

# Indigenous Peoples Engagement

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# Cautionary Statement

These materials contain forward-looking statements. We based the forward-looking statements on our current expectations, estimates and projections about ourselves and the industries in which we operate in general. We caution you these statements are not guarantees of future performance as they involve assumptions that, while made in good faith, may prove to be incorrect, and involve risks and uncertainties we cannot predict. In addition, we based the forward-looking statements on assumptions about future events that may prove to be inaccurate. Our actual outcomes and results may differ materially from what we have expressed or forecast in the forward-looking statements. Economic, business, competitive and regulatory factors that may affect ConocoPhillips' business are set forth in ConocoPhillips' filings with the Securities and Exchange Commission, which may be accessed at the SEC's website at [www.sec.gov](http://www.sec.gov).

- 1 | **Corporate commitment, accountability and assurance**
- 2 | **First Nations engagement**

# Corporate Commitment, Accountability and Assurance

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# Commitment: Position and Principles



## Human Rights Position

- Advancing respect for human rights
- Recognizing dignity of all human beings
- Conducting business consistent with the UNDHR, ILO Fundamental Principles and Rights at Work, UN Declaration on the Rights of Indigenous Peoples, ILO Convention 169



## Stakeholder Engagement Principles

- Proactively identify and seek out stakeholders.
- Include stakeholders in the design and implementation of the engagement process.
- Listen to understand stakeholders' interests, concerns and culture.
- Communicate openly.
- Seek solutions that create mutually beneficial relationships and build long-term value for both the company and our stakeholders.
- Follow through on our commitments and stand accountable for the results, both internally and externally.

# Accountability: SD Governance



# Assurance: SD Risk Management Standard

## Corporate SD Risk Management Standard

Corporate  
SD Audit

Business Unit SD Risk Assessments

Business Unit SD Risk Register

Business Unit SD Action Plans

The SD Risk Management Standard addresses climate change, water, biodiversity and social-related risks.

Social risks encompass:

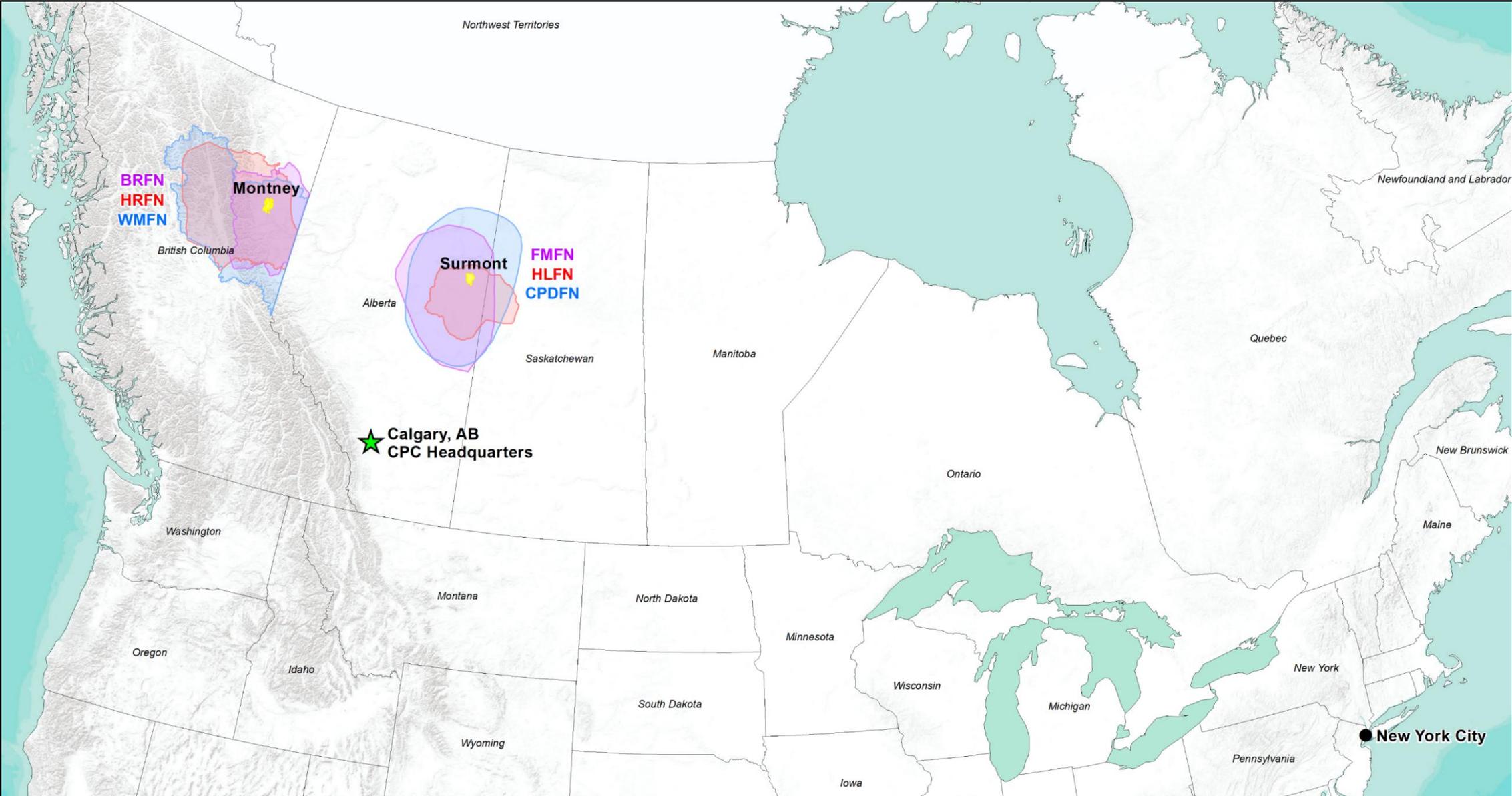
- Social, health, security, political and economic impacts;
- Indigenous peoples' rights;
- Labor rights;
- Other human rights concerns.

Standard provides assurance for the consistent identification and management of key risks

