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PROBLEMS OF INTERACTION WITH STAKEHOLDERS DURING IMPLEMENTATION OF LONG-TERM MINING PROJECTS

Izabela JONEK-KOWALSKA[1], Tatiana V. PONOMARENKO[2], Oksana A. MARININA[2]
[1] *Silesian University of Technology, Gliwice, Poland*
[2] *Saint-Petersburg Mining University, Saint-Petersburg, Russia*

Since mining projects have a long-term character, the activity of mining companies is closely linked with the development of regions of their presence. The main external stakeholders in long-term mining projects are the local population, public authorities of various levels and local governments. In Russia, mining projects are being implemented both in the industrialized territories and in the new mining regions, therefore the interests and the degree of influence of the stakeholders are different.

In European countries, acting mining companies operate in areas with a high level of urbanization, having a significant impact on the quality of life of the population and the development of regions. In addition, one of the key industry stakeholders in the implementation of mining projects is the European Union.

The article describes the characteristic features and conditions for interaction between the initiators of long-term mining projects with different categories of stakeholders. The models of identification, classification and management of stakeholders have been analyzed, approaches to the analysis of the nature of stakeholder interaction in the implementation of projects in the mineral sector have been substantiated.

To determine the degree of influence, interest of the authorities and identification of definitive groups of stakeholders in long-term mining projects, matrices for classification of stakeholders in the construction projects of «Elegestsky GOK» and «Tominsky GOK» have been created. It is proved that effective interaction with stakeholders determines the opportunities for timely implementation of mining projects and increase of the company value.

Key words: mining project; stakeholder; matrix of stakeholder classification; interaction; influence; territory of presence

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Introduction. Development of deposits, including the construction of mining enterprises, beneficiation and other facilities necessary for the extraction and processing of mineral resources, has a significant impact on the local population and development of industries, regions and the country in general. The mining projects are long-term, since their implementation period is estimated as 15-50 years (for coal, iron ore, chemical raw materials it could be more than 50 years), annual production amounts to tens of millions of tons, and investment costs are about billions of dollars.

Due to the long-term character of mining projects, companies are closely linked to the development of their presence regions. In the context of globalization, transnational companies implement projects abroad, interacting with the local population and authorities, international public organizations and other interested parties. The unfavorable pricing on commodity markets forces many companies to reduce the costs of social programs targeted at the local population and less actively participate in the development of the region (for example, the development of transport and social infrastructure, environmental security, cooperation with small local businesses). The efficiency of interaction of mining companies with authorities and population influences the obtaining of so-called «social license» for mining activities or the development of new deposits.

Formulation of the problem. Annually more than 4 billion tons of production and consumption waste are generated in the mineral and raw materials sector of Russia, the major part of which (over 90 %) is made up by tails associated with the extraction of minerals. At the same time, only half of the waste is recycled, the rest are placed in the form of man-made objects or buried and accumulated in the environment [18], which creates technogenic threats to the population and the region.

In underground mines, which are potentially dangerous objects, accidents can affect the population, other enterprises (facilities), as well as the environment. There are examples where the ex-

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traction of mineral raw materials is accompanied by catastrophic consequences associated with insufficiently studied geological anomalies in the structure of deposits, accidental combination of natural and man-made factors, mistakes in the design of mining operations and the exploitation of deposits. For example, accidents involving coal dust explosions and underground fires occurred in the coal mines of China, Poland, Russia, India; with water and brine influx at the potash mines of Canada, Germany and Russia [4].

Thus, a modern mining company should demonstrate a well-grounded approach to the development of large-scale projects with close attention to social and environmental issues and to realize the extent of its financial involvement in meeting the changing needs of stakeholders. Such a proactive strategy of interaction with stakeholders determines the opportunities for timely implementation of the project and increases the value of the company. The main external stakeholders in the mining projects are the local population, government authorities of various levels and local self-rule government.

