

## Get the right people involved

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### E. BASIC TOOLS

#### Tool 2.1 Map stakeholders

The objective of stakeholder mapping is to identify the stakeholders that are important to the success of your business. Some stakeholders will potentially be exposed to or concerned about the chemical hazards and risks related to your products and activities. Some other stakeholders are clearly not relevant because they are not affected by what you do and they can not affect you. Others will be relevant but not necessarily important. So it is important to identify who your stakeholders are, whether they are relevant, and how important they are.

This tool is available for download in Word format on the Responsible Production CD

#### STEP 1: IDENTIFY STAKEHOLDERS, THEIR RELEVANCE AND IMPORTANCE

List all of your stakeholders, taking into account the table below, and rank them for their relevance in the success of your organization.

When listing your stakeholders, take into account the various organizations, institutions and groups of people you already engage with in your business (suppliers, buyers, employees, contractors, partners, transporters, etc.), as well as local and governmental authorities, local community groups, and others. These may include local emergency response providers, politicians, NGOs, investors etc.

Take also into account that some of your stakeholders will include people that you may not engage with normally, but that have a stake in your performance on chemical safety, as they may potentially be exposed to the chemical hazards and risks related to your products and activities.

#### STEP 2: EVALUATE THEIR RELEVANCE AND IMPORTANCE

Use the following ranking system and assign each stakeholder with a classification, from 1 (lowest) to 4 (highest):

- 1 = they can only have a very limited influence on how you run your business
- 2 = they can influence what you do and how you do it in certain areas of your business
- 3 = they can have an influence both on how you run your business and your success as a business
- 4 = they can have significant impact on how you run your business and your success as a business

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STAKEHOLDERS	RELEVANT		ORGANISATION AND CONTACT NAME	HOW IMPORTANT (1 TO 4)
	YES	NO		
Suppliers				
Buyers				
Local authorities				
Government				

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STAKEHOLDERS	RELEVANT		ORGANISATION AND CONTACT NAME	HOW IMPORTANT (1 TO 4)
	YES	NO		
Community groups				
NGOs				
Employees (employee representatives)				
Transporters				
Partners / joint ventures				

STAKEHOLDERS	RELEVANT		ORGANISATION AND CONTACT NAME	HOW IMPORTANT (1 TO 4)
	YES	NO		
Investors				
Trade Unions				
Insurance Companies				
Retailers				
Others				
<b>STEP 3: DRAW UP A LIST OF STAKEHOLDERS BY RELEVANCE AND IMPORTANCE</b>				

Now that you have a list of who your stakeholders are, you have to understand them. Tool 2.2 helps you do this.

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### Tool 2.2 Profile stakeholders

The objective of this tool is to make sure you really understand with whom who you are engaging. It is much more productive to engage with people and organizations when you understand them. Also, the more you know about them, the easier it is to decide how to engage with (which you will do with support from tool 2.3 below).

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<b>STEP 1: PROFILE EACH STAKEHOLDER</b>	
Name the stakeholder group (e.g. suppliers, transporters, retailers, community, authorities, etc.):	
Name the stakeholder group representative(s):	
Issues important to this group	
How important is this group to you?	
What is their knowledge of the chemical hazards and risks posed by your products and operations?	<input type="checkbox"/> Leading opinion <input type="checkbox"/> Lacking knowledge <input type="checkbox"/> Good knowledge <input type="checkbox"/> No knowledge <input type="checkbox"/> Fair knowledge
What is the status of your existing relationship with this stakeholder group?	<input type="checkbox"/> Excellent <input type="checkbox"/> More than 10 years <input type="checkbox"/> Good <input type="checkbox"/> 5 – 10 years <input type="checkbox"/> Fair <input type="checkbox"/> 2 – 5 years <input type="checkbox"/> Poor <input type="checkbox"/> 0 – 2 years <input type="checkbox"/> No relationship <input type="checkbox"/> No relationship
Do they have any important relationships / conflicts with other stakeholders?	
Scale at which they operate or exert their influence or are involved with your operations before an incident	<input type="checkbox"/> Global <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> Provincial <input type="checkbox"/> Local
Scale at which they operate or exert their influence or are involved with your operations during or after an incident	<input type="checkbox"/> Global <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> Provincial <input type="checkbox"/> Local
Other comments	
<b>STEP 2: KEEP STAKEHOLDER PROFILES ON FILE AND UPDATE THEM AFTER EACH ENGAGEMENT.</b>	

Now that you know who you are dealing with you need to figure out the best way to engage them. This is what tool 2.3 helps you do.