



**ENGINEERING SOLUTIONS FOR SUSTAINABILITY:  
MATERIALS AND RESOURCES 3**

# Toward a Circular Economy

February 18–19, 2017 | Denver, Colorado





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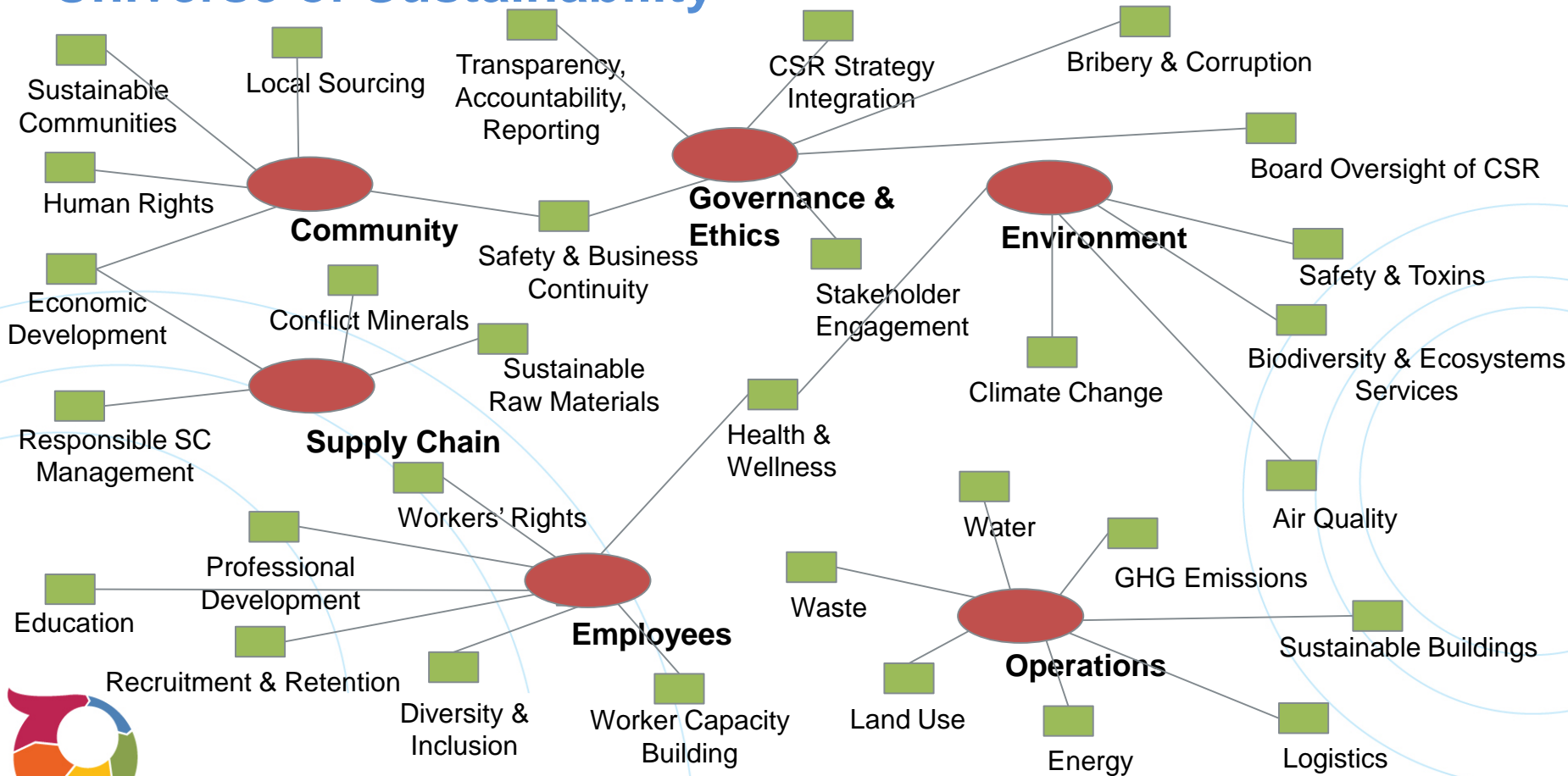
Session #6: Building Blocks for the Circular Economy