Interaction with the local population in the presence areas. Despite the attraction of significant investments in the regions, tax revenues to budgets, creation of new job places, mining companies often face opposition of locals. For example, the construction projects of «Tominsky GOK» (Russia), Rosia-Montana (Romania), Tia Maria (Peru) were not approved by the local community due to insufficient attention to environmental issues. The closure of the Eldorado project (Greece) as a result of the company's breach of financial and environmental obligations caused resistance from miners and local human rights defenders. In 2015, the government of Mongolia approved the further development of the Oyu Tolgoi deposit after a nationwide referendum.

In some countries (Finland, Peru, Mongolia, India) getting the consent of residents is an integral procedure of the official process for issuing permits for subsoil use. Local authorities have a significant influence on the approval of projects in matters of commercial land use, equitable remuneration for the use of subsoil and preservation of the historical and cultural heritage of the regions. For example, a six-year agreement on a major project for the construction of the copper mine of Las Bambas in Peru was completed only after the company took on social obligations to build a townhouse village, engineering communications and infrastructure for residents. According to the court decision, Vedanta company refused to develop a mine with an investment of $ 2 billion near the Nyamgiri mountains in the Indian state of Orissa, a cult worship site for local tribes. Through long-term negotiations with small businesses and the local population, «social licenses» have been obtained to work on the gold mines of Minas Conga (Peru) and North Mara (Tanzania) [6].

Granting of licenses in the Russian practice is carried out through the state licensing system (RF Arbitration Order No. 3314-1 of July 15, 1992 (as amended on 05.04.2016) «On the Procedure for the Introduction of the Regulation on the Procedure for Licensing Subsoil Use». GARANT System URL http: //base.garant.ru/12120191/#ixzz52UYd1fsE (date of access 07.12.2017)), while drafting a declaration of intent and pre-investment technical-economic justification (TEJ) and technical-economic calculations (TEC), a working draft, according to the legislation on local self-government and environmental assessment (Federal Law No. 174-FZ of November 23, 1995 «On Environmental Expertise». GARANT System URL: http://base.garant.ru/12120191/#isz52UYd1fsE (date of access 07.12.2017)), public hearings should be held. Their goal is to inform the population about the proposed economic activity and its possible environmental assessment (EA), the identification of public preferences and their inclusion in the impact assessment process. Carrying out of hearings and coordination with authorities is a separate stage in the EA procedure preceding the development of the final version of the «Impact Assessment Material» (Order of the State Committee for Ecology of the Russian Federation of May 16, 2000 N 372 «On Approval of the Regulation on the Environmental Impact Assessment of the Planned Economic and Other Activities in the Russian Federation». GARANT system URL: http://base.garant.ru/12120191/#ixzz52UYd1fsE (date of access 07.12.2017) for various stages of justification and implementation of development projects.

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An interesting example of the European experience of the functioning of the mining industry is the coal industry in Poland. The main coal basin in the country is the Upper Silesian, where the companies Polska Grupa Górnicza and Jastrzębska Spółka Węglowa operate, as well as several private mines. There is one mine in Lublin coal basin. Operating mining companies located in areas with a high level of urbanization have a significant impact on the quality of life of the population and the development of regions. In the 1990s, in the Silesian province, 20 % of the able-bodied population worked in the coal industry (400 thousand people). At present, their number has decreased to 5 % (100 thousand people), but the coal industry remains an important industry in the region.

Methane outbursts are the main hazard [9]. For example, in 2015 at five out of 12 operating coal mines of Węglowa company the depth of production exceeded 900 m. Since 1990, there have been six accidents with 77 fatal casualties. The mines were closed in 2017 due to critical methane level and rick burst hazard.

Interaction with the state. The mining industry object of interest is a subsoil site (deposit), which belongs to a society (state), therefore the efficiency of mining should reflect the agreed interests of the society, the state and the subsoil user. Currently, there is a worldwide trend towards increased taxes and royalties. Some developing countries (India, Guatemala, the Democratic Republic of the Congo) are changing tax regimes to increase government revenues. However, to attract private investors into the mining industry and reduce the risk of wealth extraction, several mining countries (Peru, Mongolia, Ecuador) revised the regulatory legal acts in favor of the subsoil user. The Australian government abolished the rental tax on coal and iron ore in 2014, and the Zambian authorities lowered royalty rates to support companies and save jobs [5].

