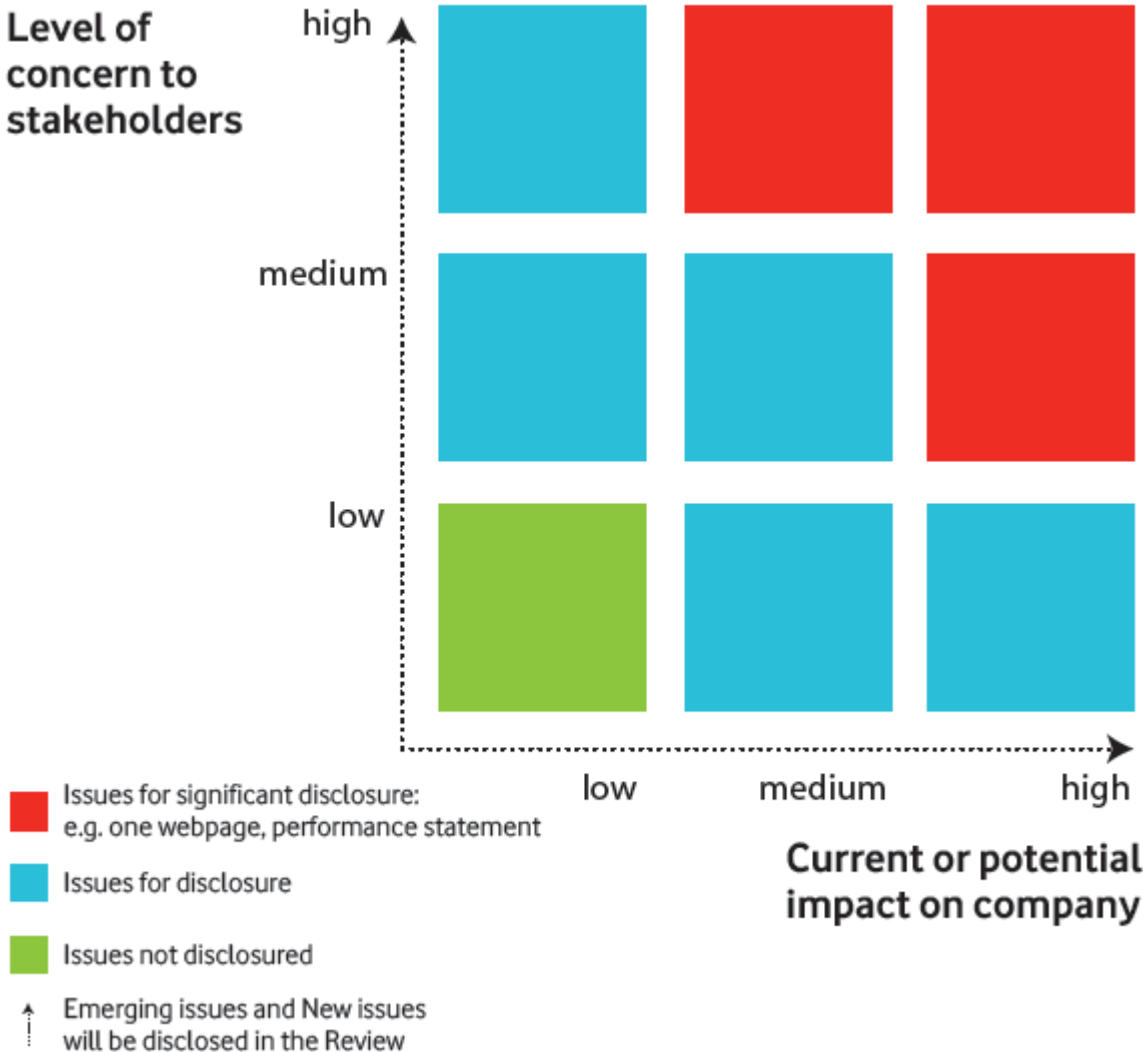


3.

