works with the municipality to support underprivileged families in the local community (R11):

I try to focus on youth activities, especially those that have a positive effect on integration, since the local community has many immigrants.

According to ISO (2010), favouring integration and socially vulnerable groups is an important sustainability issue that should be prioritized in a company's community involvement and development efforts. Hence, it is up to the units to draw up guidelines for which organizations and projects should be sponsored (R6). Local organizations are usually prioritized, as are those whose values match those of the company (R2;R7;R4;R6; ID1). At some units, a zero tolerance of alcohol and drugs is required in order to be considered for sponsorship (R5). Government controlled businesses are never sponsored (R2). Every applicant is informed as to whether or not their application has been approved and why (R2;R7;R5). In many cases, the activities that are sponsored are requested to display the company's logo in some way or to promote the company during the event (R7;R4).

Sometimes employees' work hours are donated (R2;R7;R5), for example to help to arrange a "Geology Day" with the municipality (R5), to complete walking routes, clean up a nearby forest strip (R8), contribute to homecoming events hosted by the community (R7) or to give lectures at exhibitions or seminars. The company is also included in many networks (R4).

Hence, even though Boliden already has a strategy and instructions for donations and sponsorship, the practice can still be improved. Mullen's (1997) seven-step model can ensure that the projects that are selected benefit both the local community and the company. The model does not only help to find suitable organizations, but also provides a way of finding projects that benefit all the involved parties and determines how the sponsorships are ultimately carried out. Esteves (2008) presents principles about which investment strategies to choose and how to select suitable projects to sponsor. These principles are also about creating value for the company and for the local community. The principles are followed by seven phases of decision making: from structuring the problem, through implementing the decision and finally evaluating the chosen project and its effects. ISO (2010) states that community development should be made with a widening purpose, which means that activities, organizations and events should be sponsored with the view of increasing the possibilities for the local community, without creating co-dependency, and that synergy with local authorities should also be sought.

Nevertheless, philanthropy can have a positive impact on society, but it should not be used by a company as a substitute for integrating social responsibility into the ongoing daily activities (ISO, 2010).

4.2.2. Stakeholder management

The stakeholders are investors, shareholders, local residents, employees, future employees, customers, the media, municipalities, the government, labour unions, the Sami people and the company board (R2;R12;R7;R3;R4;R5;R6;R8;R1). R7 states that even humanity itself is an important group of stakeholders, since the company's products are essential for the wealth that many of

the world's inhabitants enjoy. The most important stakeholders are employees, the media, the capital market, society, customers and suppliers. In society, the relationship with political organs, government agencies, business organizations and educational institutions are considered the most important, and with these all communications must be proactive and consistent (ID2).

The message needs to be adapted to what the stakeholders want to know and Boliden tries to address every stakeholder with the appropriate level of competence. If members of parliament are visiting, the site manager will be available to answer questions. In the same way, the human resources manager will be in attendance when employment officers are visiting (R2). The company uses several forums for communication and values a continuous dialogue (R2;R5). Different forums are used to reach specific stakeholders. In contact with the local residents, consultation meetings and open house/information meetings are often held, depending on the kind of question to be discussed (R2;R4;R5;R7;R3;R6;R8). According to R6, the challenge is to get residents to take an interest in and attend these meetings. Invitations to the meetings are often posted in the local newspaper or sent out by post (R2;R6).

Some projects use communication plans to keep track of which information needs to be communicated and when, depending on how far the project has come (R5). Boliden also tries to maintain an active dialogue with stakeholders, mostly by answering questions that are sent to them (R8;R4). Notes are taken at meetings with stakeholders and documented, and later used in decision-making, especially for questions regarding permits (R8;R2). In some projects, employees and local associations provide input to projects. Some units contribute with information to local newsletters that are distributed six times a year (R7). They also finance the printing costs of these newsletters (R7). Also, in other parts of the company, a newsletter is produced and distributed to all the local residents, with information about current operations (R5). At the head office, a project to create a visitors centre has started, where all types of stakeholder can meet the company. The idea behind this centre is to create a place where the local residents and schoolchildren can meet, to generate interest in the company and its operations and to be a natural place for community interaction (R3;R5).