Another way to increase the state revenues is to apply the principle of mandatory mineral processing, which is aimed at stimulating the production of products with higher added value. For example, Indonesia has a ban on the export of raw nickel, bauxite and copper, Namibia has a committee to stimulate the production of higher volumes, in Zimbabwe, South Africa, Ghana, mining and metals companies are included in the government's plan for the mandatory processing of platinum ores.

In Poland, the state owns most of the mining enterprises, so it is an important stakeholder for them. Only two of the existing coal mines are private with a market share of less than 1 %. The company Polska Grupa Górnicza is a state company, and the companies Jastrzębska Spółka Węglowa and LW Bogdanka are joint-stock companies registered on the Warsaw Stock Exchange with the state's majority share in capital. Therefore, the state is interested in the economic results and energy security of the country, while it is limited by EU legislation [22], i.e. these tasks are internally contradictory. At present, the government adheres to the policy of economic independence, the creation and preservation of jobs and the use of its own sources of energy. We can assume that such a policy will persist in the coming years. Based on the above priorities, the government is negotiating with the EU on limiting carbon dioxide emissions in Poland. However, in 2017 these negotiations failed, and Poland received only financial support for the modernization of the energy infrastructure.

In Poland, mining is subject to licensing, i.e. permission to start production is issued by the state based on the feasibility study for mining of the given mineral [23]. To obtain a license, it is necessary to approve an environmental report and permission from local authorities to start mining, or to approve a mining company's work plan for an existing mine. The same coordination is required both in the development of a new layer, and in the construction of a new coal mine. There are refusals to issue a license (in 2017, the Australian company was denied permission to mine coal in the Lublin Coal Basin due to lack of approval of the environmental report) and local communities (the community rejected the mine operation plan in Sośnica-Makoszowy). Without a positive decision, a coal mine cannot be placed under production.

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Environmental protests are rare due to the systematic reclamation of lands after mining, as well as with the elimination and compensation of the damages caused. Polish mining enterprises are obliged to pay fees to the abandonment fund. Part of the financial obligations associated with the process mine abandonment and elimination of mining consequences is carried out by the state, covering about 60 % of the long-term consequences from the coal mine abandonment [16].

The EU provisions on carbon dioxide emissions have in fact caused the shutdown of coal production practically in the whole of the European Union, except for Poland (2020 Climate & Energy Package, European Union security document.) URL: https://ec.europa.eu/clima/ Policies / strategies / 2020_en). These norms did not involve state subsidies to the coal mines, which significantly limited the possibilities for the development of the Polish coal industry and the implementation of mining projects. The directions of state financing for coal mining were limited by the decision of the European Commission on State Aid to assist in the closing of non-competitive coal mines (2010/787 / UE. URL: https: //ec.europa.eu/clima/policies/strategies/2020_en). According to the document, the state assistance is provided only in two cases. Firstly, by December 31, 2018, to cover the costs of closing unprofitable mines, including current production. Secondly, for Extraordinary expenses financed before the end of 2026, which are associated with social (pensions and dismissal benefits) and technical (maintenance of the infrastructure of the abandoned mines) expenses. Thus, financial support for the abandoned mines in Poland is possible even after their closure. In Europe the EU is a stakeholder with key industry value for the implementation of strategic mining projects [10]. This circumstance expands traditionally recognized and identified groups of stakeholders in the literature and further complicates the complex relationship with the mining sector.

Hypothesis. A significant proportion of stakeholders (local population, federal and local authorities) of long-term mining projects have a high degree of interest, influence and power. The degree of influence of stakeholders depends on the type of project and the mining region.

Let's consider the following issues:

1) how the stakeholders of long-term mining projects are classed according to the type of interest, influence and power;

2) Are there any differences in the classification of stakeholders in the mining projects implemented in the new mining regions and in the industrialized territories.

Literature review. In modern management, the problems of interactions with stakeholders are explored based on the stakeholder theory [7]. In the studies of J. Post, L. Preston and S. Sax, the importance of relations with stakeholders was stressed, especially for complex «extended enterprises» (corporations), which become «the most important asset and ultimate source of organizational wealth». The basis of the theory is the proposition that the company's objectives are much broader than creating wealth for its owners, and include concern for the well-being of a much broader range of stakeholders [3]:

– the corporation has relations with many groups and individuals (stakeholders) that make up its environment (internal and external);

– it is necessary to study the nature of these relationships as processes (accompanying relationships) and results (resource exchange) for the company and its stakeholders;

– the interests of all stakeholders can potentially be considered and satisfied by making an administrative decision.