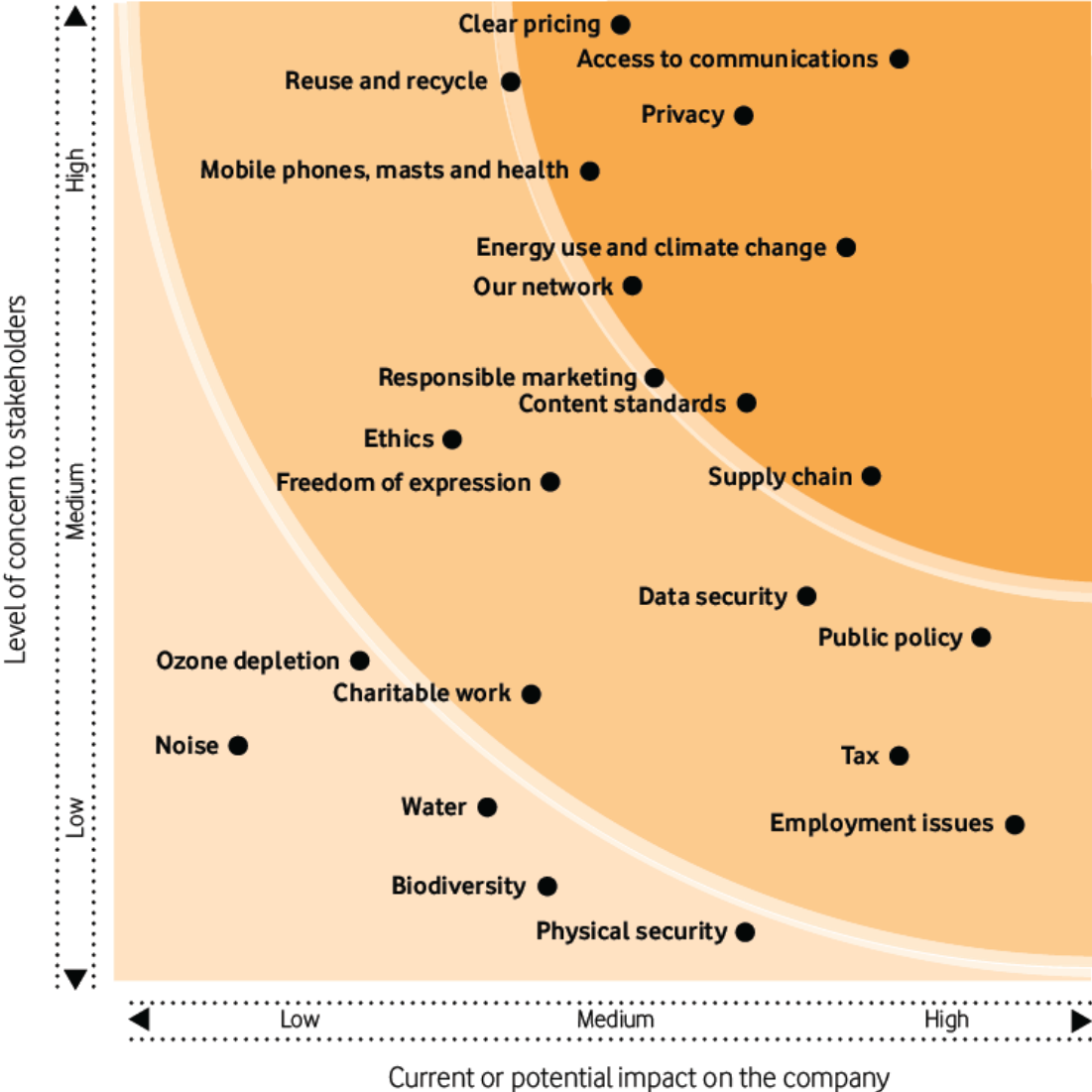
**Definizione e messa in priorità
delle issue rispetto agli stakeholder
("materiality")**