# ***Stakeholder Engagement: have you been to a wedding lately?***

**Dr. Linda Battalora – Colorado School of Mines**



# Universe of Sustainability



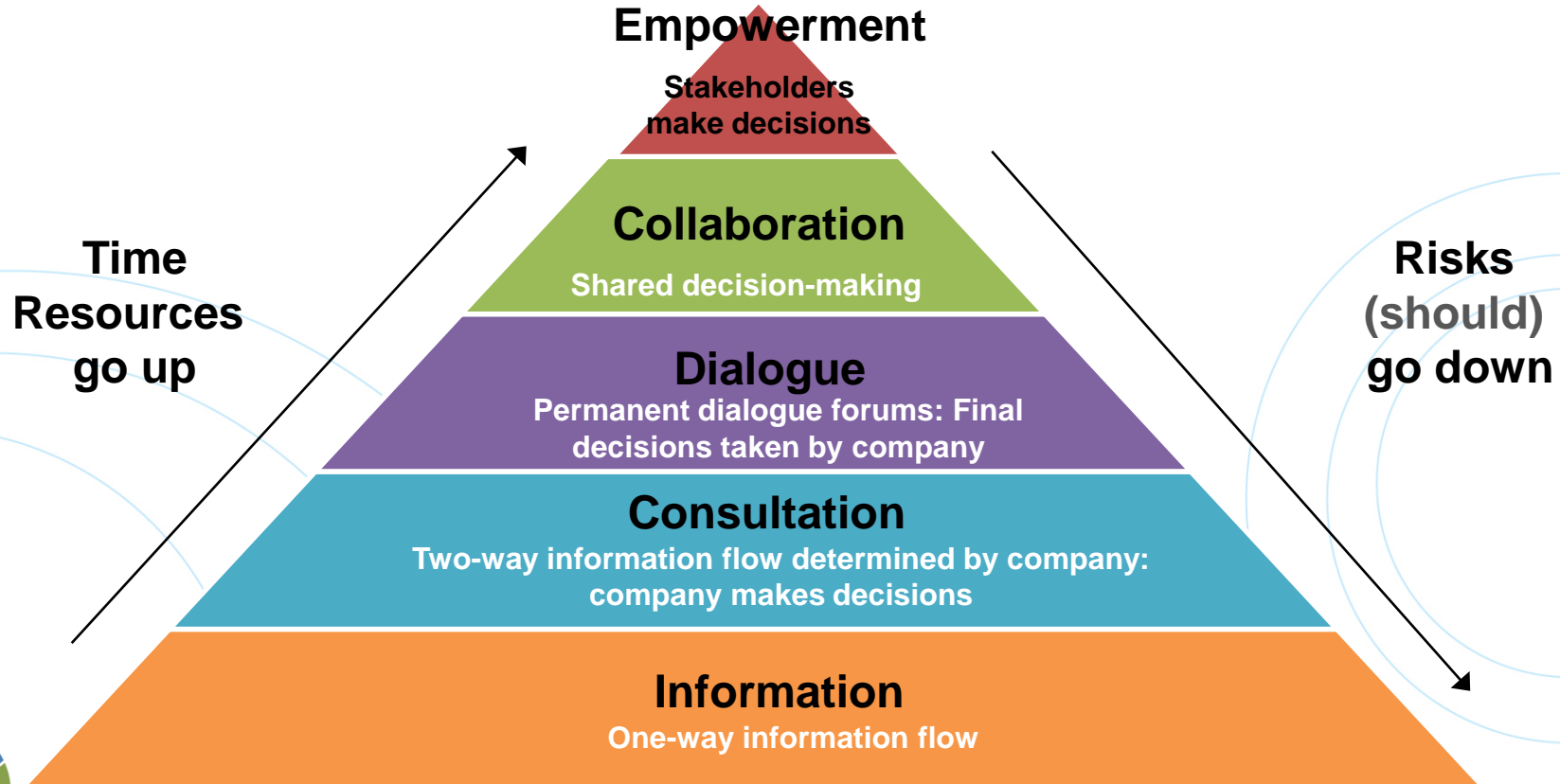
# What is Stakeholder Engagement

- Handing out leaflets?
- Talking to employees, customers, and suppliers?
- Developing relationship with stakeholders?
- Engaging stakeholders to allow cost effective operations and ensure long term sustainable development of community?
- Initiating ongoing dialogue with stakeholders to build trust?
- Meeting “irksome” GRI G4 reporting requirements?
- Complying with permitting requirements?
- Implementing an integrated risk management process?

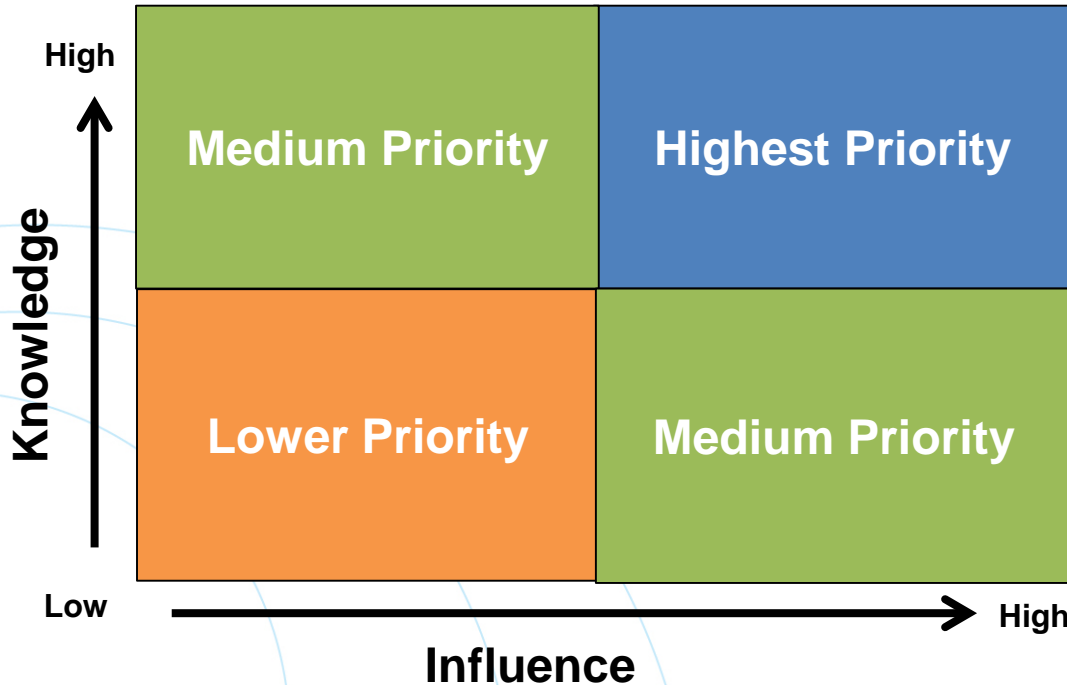
**All of the Above**



# Levels of Engagement



# Stakeholder Mapping by Knowledge and Influence



***Stakeholder Mapping will need to be done on many levels – the project level, the project initiative level, And more***



# Stakeholder Mapping Criteria

Stakeholders can be mapped according to a number of different criteria, depending on the company's priorities. Possible Stakeholder Mapping Criteria include:

## ***Knowledge***

- Does the stakeholder have expertise relating to the issue that could be helpful to the company?

## ***Influence***

- Does the stakeholder have influence in this issue?

## ***Necessity***

- Is this stakeholder capable of derailing or undermining the process if not included in the engagement?