With different assessments of the positive impact of corporate social responsibility (CSR) on business development efficiency, it is proved that irresponsible behavior negatively affects business [13, 20], and that there is a stable link between the social responsibility of the company focused on interaction with employees and consumers, and financial results [2, 8, 19].

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Approaches to the analysis of the relationship between the firm and its stakeholders, the identification of factors that determine the nature of stakeholder interaction, their identification and management methods were considered in the works of T.Jonson, S.Berman, A.Wicks, S.Cot, M.Jenson, A.McWilliams and D.Sigel, S.Brenner and P.Kohren, R.Mitchell, B.Agle and D.Wood [2].

The most well-known and frequently used methods for stakeholder comparison are: stakeholder classification based on signs of power, legitimacy and urgency [17], expectations and relative importance [11], potential threat and potential for cooperation [21], assessment of awareness, support, influence, satisfaction [24], comparison of stakeholder expectations based on the hierarchy of values and key areas of effectiveness [14].

The methods of analysis of stakeholders include three-dimensional grouping according to the signs of power, interest and attitude (the Mitchell-Agle-Wood model), the «power-interest» matrix [15], «impact-influence», «influence-interest».

The Mitchell-Agle-Wooda model distinguishes seven types of stakeholder significance. Three of them have one attribute – «latent», three have two («expectant») and one – three («definitive» group).

The «latent» groups include «inactive» or «dormant» (possesses power), «discretionary» (has legitimacy) and «demanding» (has urgency). «Expectant» group, in turn, consist of a «dominant» (power and legitimacy), «dependent» (legitimacy and urgency) and «dangerous» (power and urgency) group. The most influential group are «definitive» stakeholders, who have all three attributes at the same time. This group of stakeholders should be considered as key stakeholders – when working with them the relationship policy should be the most careful one [1, 17].

The concept of CSR is implemented both in the current and project activities of the mining company. J.R.Turner [24] stressed that the need to identify stakeholders of the project is explained by the fact that the advance of the project is to agree on success criteria with all stakeholders at the initiation stage.

A. Mendelow [15] proposed to use for the systematization of stakeholders the matrix (hereinafter the «Mendelow matrix»), similar to the SWOT-analysis matrix, where the stakeholders are distributed according to the level of authority and interest in the project. In the matrices of stakeholder analysis, power is understood as the level of authority, interest is the level of interest in the results of the project, influence is the level of participation in the project, impact is the ability to make changes to the project.

Methods of research. The main stakeholder groups of the «Tominsky GOK» and «Elegestsky GOK» projects are identified by the E.Freeman's simplified list of stakeholders [2, 12] and include owners (A), federal authorities (F), regional authorities (H), investors L), workers (D), suppliers (E), buyers (G), competitors (Z), local population (I), project manager (B), project team (C), media (M), students of profile educational institutions (K).

To rank the designated groups in the study, the Mendelow matrices (power and interest) and Office of Government Commerce (influences and impacts) are used. For the classification and ranking of project stakeholders, a special questionnaire has been developed. The questions are drawn up according to the type of closed-ended questionnaires, a scale of 1-5 is used, which determines the degree of interest, influence and power on the project of interested parties. To increase the level of response to the questionnaire, an informational letter was attached, explaining the purpose of the survey. The content of the questionnaire was additionally tested for validity by five experienced researchers in the field of project management, who assessed it in terms of certainty, clarity and adequacy of formulations and used terminology. The questionnaire was edited according to their recommendations.

Representativeness of the questionnaire is ensured by the formation of a targeted sample of respondents from mining specialists, ecologists, economists and specialists in substantiating the projects of design organizations (OJSC «Giproshakht», JSC «Giproruda», OJSC «Institute Gipronickel», OJSC «Polymetal»). Within three months, the response was 40 % (of the 200 questionnaires sent 80 were received).

