

Stakeholder communication in a mining company corporate initiative

Project type: Industry

Location: Global

RICS/APM stakeholder principles: Communicate; Consult early, and often; Relationships are key; Take responsibility

Stakeholder terms: Stakeholder expectations, communication

Abstract

A large mining company is increasingly putting emphasis on stakeholder engagement throughout all company roles.

Background

The company's external stakeholders are wide ranging, including central and local government, the unions, the local community and NGOs. Due to this large array of stakeholders coherent and coordinated engagement and feedback on the company's progress is required.

The issues

One of the challenges created by this stakeholder diversity is the co-ordination of stakeholder engagement; for example, retaining consistency of the details of each mining project. The secondary issue is the changing of the previously held view that stakeholder engagement is predominantly the responsibility of the external affairs department and encouraging all members of staff to effectively engage with the stakeholders.

The challenges

The challenges are summarised under 'The issues'.

The solution

The mining company cultivated an internal company culture of stakeholder awareness. Individuals within the organisation were held responsible for stakeholder interactions which they could influence.

The benefits

By collectively accepting responsibility for stakeholder engagement across the company through an ongoing dialogue it allows continuous development of the company's understanding of the stakeholder's interests and concerns. By increasing this engagement across all job titles ranging from procurement to training and logistics, even if it's not specifically highlighted in the job title, allows a more cohesive and effective business.

The learning points

In a modern company with a wide range of stakeholders it is becoming increasingly important for effective communication between all areas of the company and all relevant

stakeholders, with less reliance on the external affairs department to allow a continual and cohesive method of engagement.

This case study was written by the APM Stakeholder Engagement Focus Group.

- *For more information on the group or stakeholder engagement, [click here](#).*