One site employs a full-time guide who tends to all the visitors, which mostly consist of educational institutions (R2). The company uses intranet, the company's website, line information and a monthly newsletter to communicate with employees (R4). The dialogue with government is described as proactive and well-functioning (R2;R5;R4). At some sites, crisis management is carried out together with the government, the police and the emergency services (R4). The site manager also regularly informs the government about the company's short- and long-term operations (R2). Regular meetings are also held with government agencies (R8). The website communicates relevant and updated information to stakeholders and the company tries to be as helpful and transparent as possible in its contacts with the local media (R6). The sustainability report is also seen as a channel for imparting information (R6). Exhibitions are used by many of the company's units as a way of reaching many people in a short time (R4;R5;R1).

Prior to any major change in operations, stakeholder opinions and thoughts can be considered (R5;R8). The Environmental Protection Agency is often included earlier than the legislation requires in the permit process (R4). Another example concerns a conflict between reindeer herding and the company's transport in an area in which traffic accidents are frequent. A solution was found by talking to the involved parties. Thus, dialogues with stakeholders seem to be proactive and transparent, which according to ISO (2010) is important.

However, according to Freeman et al. (2007) stakeholder management is about creating value for the stakeholders and satisfying key stakeholders continually over time by creating a continuous two-way communication. Banerjee (2014) is more specific and claim that the company should develop comprehensive stakeholder engagement strategies and give the stakeholders voting rights in strategic corporate decisions that have significant social and environmental impacts. When summarizing the corporate stakeholder management practice, it is more about creating value for the company practised in an informative way for example the consultation meetings where operational changes are presented or 'communication' via company website, sustainability reporting and exhibitions. If the company is to embrace the essence of stakeholder management it must create an opportunity for dialogue and actual communication and allow stakeholders to be involved in making strategic important decisions. Thus, the company's stakeholder management is an area with great opportunities for development.

4.2.3. Education

Boliden engages in education at different levels (R1), often in the form of field visits by upper secondary school or university students (R2;R4;R5;R8;R1). At some locations, Boliden cooperates with the municipalities to create specific educational programmes for miners and mining machine operators (R2;R8). The 'Boliden profile' in an educational programme for upper secondary school students, which enables them to apply for internships and summer jobs, often resulting in long-term relations with the company (R2). At university level, the company cooperates with various educational programmes (R2;R4;R8;R1). The 'Time technical education in cooperation' is available online via local authorities and the company is represented on the steering committee (R2). Through the steering committee, Boliden tries to make sure that the programmes meet the current and future needs of the staff (R2). Another example is the cooperation relating to process operator training, where the company plays an active role in the training and provides internships and summer jobs (R4). Boliden cooperates with Luleå University of Technology (LTU) on the educational programme 'Industrial environment- and process technology', which operates in a similar way as the previous example (R4). With LTU, the cooperation also extends to research projects. With other universities, work fairs and similar events are prioritized (R1).

Many respondents assume that a good relationship with young people in the community and developing and maintaining an interest in technology are important factors in a recruitment strategy (R2;R7;R4;R6;R8;R1). In addition, information about Boliden and job vacancies enhances the possibility of young people applying for jobs at the company later on in life (R4;R5;R1).

According to ISO (2010), long-term educational projects help to stimulate the development of knowledge in the local community. Boliden works accordingly to some extent. Boliden's aim is primarily to secure the recruitment of competent staff, as the many of the current employees will be retiring in the near future. Only one example has been found of the company supporting projects and actions aimed at vulnerable groups, such as young people from socio-economically challenged parts of society. According to ISO (2010), this can be an important part of community involvement. The company has a specific policy to recruit women, although no examples of actions aimed directly at women could be found.

4.2.4. Complaints

The company uses a specific system to register, analyze and respond to all complaints (R2;R7;R4;R8), which mostly relate to noise, smell and emissions to air, soil and water (R2). According to

Kemp et al. (2011), an efficient system for dealing with complaints and giving feedback is an important part of community involvement.

4.2.5. Relationships

The company uses suppliers and contractors in its daily operations and in major projects (R2;R4;R5). Local companies are often used (R4;R6). The company values fair procurement, but local companies are often encouraged to submit tenders (R7;R4). One site makes it possible for smaller local companies to submit offers jointly and thereby compete with larger companies (R4). Another site informs local contractors when procurement is planned (R7). Humphreys (2000) and Kemp (2010) highlight the importance of a good relationship between companies for a mutually beneficial development. It should have a long-term perspective and include dialogue in order to reconcile expectations and intentions. ISO (2010) suggests that companies should consider giving preference to local suppliers and contributing to their development, which is something that Boliden seems to practice to some extent.