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Results. The initial data for the «Tominsky GOK» project (the old industrially developed region) and the «Elegestsky GOK» (new development region) are presented in the table.

Characteristics of strategic projects for the development of the Tominsky and Elegestsky deposits

Deposit	Investor	Size of investment, billion dollars	Annual production capacity, million tons	Term of the project implementation, years
Elegestskoe coal deposit, Republic of Tyva	CJSC «Tuva Energy Industrial Corporation»	3.6	15	2013-2032
Tominskoe copper-porphyry ores, Chelyabinsk region	OJSC «Russian Copper Company»	1.3	28	2017-2043

An analysis of the questionnaire data based on the classification of stakeholders according to power, legitimacy and urgency [17] is graphically presented in Fig.1.

Competitors, the mass media and students of profile educational institutions are latent stakeholders and do not require management. Employees and local population are referred to expectant stakeholders of the new region and definitive in the old industrial regions. Owners, federal authorities, regional authorities, investors, employees, suppliers, buyers, competitors, project managers, project team are definitive stakeholders. The company must focus on them when managing the project. The interests of these stakeholder groups should be met, financial and non-financial results of the project should be publicly published by the company in sustainable development reports to inform stakeholders about the work carried out.

After processing the questionnaires, matrices were constructed that determine the degree of influence, interest and power in the projects (Fig.2).

Discussion. Based on the analysis of stakeholders, a strategy for interaction with them is being developed. This interaction includes an assessment of the power and interest of the stakeholders; assessment of the impact and influence of stakeholders; development of approaches to interaction with them.

The analysis of the power and interest of the projects for the development of the Tominsky and Elegestsky deposits (Fig.2) showed that the highest level of power and interest is inherent in the

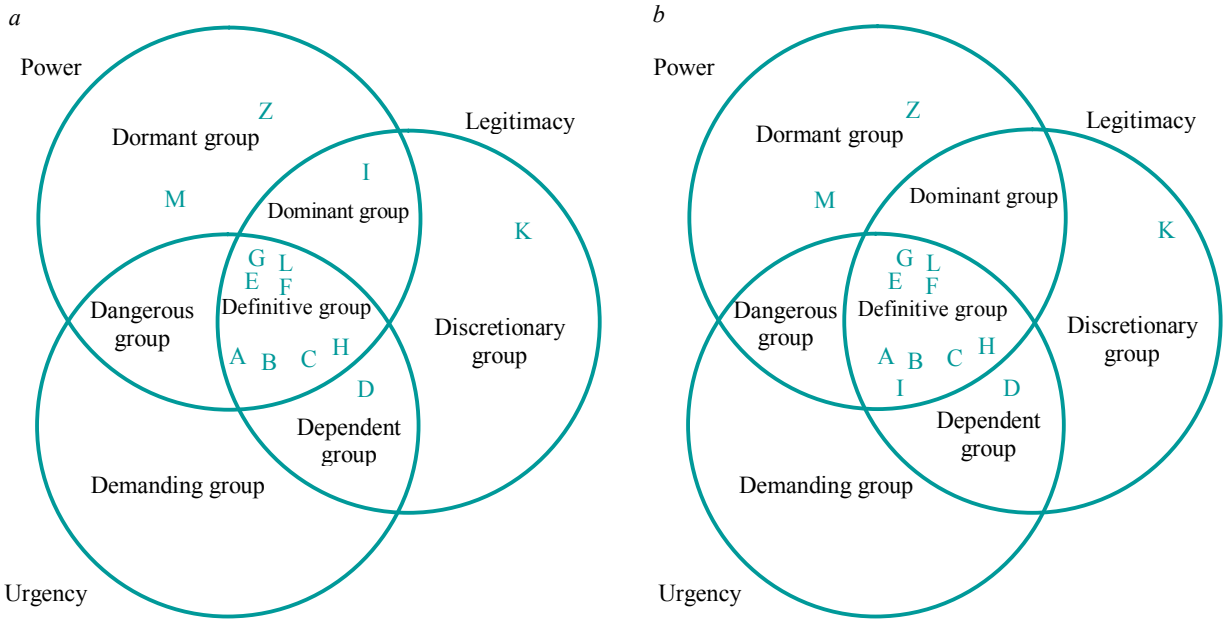


Fig.1. Classification of interest parties of the projects «Elegestsky GOK» (*a*) and «Tominsky GOK» (*b*)

