

## CR stakeholder engagement

### Leveraging opinions that matter



**“The case for engagement has changed from a moral to a business one.”**

Georg Kell, Director of the UN Global Compact

#### Why stakeholder engagement?

- Improve performance through effective decision-making.
- Build trust and improve relationships.
- Establish credibility.
- Prioritise business innovation.
- Lead change and develop a strong brand.

Stakeholder engagement allows companies to understand and address issues that are important to society. With this information, companies can improve the effectiveness of their decision-making processes in order to result in improved sustainability.

Engaging with stakeholders is therefore an important component of a successful approach to corporate responsibility (CR). However, for stakeholder engagement to be effective it must be designed and implemented in a way that:

- addresses a diverse group of stakeholders, from employees and customers to investors, government and local communities;
- invests in understanding and responding to stakeholder expectations; and
- informs business decision-making processes by being embedded in management structures.

#### How we can help

Developing stakeholder engagement that is effective and efficient requires an understanding of sustainability issues, stakeholder engagement approaches and business processes.

Deloitte is able to combine expertise in these areas to deliver bespoke solutions that address the specific requirements of companies and bring credibility, transparency and strategic direction to stakeholder engagement.

#### Our approach

We support clients in the following four key areas of CR report development: understanding stakeholder engagement requirements, strategy development, embedding stakeholder engagement, and third party assurance.

#### Understanding stakeholder engagement requirements

Developing robust and efficient processes for stakeholder engagement is critical to maximising the results of stakeholder feedback.

Deloitte can:

- **Prioritise and analyse** stakeholder engagement process requirements.
- **Benchmark** stakeholder engagement against leading practice.
- **Map** internal stakeholder engagement and reporting processes.

#### Strategy development

Developing a clear strategy for stakeholder engagement that addresses key issues and has the support of senior management is important to bring a focus and value to the process.

Deloitte can:

- **Support** the development of stakeholder engagement strategies and approach.
- **Analyse** and identify how to include stakeholder engagement in business policies and procedures.
- **Develop** a framework for the rationalisation of stakeholder engagement processes across the company.

**Embedding stakeholder engagement**

To be effective at stakeholder engagement it must be fully integrated into processes that inform business decision-making.

Deloitte can:

- **Support** the establishment of stakeholder engagement across business processes.
- **Design, administer and analyse** the stakeholder engagement processes.
- **Facilitate** complete stakeholder engagement processes and individual components such as stakeholder workshops.

**Third party assurance**

Third party assurance is increasingly seen as an integral component of CR reporting. Leading companies obtain third party assurance on relevant non-financial performance information to provide transparent and credible information to stakeholders and to drive improvements in CR management processes.

In 2007 Deloitte provided third party assurance to more FTSE 100 companies than any other firm. Deloitte can provide independent **third-party assurance** of:

- Metrics and processes across all CR subject areas.
- Standardised guidelines such as the Global Reporting Initiative (GRI).

**Deloitte engaged with a leading company**

The Deloitte CR team has provided insights on approach to stakeholder engagement through our assurance work with a leading company.

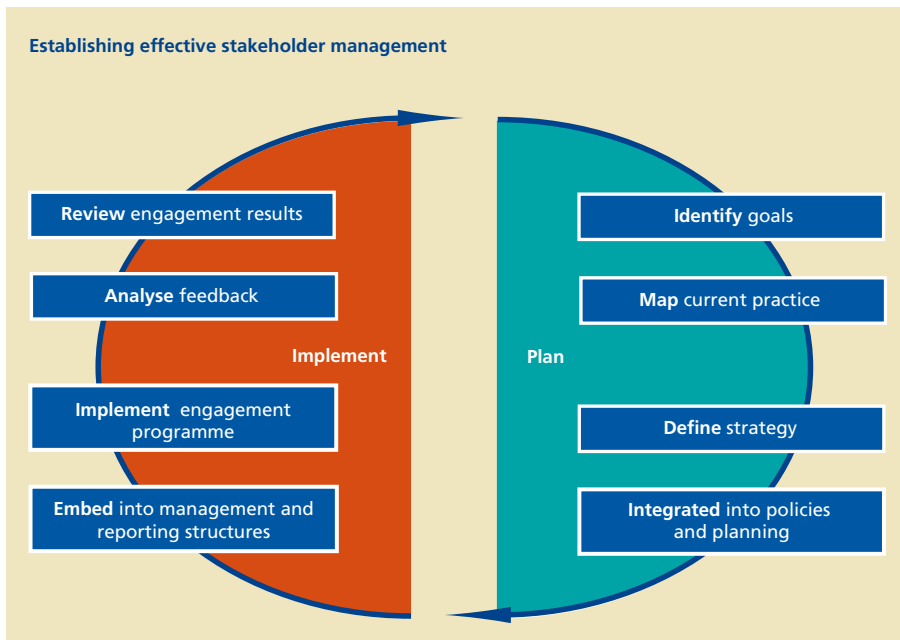
Work has focused on building effectiveness of their quantitative and qualitative processes for stakeholder engagement across a range of stakeholders including employees, consumers, investors, NGOs, the media and regulators.

**Why Deloitte**

Deloitte UK offers bespoke, flexible and competitive CR solutions for companies at different stages of their CR journey. Through our responsive advisory services we support the ongoing challenges and requirements practitioners face as the CR agenda evolves.

Deloitte's global CR team comprises over 250 dedicated practitioners in more than 30 countries worldwide. Our sustainability expertise spans from business ethics to environment to human rights. Our practitioners have detailed local knowledge of country legislation, industry practices, local culture, and stakeholders.

Deloitte has been at the forefront of CR development, including chairing and advising on the development of standards with organisations such as the Global Reporting Initiative, AccountAbility and the International Assurance and Audit Standard Board.



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Designed and produced by The Creative Studio at Deloitte, London.

**Contacts**

**Cindy Cahill – Partner**  
Tel: +44 20 7007 2139  
Email: [cicahill@deloitte.co.uk](mailto:cicahill@deloitte.co.uk)

**Mike Barber – Partner**  
Tel: +44 20 7007 3031  
Email: [mbarber@deloitte.co.uk](mailto:mbarber@deloitte.co.uk)

or visit [www.deloitte.co.uk/cr](http://www.deloitte.co.uk/cr)