4.2.6. Employment creation and skills

Employment is an internationally recognized objective related to economic and social development (ISO, 2010). As far as possible, the company employs permanent rather than temporary staff (R10;R11;R7;R1). When blue-collar workers apply for leave, or when more staff are needed for a brief period, so-called “extra-staff” are hired (R11). Some units use sub-contractors as an efficient way of making their processes work (R4), while other units only use their own employees (R7;R1). One site uses sub-contractors to load and transport rocks in the mine, although these people are usually hired on long-term contracts (R8).

The respondents have different opinions about how the development of technology has affected the number of employees needed in the organization (R7;R8;R1). Some units hire and expand, whereas others consider that technology investments and optimization lead to lay-offs (R11;R7;R8;R1). One respondent thinks that technology needs to develop in order for the company to remain competitive and that staff should be asked what this means to them (R4).

5. Summary and conclusion

Boliden's community involvement can be categorized according to Yakoleva's (2005) first model for managing community involvement, in that as it focuses on supporting local educational programmes, communication and dialogue with the community and compensates for its impact on society and environment. We would encourage mining companies to study the partnership model, which represents an active cooperation between company, government and citizens in order to advance community involvement and development practices. Boliden's aim to interact with the community can also be categorized according to Kemp's (2010) four models, which range from traditional risk-based practices within the company to emerging work driven by risk and rights in conjunction with the community. The primary motive for Boliden appears to be risk, and most of the work is carried out in the company. Furthermore, the objectives fall within employer branding and a lot of the projects are aimed at current and future employees. Boliden works a lot with controls and problem solving, especially in its communications with the local community, which are dominated by positive messages. This indicates that model 2, the traditional model driven by risk that aims to protect and market the company's reputation by solving problems is best used to categorize the company's aims and practices. According to Kemp (2010), the discourse in the mining industry lies within the first

two models of traditional aims and that the step from theory to practice is vast, which is hereby confirmed. However, understanding the community and using its input for decision making would develop the company's community involvement and development practice further (ISO, 2010; Kemp, 2010).

If we had included the community's view on the company's community involvement and development practice, we might have discovered that the company is practicing the ‘wrong’ kind of sustainability aspects. At least if it wants to create value for the stakeholders (Freeman et al., 2007). A recent study with the purpose to identify important sustainability criteria for the Nordic mining industry (Ranängen and Lindman, 2017) shows that the Swedish mining industry's stakeholders urge the mining industry to focus on minimizing and handling risks, non-discrimination, nuisance, sustainable use of material, energy and water, emissions, effluents and waste, sustainable land use, restoration of natural habitats and the recycling of metals. Their study also shows that social investments, for example philanthropy and sponsorship, are of less importance. Therefore, we suggest that the company should develop and implement stakeholder engagement strategies (Banerjee, 2014) that include ‘understanding stakeholders in more depth’ (Freeman et al., 2007) so that the CSR practice could be based on the aspects that create value for the stakeholders in order to obtain the social licence to operate (Kemp, 2010; Yakoleva, 2005) and not on win-win situations evaluated by its economic benefit to the firm (Banerjee, 2014). This could be an interesting area for future research.

Finally, the older view of CSR presented in the pyramid of corporate social responsibility (Carroll, 1991) consists of four social responsibilities: economic, legal, ethical and philanthropic. Boliden has a distinct focus on three of these; economic responsibility, since the company is listed on the stock exchange and has financial objectives. Legal responsibility which involves complying with the country's laws and regulations. Many CSR initiatives presented by the respondents are actually actions required or proposed by the Swedish legislation such as the use of SIA when applying for permits, the fact that the company employs permanent rather than temporary staff and the consultation meetings where operational changes are presented. The third, the philanthropic responsibility, at the top of the pyramid, is the contribution of resources to the community in order to improve the quality of life. Boliden promotes and supports education at all levels from nine-year compulsory school to upper secondary school and universities. The company also sponsors sports teams and to some extent cultural and other local organizations. When it comes to ethical responsibility, where ethical behaviour should go beyond mere compliance with laws and regulations, the actions are limited in extent. This could be explained by the fact that Swedish legislation is extensive in several important areas of CSR, which allows less room for ethical responsibilities. It may also be the case that Boliden's ethical responsibility is not very well developed.

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