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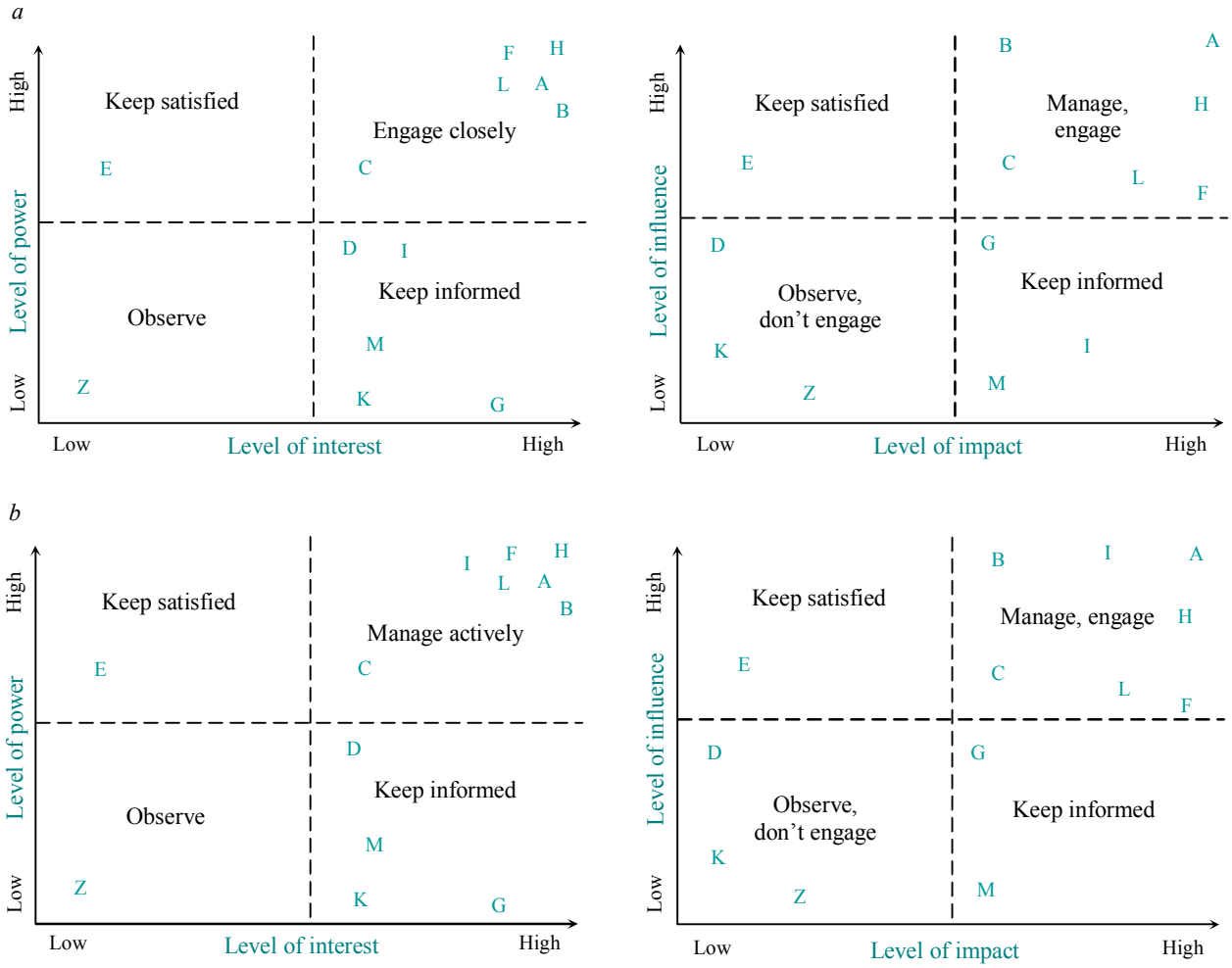


Fig 2. Matrices of classification of stakeholders of the projects «Elegestsky GOK» (*a*) and «Tominsky GOK» (*b*)

state (for the federal and regional levels equally). Therefore, the state can provide state support to projects in various forms. Further, key stakeholders are shareholders, private investors, the head and the project team whose interests and authority are of great importance due to their direct involvement in the project. The above stakeholder groups can contribute to cost optimization, influence the change in content, timing of implementation, the beginning of projects, its quality and cost.

