

Taken from *Becoming a Sustainable Organization: A Project and Portfolio Management Approach*, by Kristina Kohl, MBA, PMP. © 2016 CRC Press.

Table 9.3 External Stakeholder Management Plan

Stakeholder	Group	Issues	Requirements	Owner	Strategy
Advisory Council	Multiple	Business Strategy Guidance	Sustainability Standards Environmental, Social, & Governance Policies Global Guidelines Local Actions	CEO CSO	Annual Long-Term Strategy Focus Group Annual Status Meeting Access to Senior Management
Socially Responsible Investors	Investors	Risk Management Social, Environmental, & Governance Policies ROI	Transparency of Reporting Industry-Recognized Sustainability Reporting Standards Specific Environmental & Social Issues	CFO Investor Relations CSO	GRI or CDP Reporting Standards Address Issues at Annual Meeting & Quarterly Calls Access to Senior Management
River Watershed Protectors	Community	Protect & Improve Watershed Biodiversity Maintain Quality & Quantity of Water	Zero Impact on River Watershed Water Quantity & Quality	VP Operations CSO	Monitor Water Outflows and Inflows to Ensure Zero Impact Treat All Water to Ensure Quality of the Water Is Returned to River as Fresh Water Meeting Quality Standards Promote Volunteer Efforts to Clean up the Watershed and to Plant Native Plant Species