

LIFE CITYAdaP3 Project

Management of stakeholders

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• STAKEHOLDERS

– Person, group or organization

- Whose **interests** are **affected** by an organization's activities or projects,
- And **have influence** over those activities or projects

• IMPORTANCE OF STAKEHOLDERS

– **High priority** stakeholders have these three characteristics:

- power,
- legitimacy and
- urgency (immediate impact)

• STAKEHOLDERS' IMPACT

- Stakeholders hold **expectations** on the organization's behaviour
- Stakeholders **suffer** the effects of the organization's behaviour
- Stakeholders **evaluate** the impact of the organization's behaviour on their interests
- Stakeholders **act** according to their interests, expectations, experiences and evaluations

• STAKEHOLDERS' CATEGORIES



• PROXIMITY AND CONTACT WITH STAKEHOLDERS



- MATERIALITY ANALYSIS

- Procedures that compare the importance of areas/fields of CSR given by

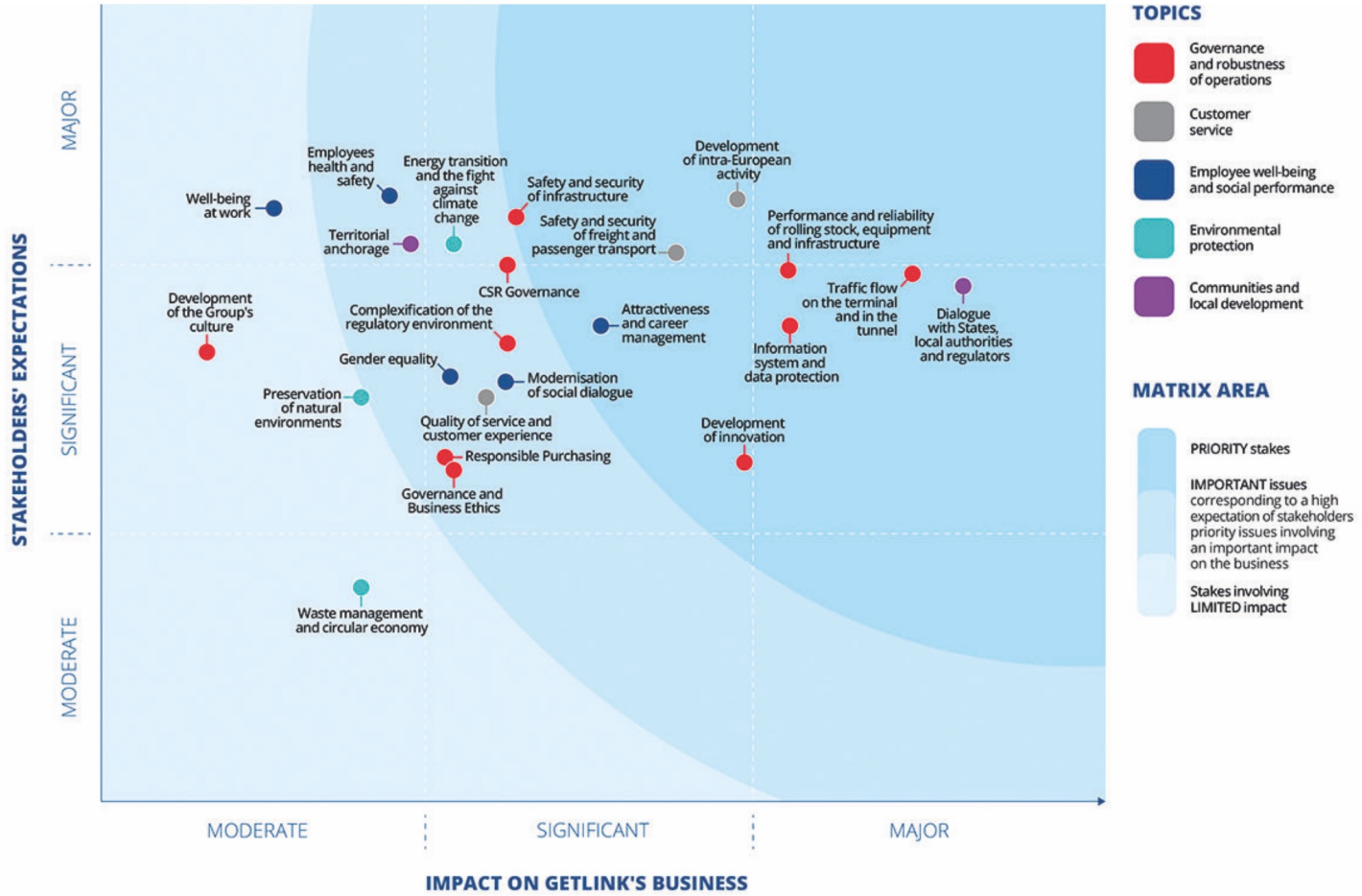
- Stakeholders
- The organization

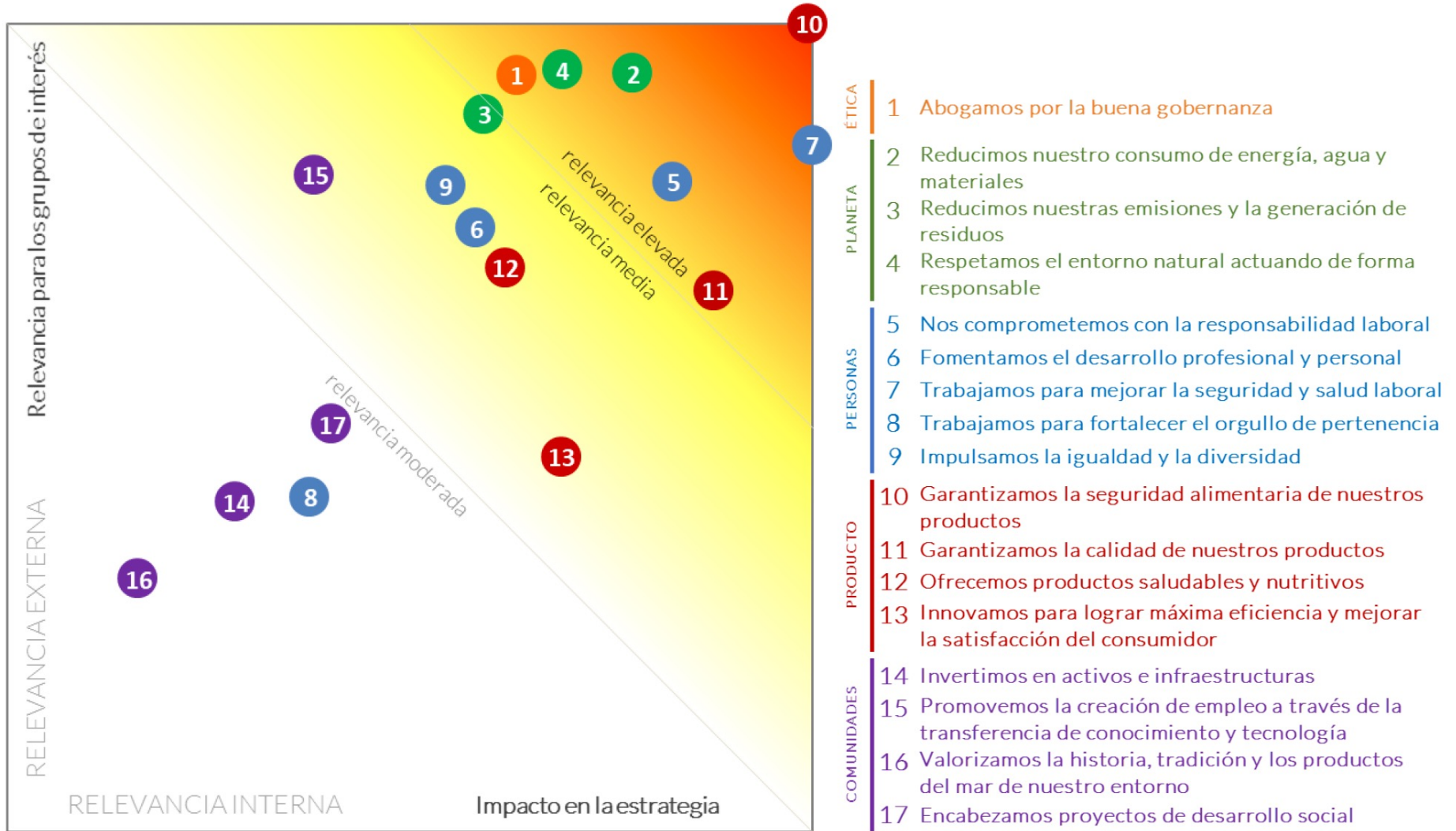
And represents their positions in a materiality matrix

- MATERIALITY ANALYSIS:

- Selection of the areas/fields related to CSR

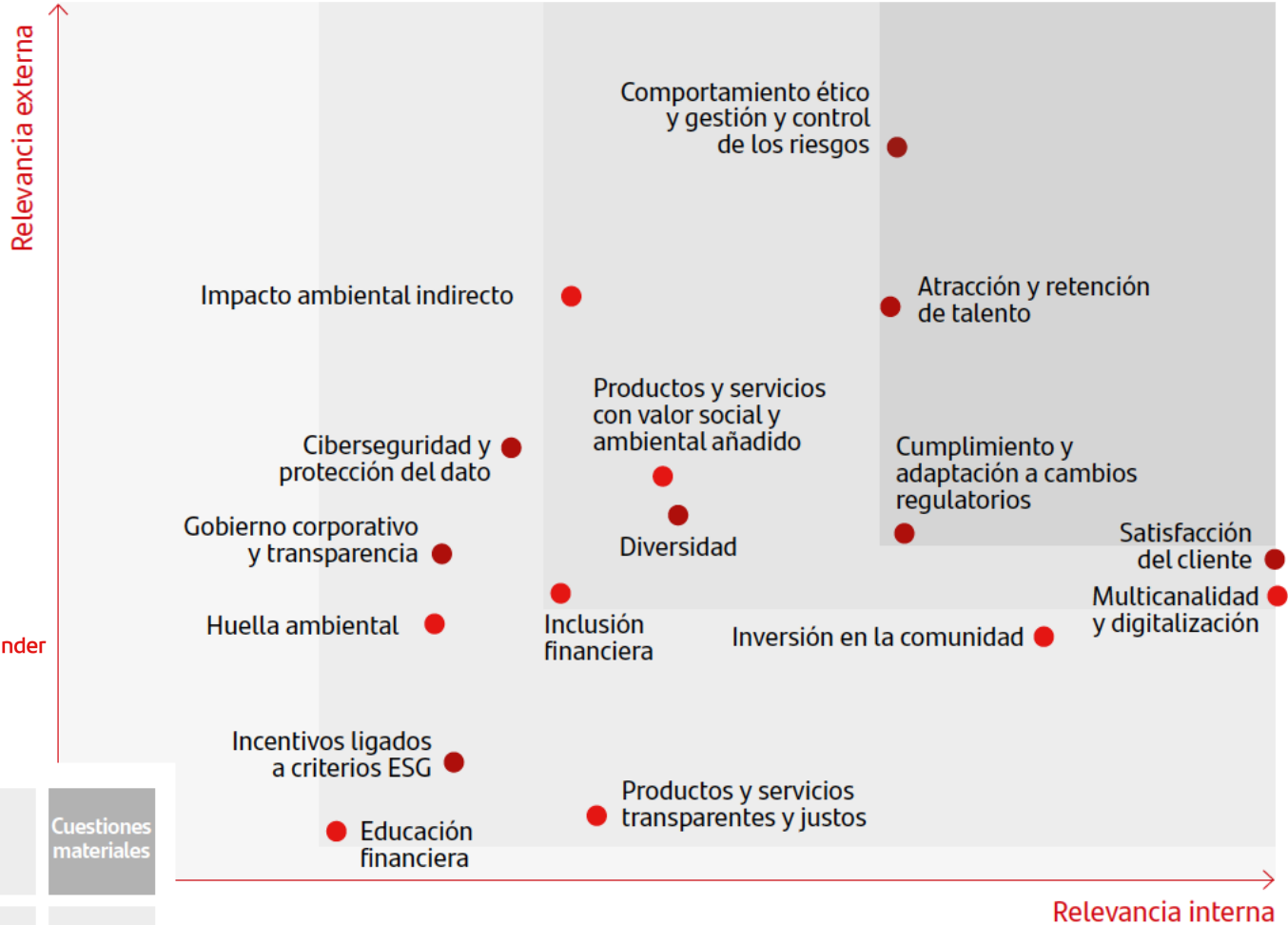
- Areas with short term financial outcomes
 - Areas aligned with the general strategy of the organization
 - Areas that have generally been considered as important among the sector
 - Areas important enough for stakeholders to facilitate present and future relations
 - Areas that can be important in the medium and long term





Informe de relación con grupos de interés y principales aspectos materiales 2018

santander.com



A través de este análisis, hemos definido dos principales retos para avanzar hacia un modelo de banca más responsable.

● **RETO 1**
Nuevo entorno empresarial

● **RETO 2**
Crecimiento inclusivo y sostenible

- MATERIALITY ANALYSIS: Promote the relationship with stakeholders

- Utility of the materiality analysis:

- Identify those areas/fields aligned with the organization's general strategy
- Promote CSR activities on those areas/fields
- Upgrade relations with stakeholders on the context of that activity



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