The project «Tominsky GOK» is included in the «Strategy for the development of non-ferrous metallurgy in Russia for 2014-2020 and for the future until 2030». The total amount of taxes for the period of the GOK's work will be about 120 billion rubles, 1200 job places will be created. In addition, «Tominsky GOK» will have a multiplier effect for the region's economy: orders for construction organizations, pipe-rolling and machine-building plants, and the creation of infrastructure. According to experts' estimates, 3-7 additional job places will be needed for one workplace at the enterprise (see «More than half of the South Ural residents spoke out against the construction of the «Tominsky GOK». URL: http://www.nakanune.ru/news/2016/2/10 /22427363 (date of access 05.02.2018)).

The state's participation in the Elegestsky project will be implemented in the form of public-private partnership (PPP). At present, the government of the Russian Federation approved the construction of the Kyzyl-Kuragino railway to the Elegestskoe field (budget 192.4 billion rubles), where the main investor on a concession basis is the Tuva Energy Industrial Company (TEIC). A prerequisite for this agreement for TEIC is the need for a parallel implementation of the «Elegestsky GOK» construction project. The budgetary efficiency of the field development project for the period 2017-2032 will be more than 10 billion rubles. The project «Elegestsky GOK» provides 3.5

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billion rubles for investment in construction of social infrastructure (houses, kindergartens, schools, shops, warehouses, public catering, baths, dry cleaning and club) (see «The head of Tuva: the relevance of the project «Kyzyl-Kuragino» every year only increases». URL: http://tass.ru/novosti-partnerov/4805487 (date of access 05.02.2018)).

The stage of identification of the «power» and «interest» of the group «Local population» revealed a difference in their impact on the conditions for implementing projects for the old and new region. Since the Elegestskoe field is planned to be developed on the territory of a new region, the local population has an average degree of influence and high interest. In the case of the «Tominsky GOK» project in the highly urbanized industrialized Chelyabinsk region, the local population has an extremely high degree of influence and high interest.

Despite the positive economic and social results of the «Tominsky GOK» project in the form of deductions to budgets of different levels and creation of new jobs in the region, 51 % of the residents of the Chelyabinsk region have negative attitude to project implementation, fearing negative environmental consequences of mining and metallurgical production. After the public hearings, the investor of the project «Russian Copper Company» made significant changes to the project, including the refusal of hydrometallurgical production and placement of tailings in the Korkinsky section; the social and environmental direction of the project was improved, additional expertise was carried out with involvement of academic community, but the residents managed to stop the project. The local population is potentially affected by negative factors; therefore, it is the most vulnerable group of stakeholders and requires priority interaction with investors.

Suppliers of both projects have an average level of power and interest, since the mining of the coal Elegestskoe and ore Tominskoe deposits is planned by known technologies without using unique equipment.

Ranking of the groups «workers», «competitors», «buyers», «media» and «students of profile educational institutions» shows a low degree of indicators of «influence and interest» in projects. The interest of the media is professional, not exceeding the interest in any other events in the country, but the interaction between the media and the local population is a significant factor of influence, which requires constant work on informing the stakeholders about the project.

The results of the classification based on the «influence and impact» matrix indicate that the most influential stakeholder groups with the maximum impact are shareholders, then project managers, regional and federal authorities, investors, who need close monitoring and engagement in project implementation.

The suppliers are in the group with a high level of influence and low impact. Consistent interaction with suppliers at the stages of procurement, construction, and operation can provide effective assistance in the analysis of problems and results.

The group with a low level of influence and a high level of power includes workers, buyers and media. These groups need to be satisfied and informed. Groups with a low level of influence and interest – competitors and students of profile educational institutions, need monitoring at the stage of project initiation.

