

- *Develop common standards of practice for security.* Security forces are often the major point of contact – and therefore friction - between communities and companies. These forces include the police, the military and private security firms hired by the mining companies. In all cases, training is essential to ensure respect of community concerns. In January 2001, a group of oil and mining companies, NGOs and the governments of the US and UK established common principles, albeit voluntary, for business to use in "maintaining the safety and security of their operations within a framework that ensures respect for human rights and fundamental freedoms"⁶³.
- *Build bridges between communities and employees.* Walls and security forces typically shield resident employees from crime and violence. They also create mistrust and resentment with local communities. In order to limit migration to a region and deliver maximum community benefit, mining companies can give preferential hiring treatment and training to local people. In 1977, the PT Inco Indonesia nickel mine committed to making its workforce entirely Indonesian. In 1997, only 5 of its 3,000-person strong staff were from outside Indonesia⁶⁴. In some of its sites, Placer Dome has worked on bringing local communities together with mine employees through sporting events⁶⁵.

Proactive Conflict Management under a Repressive or Corrupt Regime

(International Alert, 2000)

1. Review the ways the company's core business activities (including supply and distribution chains), social investments and policy dialogue efforts can cause, or help to alleviate conflict.
2. Operate according to internationally-accepted guidelines, such as the Universal Declaration of Human Rights.
3. Report on and seek independent verification of the company's conflict management practices.
4. Support the development of civil society through social investment.
5. Support human rights training for local judiciaries, police forces and state security forces.
6. Collaborate with other companies in efforts to address politically sensitive issues of bad governance, e.g. corruption, human rights violations, state security reform.
7. Assess the value and risks of dialogue with anti-government groups.

⁶³ 'Guarding Human Rights in Conflict Zones', *International Herald Tribune*, 25 January 2001 (sponsored section).

⁶⁴ Rosenfeld-Sweeting and Clark, *op.cit.*, p. 60.

⁶⁵ Fraser, D. MMSD Workshop on Conflict, 2001.