## ***Willingness***

- How willing is the stakeholder to participate?

## ***Legitimacy***

- How legitimate is the stakeholder's claim to be included in the engagement?

## ***Net Cost/Benefit***

- What is the anticipated cost and benefit of engaging this stakeholder?



# Benefits of Stakeholder Mapping

- Identifies stakeholders with greatest expertise and influence on a particular topic
- Prioritizes the universe of stakeholders
- Provides an indication of how to engage with each stakeholder

***Mapping stakeholders is a visual exercise and analysis tool that you can use to further prioritize stakeholder groups***

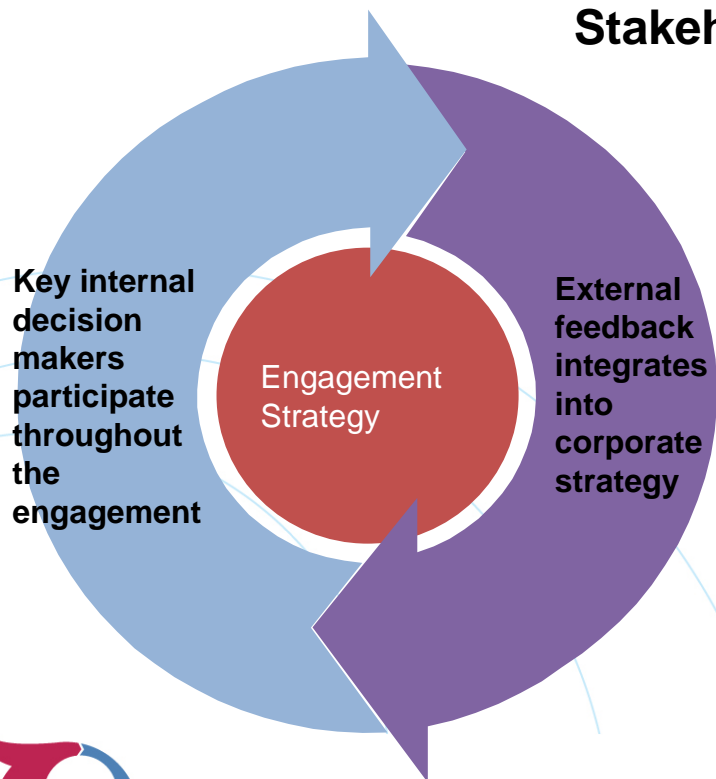




# Stakeholder Engagement is an Ongoing Process

## Stakeholder Engagement Process should include:

1. **Follow up** with stakeholders based on the outcomes of the engagement
2. **Build an Action Plan** to implement findings
3. **Share** findings internally and with provide updates internally and externally
4. **Execute long-term integration strategy** to ensure that feedback informs business practices and lessons learned overtime are incorporated
5. **Plan and execute future stakeholder engagement**



The diagram illustrates a continuous cycle for stakeholder engagement. At the center is a red circle labeled 'Engagement Strategy'. Surrounding this is a larger circle divided into two main sections: a light blue section on the left and a purple section on the right. Two large, curved arrows connect these sections in a clockwise loop. The top arrow, pointing from the purple section to the blue section, is light blue. The bottom arrow, pointing from the blue section to the purple section, is purple. The blue section contains the text 'Key internal decision makers participate throughout the engagement'. The purple section contains the text 'External feedback integrates into corporate strategy'.