# First Nations Engagement: Collaborative Dialogue and Sustainable Outcomes

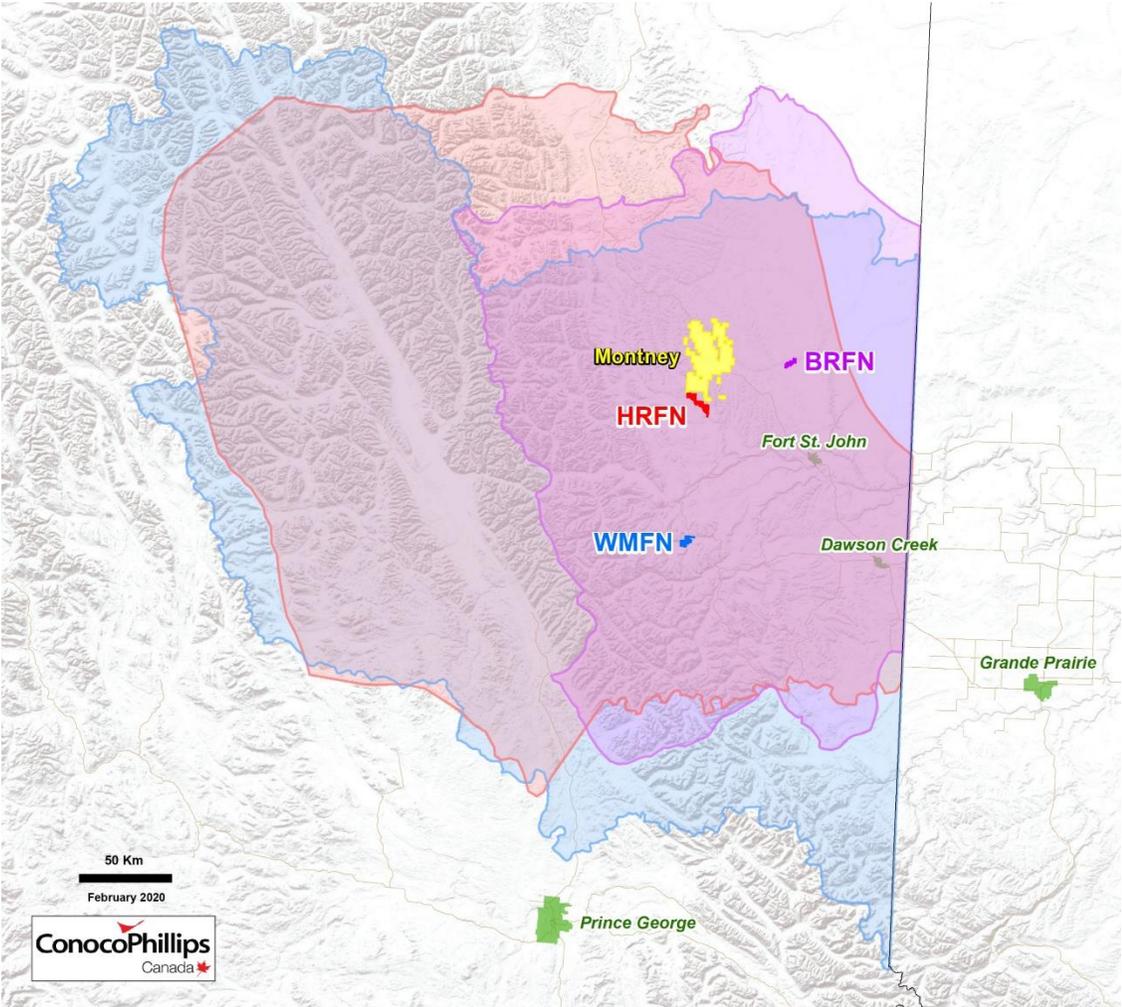
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# Canadian Assets and Indigenous Communities