Based on the results of the analysis of the stakeholder matrices, it can be concluded that the government and shareholders, investors, the head and the project team should be monitored and closely engaged in the project. Employees, buyers and students of profile educational institutions and the media should be informed about the changes in the project. The interests of suppliers need to be met, and competitors should be observed.

A special attention should be paid to the group «local population», the degree of influence and impact of which varies depending on the factor – the region of presence. In the project «Tominsky GOK» the local population has a high degree of influence and impact, in the project «Elegestsky GOK» the population has an average degree of influence and a high degree of impact.

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To avoid conflicts with the local population of the «Elegestskoe GOK» project, it is necessary to study the way of life, customs and beliefs of the indigenous population of Tyva. Before the start of the project, it is necessary to make sure that there are no objects on the territory of the construction that relate to the archaeological heritage of the republic. Insufficiently responsible attitude to these problems has already led to a halt in the construction of the railway in 2007.

When developing an approach to managing relations with stakeholders, it should be borne in mind that modern large mining companies shift from compensation for negative impacts and responding to stakeholder requests to proactive management, impact and influence on their interests. The management strategy considers the coordination of interests of stakeholders and is built on intensive interaction with key stakeholders.

According to the international standards on social responsibility AA1000, engagement as one of the leading principles includes stakeholder participation in strategic decision-making for sustainable development (AA1000 Principles Standard. URL: http://www.accountability.org/standards/aa1000aps.html (date of access 12.07.2017)). Therefore, the mining company not only needs to monitor and respond in a timely manner to the most reasonable and justified stakeholder requirements for control, but also provide them with the opportunity to be directly involved in management procedures, express their suggestions and make comments (for example, through focus groups, seminars, consulting groups, etc.).

Conclusion. Identification, management planning, stakeholder involvement management is carried out continuously throughout the lifecycle of the mining project. The management process is dynamic and variable, depending on the conditions and characteristics of each project.

Mining companies interact with several key stakeholders that affect the implementation of strategic projects.

Conflict of interests of stakeholders is related to the fact that the interests of each interested party do not meet the requirement of maximum total economic benefits.

During the study of long-term mining projects, the following stakeholder interests were identified:

• federal authorities – the need to comply with strict legislative requirements for the integrated and rational use of mineral resources and industrial safety;

• regional authorities – the need to comply with legislative requirements related to environment protection and construction of facilities;

• local population – environmental protection, new job places;

• investors – the need to develop infrastructure, create new development opportunities;

• European Commission (for EU member countries) – compliance with the requirements of the standards and rules of the European Union.

Models of stakeholder management were analyzed, including: three-dimensional model based on power, interest and attitude (Mitchell-Agle-Wood model), matrices of «power-interest», «influence-impact».

Stakeholders were classified into latent, expectant and definitive. Most stakeholders in the «Tominsky GOK» and «Elegeststky GOK» projects (federal and regional authorities, shareholders, investors, suppliers, buyers) are identified as definitive. The interests of these stakeholder groups should be considered and satisfied when developing the final version of the environmental impact assessment at the stages of submission of the declaration of intent, feasibility study, technical-economic calculations and working draft. At the stage of development of the deposit, the financial and non-financial results of the project should be published by the mining company in the sustainable development reports to inform the stakeholders.

The local population for the new mining regions («Elegestsky GOK») has been identified as expectant for stakeholders, in well-developed regions («Tominsky GOK») the stakeholders belong to definitive group. The main tools for interaction with definitive stakeholders are focus groups, public meetings, partnerships, a counseling committee.

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***Authors*: Izabela Jonek-Kowalska**, *Doctor of Economics*, *Professor*, *izabela.jonek-kowalska@polsl.pl* (*Silesian University of Technology*, *Gliwice*, *Poland*), **Tatiana V. Ponomarenko**, *Doctor of Economics*, *Professor*, *stv_mail@mail.ru* (*Saint-Petersburg Mining University*, *Saint-Petersburg*, *Russia*), **Oksana A. Marinina**, *Candidate of Economics*, *Associate Professor*, *moa95@yandex.ru* (*Saint-Petersburg Mining University*, *Saint-Petersburg*, *Russia*).

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