



PROFESSIONAL PROFILE: DONNA KENNEDY- GLANS

Principal, Integrity Bridges Inc.

Founder, Bridges Social Development

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Integrity Advisor: Founder of Integrity Bridges, a consultancy that guides for profit and not for profit organizations seeking to imbed their values in practice—to walk their talk. Integrity Bridges helps organizations move beyond PR spin and platitudes, to strategically target, measure and manage values in their organization. We don't work in silos: we are positioned to align values across your organization and in relationships with others. Although the point of entry for values-based work is unique in every organization, integrity management touches on many aspects of an organization, including: leadership, stakeholder engagement, above-ground risking, communications, training, business development, operations, environment, health, safety, government relations, community investment, human rights, security, philanthropy, corporate responsibility, indigenous rights, legal etc.

Integrity Bridges also works with communities to support their constructive dialogue with corporate investors, advocacy groups and even governments on values-based issues. Our approach to hosting dialogue: <http://integritybridges.com/dialogues/>.

Principal, Kennedy-Glans, is a lawyer and businesswoman with 25+ years of direct experience with the extractive sector at head offices and on the ground in 30+ jurisdictions. She was named the first female vice-president of Nexen Inc., a global energy company. Current client base includes multinational organizations and communities in Canada, the United States, Europe, Africa, Asia, the Middle East and Latin America.

Adaptive tools are needed to do this work. In *Corporate Integrity: A Toolkit for Managing beyond Compliance* (Kennedy-Glans and Schulz, 2005), several integrity management tools were introduced. These specialized tools have been upgraded based on feedback from people on the inside of organizations and citizens on the outside. We're excited to launch **A Measure of Integrity**® in 2011 to help organizations target, measure and manage rising and falling levels of integrity in their organization. These tools are adapted for use by community stakeholders and others seeking to evaluate, monitor and influence the values of organizations and investors.

Founder, Bridges Social Development: Founder, Bridges Social Development, a registered Canadian charity and volunteer organization providing mentorship and training to community, professional and youth leaders in Yemen, Egypt, Oman, India and Nepal. This organization was launched in 2002, at the invitation of community leaders in Yemen, and provided professional training to men and women in healthcare, journalism, law, education and politics. In 2008, Bridges Social



Development was invited by Yemeni youth leaders in Canada to launch a youth leadership and social entrepreneurial program in Canada. This Unveiling Youth Potential program supports youth leaders from Diaspora communities in Canada and Aboriginal youth leaders (www.unveilingyouthpotential.com). Kennedy-Glans was Executive Director of Bridges Social Development until May 2011.

Keynote Speaker: Kennedy-Glans is an invited keynote speaker at more than 20 local and international events per year. Engagements include industry associations, professional organizations, international conferences and workshops, individual companies, women's groups, faith communities, post-secondary institutions. Topics include managing integrity in for profit and not-for-profit organizations; corporate responsibility; the role and effectiveness of women in international business; and corporate risking strategies. For details: <http://integritybridges.com/speeches/>

Publications: Lead author, **Corporate Integrity: A Toolkit for Managing beyond Compliance** published by Wiley April 2005 and released in North America and Europe. Author, **Unveiling the Breath: One woman's journey into understanding Islam and gender equality** (Pari, 2009). Author of numerous articles on strategic risk management, business integrity for companies and not-for-profit organizations. Also, author of several gender focused articles. More information on these publications can be found at <http://integritybridges.com/category/resource-centre/>. Kennedy-Glans also blogs on these topics at: <http://integritybridges.com/category/blog/>

Education and Experience:

- University of Western Ontario: LLB (Dean's Honour Roll) (1984); Wilfrid Laurier University; BA in History and English (1981)
- Post-graduate Training: Harvard Negotiating Program, extensive international management and cross-cultural training, continuous learner in a wide cross-section of formal and informal education environments
- International lawyer, negotiator and businesswoman for TCPL Resources, an oil and gas affiliate of TransCanada Pipelines Ltd. (1985-1991)
- Legal/commercial manager and then Vice-President of Nexen Inc., a Canadian based multinational in the extractive sector, responsible for corporate responsibility and business integrity in domestic and international operations. Guided Nexen's leadership in the sector on corporate responsibility and business integrity through engagement with the Canadian Government on a code of conduct for international business. Recipient of numerous awards for innovation and creativity in this field, personally and corporately. (1991-2001)