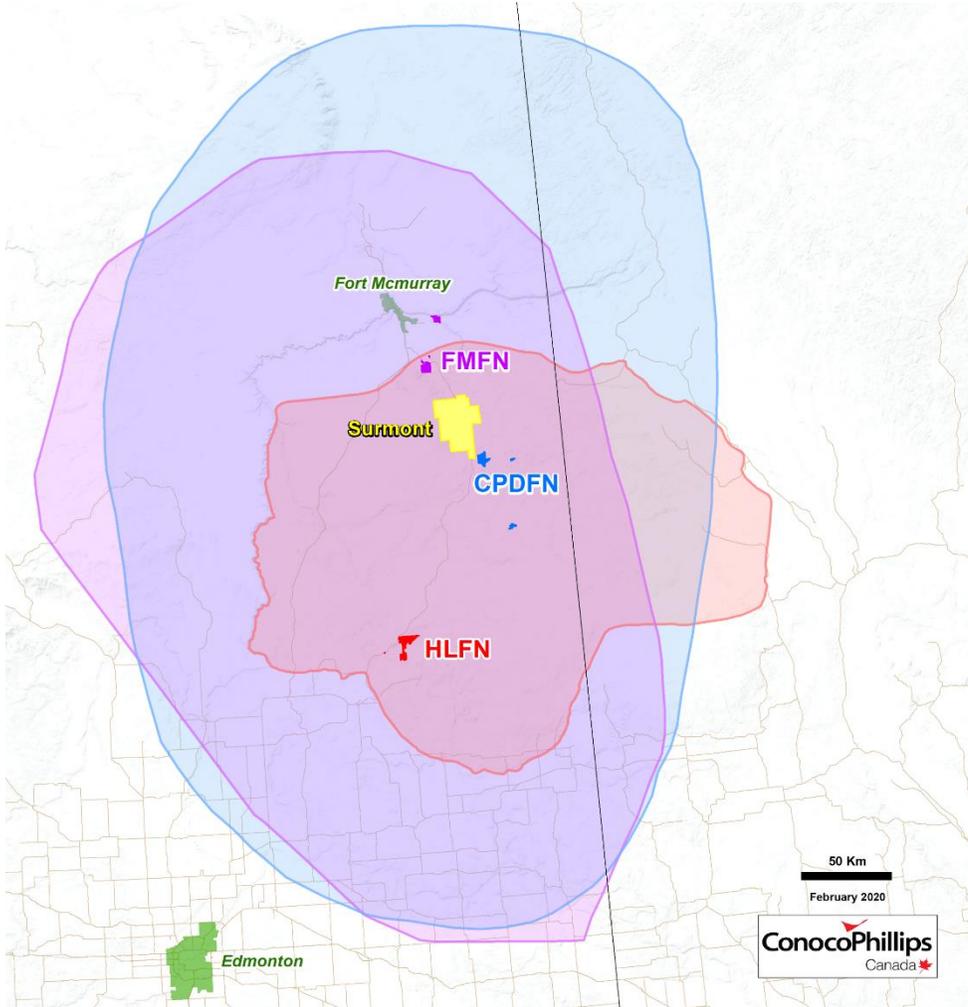


# Canadian Assets and Indigenous Communities

## Montney Asset

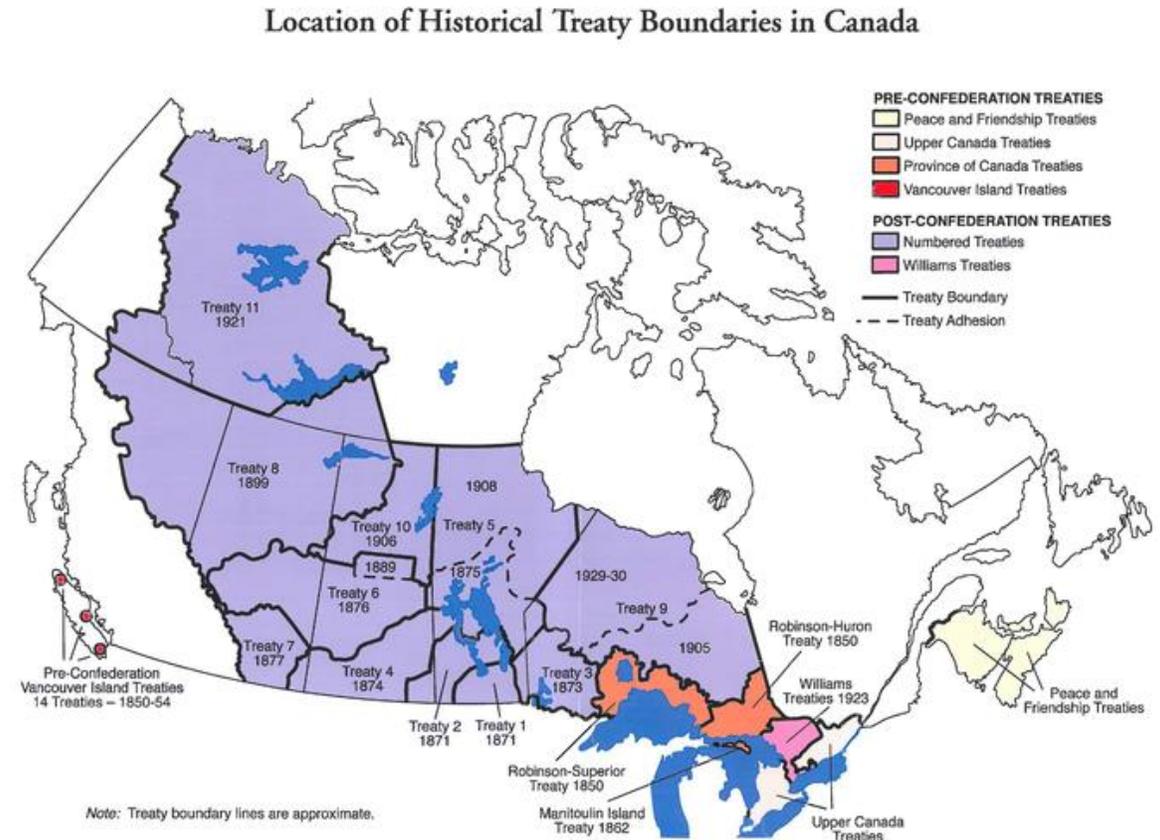


## Surmont Asset



# First Nations in Canada: Brief on Indigenous Rights

- Indigenous groups have unique rights enshrined in the constitution and confirmed in case law
  - Prior to granting our project permits, the Crown has a duty to consult and potentially accommodate for impacts to treaty and Aboriginal rights
  - ConocoPhillips philosophy and approach to Indigenous groups is compatible with different regulatory regimes
- UNDRIP doctrine is consistent with Canadian law
  - Focus on consent through good process
- Reconciliation is a government priority in Canada
  - Evolving government legislation and policy
  - ConocoPhillips is analyzing developments and implications of changes to legislative guidance



# Approach to Stakeholder/Indigenous Engagement

A Values & Interests Assessment (VIA) process is used to understand community interests as well as determine the level of engagement CPC has with a community, resulting in a targeted approach to working with communities.



## Our Stand In Canada



### Stakeholder Engagement

We are positively impacting communities wherever we operate.

- We will proactively identify key stakeholders early in the business endeavour and include them in the design and implementation of the engagement process.
- We will seek solutions with stakeholders that create mutually-beneficial relationships and long-term value for the company and stakeholders through the full lifecycle of our operations.
- We recognize the rights, and respect the traditional values, heritage and diverse culture, of Aboriginal people.
