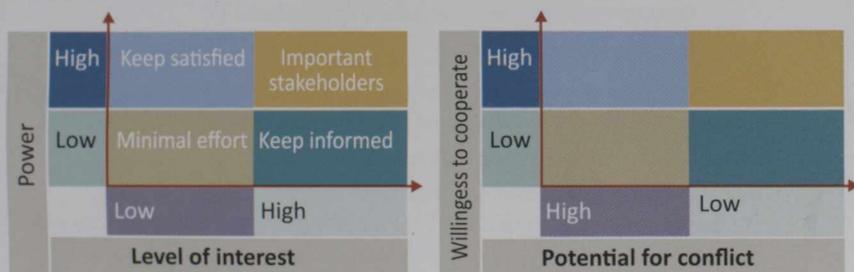


much each stakeholder can influence the organisation's activities. The organisation should give priority to Stakeholders who have more ability to influence the organisation. In a garment factory for example it might be initially thought that Brands, as key customers, are the most influential stakeholders. The contribution and influence level of the workers should also be considered - one worker may not have the confidence to voice their opinion, but a group of workers can be vocal but then become de-motivated or even stop working if their concerns are not addressed. It is important to give special attention to their varying views when mapping the stakeholders. Using the first matrix¹⁸ below one can identify important stakeholders and the second matrix¹⁹ can be used to gauge their willingness to cooperate and engage.

Interest and demand of stakeholders: After carefully mapping the



organisation's stakeholders, identify what these stakeholders expect and what are their interests, especially in the area of SR. This is the time to consider how to engage with the most influential stakeholders.

Step - 3: Establish a stakeholder panel and engage the stakeholders

The next step will be to establish a stakeholder panel and then invite the identified internal and external stakeholders to join. The main purpose of this stakeholder panel is to provide an opportunity for stakeholders to share their views regarding SR or other activities of the organisation which affect them. The success of this panel depends on how well the stakeholders can communicate, co-operate and actively engage.

¹⁸ Source: Johnson and Scholes 1999

¹⁹ Moratis, L. & Cochius, T., 2011. ISO 26000: The Business Guide to the new Standard on Social Responsibility. UK: Greenleaf Publishing Limited