Professional Activities:

- Director: Transparency International Canada, Canadian Ethics Leadership Foundation, Extractive Industry Transparency Initiative Congo, University of Calgary Internationalization board, Bridges Social Development, Cause Canada
- Participant/leader faith focused initiatives; invited participant in ecumenical dialogues within communities in Canada and abroad; expert for KAIROS Canada; lay member of Muslim-Christian dialogue group in Calgary
- TEDxCalgary organizer and speaker
- Dialogue with Pari Center for New Learning
- Champion of democracy: "Our Calgary West" campaign www.ourcalgarywest.com



- Expert Contributor to Government of Canada Extractive Sector Roundtable

Personal:

Married to J. Laurie Glans, RBC Phillips, Hager & North Investment Counsel

Mother to three sons: Graydon (24), Mitchell (21) and Liam (18)

Third Party Testimonials: <http://integritybridges.com/our-work/testimonials/>

Depth and global reach: To demonstrate this experience, highlights from projects and initiatives are outlined, below, organized geographically:

- Middle East/Saharan Africa
- Saharan Africa
- North America, United Kingdom and EU
- Asia
- Latin America
- Eastern Europe/Former Soviet Union

MIDDLE EAST/SAHARAN AFRICA: *On-the-ground experience in the Middle East and Saharan Africa-Yemen, Saudi Arabia, Iraq, Iran, Libya, Algeria, Egypt, Tunisia, Bahrain, Qatar, United Arab Emirates, Oman, Syria*

Yemen: Kennedy-Glans has longstanding and wide-ranging relationships with Yemenis. She has been to the country 50+ times in the last 15 years. Engagement has included:

- As a VP with Nexen, meetings with Yemeni President, Prime Minister, Ministers, Governors to discuss how the government can reduce corruption in business in Yemen; how to work with investors to manage security threats in oilfields
- As a corporate representative of a major investor in Yemen, organizing a State visit to Canada by President Saleh
- Asked by Nexen CEO to design and implement a scholarship program for Yemeni students to study in Canada; worked with Head of Yemeni Senate and Ministers to create an objective and transparent process that was adopted for use in all scholarship programs in Yemen; 100+ Yemeni students now studying in Canada
- Worked in nearly all of the hospitals in Yemen teaching teamwork and management practices to local healthcare teams with Bridges Social Development; also led training teams to Yemen to support training of community and professional leaders in law, journalism, education and politics (www.canadabridges.com)
- Launched youth leadership and social entrepreneur program with Yemeni youth in Canada through a voluntary organization (www.unveilingyouthpotential.com)
- Partnered to create a Facebook group – Yemen Rights Monitor – in February 2011 to document and share experiences of protestors and local citizens

Other Middle Eastern/Saharan African experience includes: Guidance to North American investors in **Syria** and **Libya** during 2011 citizen uprisings with a focus on human rights and security and stakeholder engagement strategies; design & implementation of government relations, community engagement, security & reputation management strategies for private sector investors in **Middle East and North Africa** based on comprehensive strategic risk analysis; success achieved through credibility with host government, and in-depth comprehension of internal and external stakeholder priorities; community investment and social responsibility assessment for European