- We believe our workforce is our ambassador in the communities where we operate.
- We will track our commitments and be accountable for the results.



CPC takes a principled approach to working with communities, remaining consistent with our values.

# Engagement Focus Areas



**COMMUNITY  
ENGAGEMENT**



**TRAINING AND  
EMPLOYMENT**



**COMMUNITY  
INVESTMENT**



**RELATIONSHIP  
AGREEMENTS**



**ECONOMIC  
DEVELOPMENT**



**ADVISORY**

# Stakeholder Engagement Throughout Asset Life-Cycle

## EXPLORATION/ APPRAISAL

- Initial VIA
- Community profiles
- Risk assessment
- High effort engagement, Chief-to-Chief

## DEVELOPMENT/ CONSTRUCTION

- EIA/SEIA/TK Studies
- Formal consultations
- Independent reviews by First Nation, field visits
- VIA for mitigations, dispute resolution
- VIA for social innovation
- Contractor capacity-building
- Trainee programs

## OPERATIONS

- Community monitoring
- Refresh TK/TLUOS
- Transition in contractor needs
- Targeted capacity-building for long-term contract opportunities
- Governance maturity
- Maintain relationships
- Trainee programs

## ABANDONMENT

- VIA for reclamation and future landscape vision
- R&R and environment working groups
- Local contracting
- Exit strategy

**No/low trust;  
non-committal; formal exchanges**

**Low trust; transactional  
exchanges; regulation-driven**

**Performance-based trust;  
initial collaboration**

**High trust and  
collaboration**

# Observations



- Communities are unique and heterogeneous
  - Need an adaptive approach to evolving drivers
- Community leadership makes all the difference
  - Changes every 4 years (+/-)
- Stakeholder engagement is an Art and a Science - use both

Questions?