Key internal decision makers participate throughout the engagement

External feedback integrates into corporate strategy

Engagement Strategy



Source:  BSR

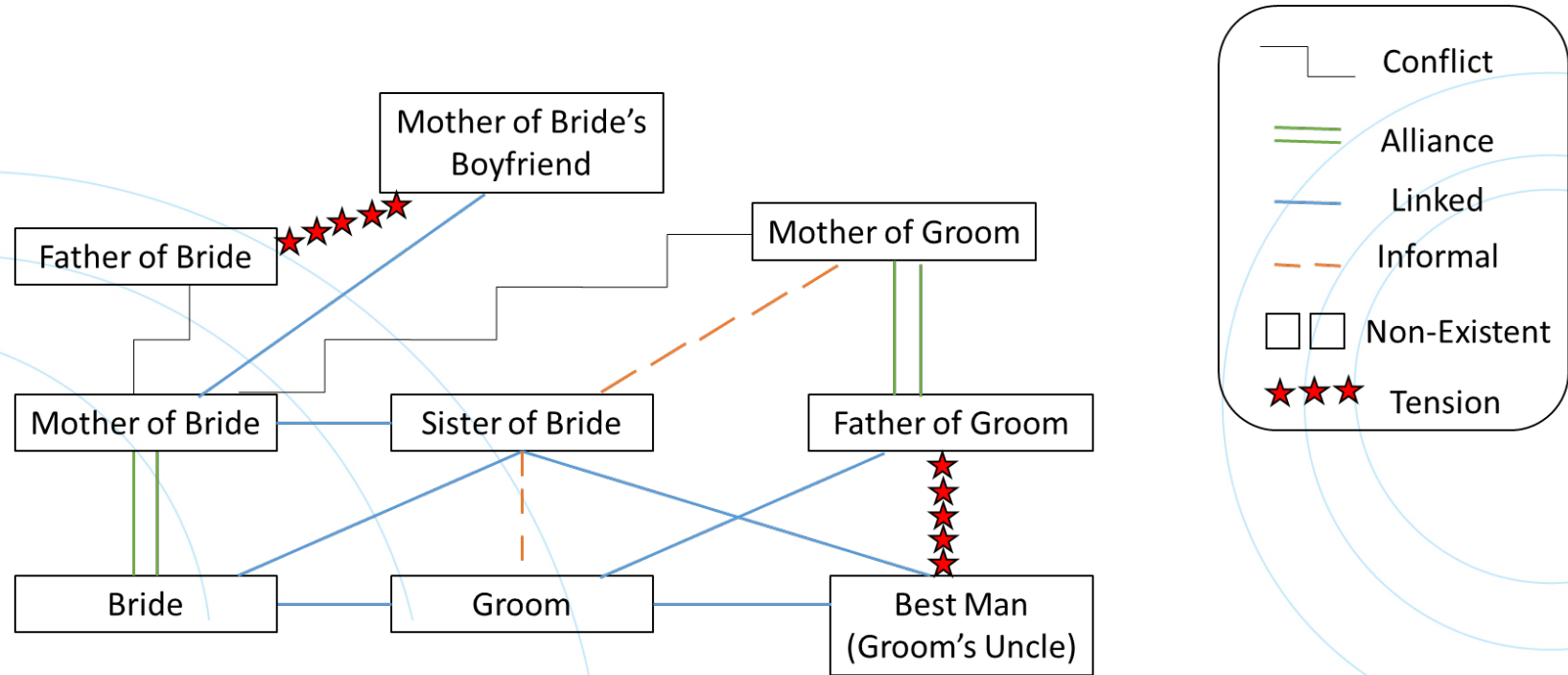
# Some Principles of Stakeholder Engagement

- Engage early and often
- Engage all stakeholders, but prioritize as necessary
- Maintain stakeholder map
- Set clear engagement objectives
- Track and record your activities
- Maintain open lines of communication at all times
- Monitor and evaluate results
- Avoid consultation fatigue
- Follow-up, always
- Empower wherever possible

***Listen, listen, listen..... and then listen again***



# Stakeholder Network Mapping Example: Have you been to a wedding lately?



# Why Map the Networks Between Stakeholders?

- Identifies potentially beneficial or challenging relationships between stakeholders
- Maps the networks that can be powerful tools for aligning stakeholders and tackling challenging problems
- Evaluates the health and growth of networks if tracked over time
- Pinpoints potential areas of structural weakness
- Can help identify who else the company should we be connecting to

***Stakeholder network mapping is a way to understand connections between stakeholders and leverage those connections for better engagement***