investors in **Egypt**, with a focus on identifying gaps between corporate strategy and community priorities; advisor to extractive sector investors in **Algeria** and negotiator in country; strategic advisor and volunteer participant in the humanitarian delegations and capacity building in **Yemen, Oman, Egypt**; led initiatives to assess and advise **Yemeni** and **Egyptian** stakeholders on infant and maternal medical programs; assessed the feasibility of a national cancer program in **Middle East and North Africa** (facilitated broad stakeholder engagement, public and private sector and fostered creation of regional cancer centres and cancer foundations); championed and managed initiatives to maximize effectiveness of women in medicine, law and media; designed and implemented an internationally acclaimed scholarship initiative for **Yemen** students in Canada – received award from Canadian government, and extensive recognition in Middle East, and with other external stakeholders; closely monitor impacts of border disputes, and resolution in region including Saudi Arabia and Yemen; successful advocate for State Visit to Canada by **Yemeni** President, and played a leadership role in visit coordination and implementation; organizer of numerous official visits/exchanges from this region with Canada; design, negotiation and documentation of oil marketing and transportation framework for crude on behalf of operators, partners and governments in this region; business development opportunity evaluations, and comprehensive risk assessments including re: **Iraq, Iran, Libya, Bahrain**. Design and implementation of training programs for corporate personnel regarding business integrity, stakeholder engagement, and community development, including training in **Iran**; Delivery of speeches in the region on community engagement, above-ground risking, corporate responsibility and education of women, including in **Yemen, Egypt, UAE, Iran, Oman**

SUB-SAHARAN AFRICA: *On-the-ground experience in Sub-Saharan Africa-* **Nigeria, Congo Brazzaville, Democratic Republic of Congo, Gabon, Angola, Equatorial Guinea, Chad, Cameroon, Sudan, Tanzania, Mozambique**

Nigeria: Kennedy-Glans has longstanding and wide-ranging relationships with Nigerians. Engagement has included:

- Meetings with Nigerian President, Transparency International leaders in Germany and Nigeria, to discuss how the government can reduce corruption in business in Nigeria; championed responsive initiatives with local companies and international investors
- Organized workshops in Nigeria and in Canada to address how to reduce gas flaring in Nigeria – invited industry and government leaders and environmental experts from Nigeria, West Africa, US, Norway and Canada. During the workshops in Canada, brokered discussion between the Canadian Government and the Nigerian Government on human rights abuses and issues.

Other Sub-Saharan African experience includes: Guiding extractive investor in **Democratic Republic of Congo**, including engagement with community stakeholders and conservationists; Invited representative on Extractive Industry Transparency Initiative Board established in **Congo Brazzaville**; community engagement expert for company invested in **Tanzania** and **Mozambique**; conducted independent on the ground review of corruption and community investment practices and risks for a U.K. company operating in **Congo and DR Congo**; coordinated in-depth strategic risk assessment to evaluate an extractive sector investment in **Chad**, incorporating an objective analysis of political, community, reputation, security, and operational risks through wide stakeholder engagement and analysis (including local and international NGOs, World Bank and other international institutions involved in the **Chad-Cameroon** pipeline project); reviews of business development and community strategies for investors in **Sudan and Mauritania**



with a focus on human rights; Brass LNG Plant socio-economic assessment process for **Nigeria**; comprehensive risk assessment for investors in **Equatorial Guinea, Gabon, Angola, Cameroon**; guiding companies and communities in engagement strategies that would achieve capacity building and promote security in several Sub-Saharan African countries

NORTH AMERICA AND EUROPE: On the ground experience in –**Canada, United States, United Kingdom, EU**

North America: As a Canadian, Kennedy-Glans has extensive experience in Canada and the United States. Engagement has included:

- Working with law firms, organizations and companies to imbed diversity, pluralism and gender equality values
- Leading and participating in formal and informal groups evaluating and advocating re: Canada’s role abroad
- Working with executive teams to design and implement strategic community investments and partnerships in communities where they operate; facilitating constructive dialogue (including with indigenous and Aboriginal communities)
- Bridge relationships between corporations and external critics and advocacy organizations
- Invited to work with local community and faith leaders in Fort McMurray, Canada to respond to critics of oilsands development
- Fostering dialogue between investors and indigenous communities, including capacity building

Other North American and European experience includes: Engagement with communities across **Canada** and the **United States** on gender and diversity priorities, and within individual organizations and companies; working with **North American, UK and EU** extractive sector investors to assess above-ground risks implicit in international operations; co-organizer of field trip for corporations and non-governmental organizations to mines and oil/gas fields **in Colorado and New Mexico** and facilitated dialogue among companies, non-governmental organizations, local regulators, indigenous communities and citizens groups; support to extractive sector operations in **Canada** and the **United States**, with a focus on Aboriginal community priorities and capacity building; participation in Government (federal and provincial) initiatives to examine impacts of climate change with key stakeholders, and strategies for managing public awareness; significant involvement in the oilsands development in **Canada**; Delivery of speeches corporate integrity, organizational integrity, community engagement, above-ground risking, corporate responsibility and pluralism, including presentation to SAP conference in Florida and other corporate networks, industry associations, individual companies, government agencies and diplomats, communities, advocacy organizations.

ASIA: on-the-ground engagement in– **China, Vietnam, Japan, Thailand, Pakistan, Malaysia, India, Papua New Guinea, Indonesia, New Zealand, Australia and Nepal** – with large scale development projects, regional and local governments, multinational investors and local stakeholders and communities including: Business and legal team leader in large scale development projects in **Vietnam, India, Pakistan, China, PNG, Indonesia, Malaysia, New Zealand and Australia** involving local and regional governments and agencies, host governments, foreign governments, multilateral organizations, multinational investors/partners,

local communities; negotiation of first Canadian extractive sector investment in **Vietnam**; guidance to North American investors working in **China and India**, or partnered with Chinese or Indian partners; conducted comprehensive strategic risk analysis to assess business development opportunities in newly-opening investment environments and projects; design & implementation of government relations, community engagement, security & reputation management strategies for private sector investors in several countries in Asia (**Vietnam, China, Japan, Malaysia, India, Indonesia**) and for Asian investors in other regions of the world (e.g. **Australian investors in the Middle East; Malaysian investors in Latin America**) based on comprehensive strategic risk analysis; success achieved through credibility with host government, and in-depth comprehension of internal and external stakeholders; organizer of numerous official visits/exchanges with Canada; strategic advisor and participant in capacity-building initiatives in the region including leading training missions in **India and Nepal**; delivery of speeches on corporate responsibility, human rights, community engagement, above-ground risking and gender equity in **India, Pakistan, Nepal, Vietnam, Australia, Indonesia**

LATIN AMERICA: on-the-ground engagement in--**Colombia, Venezuela, Ecuador, Peru, Argentina, Brazil and Mexico including:** Design and on the ground implementation of multi-disciplinary above-ground risk review process and strategies in **Colombia, Ecuador, Argentina, Peru, Brazil and Mexico** culminating in effective alignment of security, community engagement, reputation and operational strategies; management of government relations with corporate and community stakeholders in **Colombia, Argentina, Brazil** requiring a thorough understanding of the global diplomatic and commercial environment, integration of local and international non-governmental organization priorities, and respect for local community issues and motivators in an environment of guerrillas and illicit drug cultivation; identification of business development opportunities in **Peru, Colombia, Brazil, Venezuela, Argentina, and Mexico**, and negotiation of investment terms with the host government, local and international partners and local communities; expert advisor to **Canadian** Government, academics, international nongovernmental organizations, and international financial institutions in identification and implementation of effective corporate social accountability practices in **Colombia, Peru, Brazil, Argentina**, including initiatives involving indigenous communities, integrity, climate change and sustainability, protection of human rights and free prior and informed consent, and security: alliance with Canadian faith leaders and Canadian investor in **Peru** to support constructive dialogue between corporate investors, indigenous Achuar communities and Amazon Watch in **Peru**; delivery of speeches on corporate responsibility, human rights, community engagement, above-ground risking and gender equity in **Colombia, Argentina and Brazil**

EAST EUROPE/FORMER SOVIET UNION: on-the-ground experience with extractive sector projects in **Romania, Russia, Kazakhstan including:** negotiation of first oil and gas exploration and development contract in **Romania** in the post-Ceausescu regime; evaluation of extractive sector opportunities and risks in **Romania**; assessment of above-ground risks for investors and host communities in **Russia, Romania and Kazakhstan**, and implementation of responses (including community engagement strategies, government relations, security, ethical business practices, environment and climate change, human rights, reputation).