Materiality Matrix in Vodafone

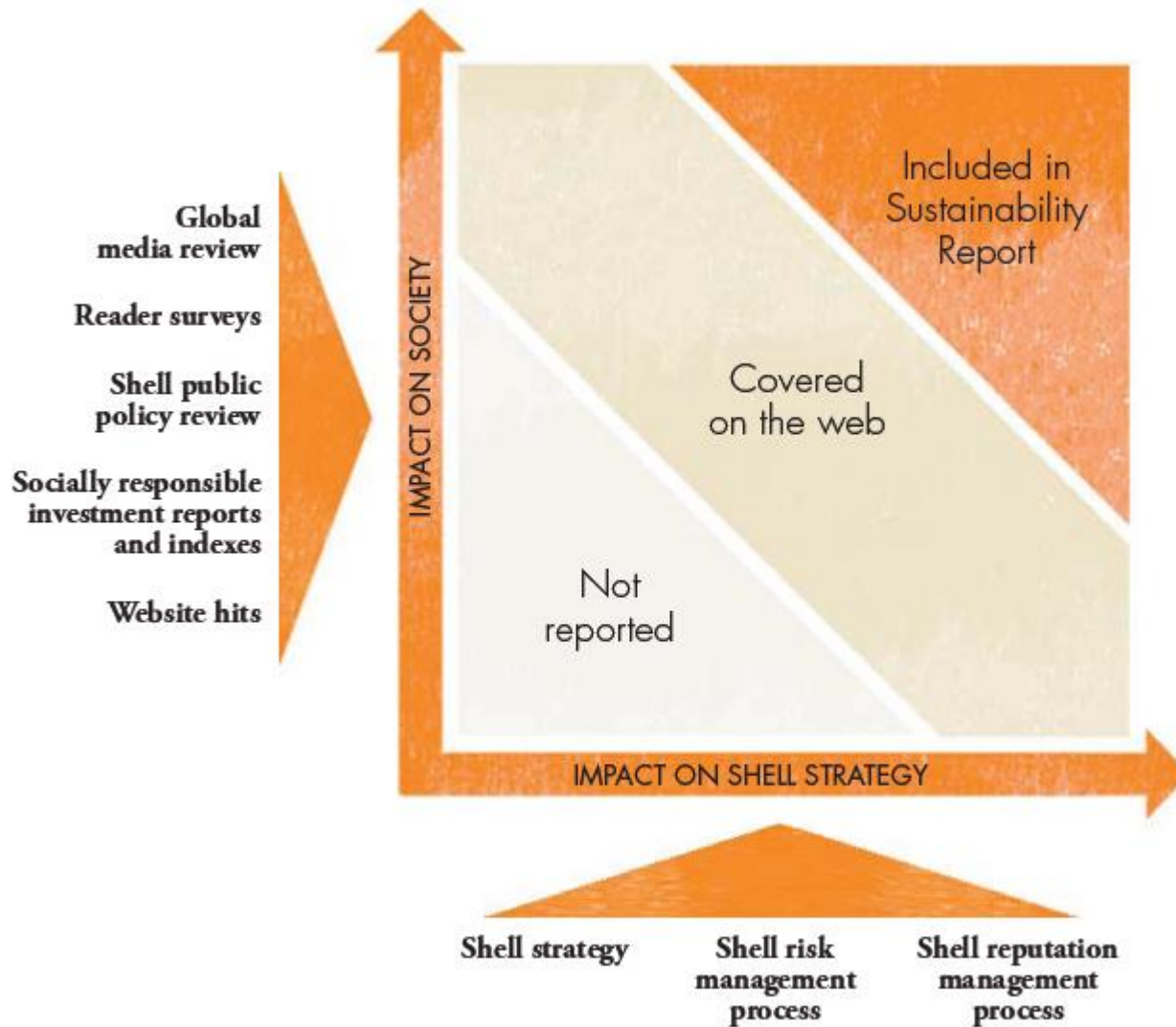


Fonte: Vodafone Group plc. *One Strategy. Corporate Responsibility Report For the year ended 31 March 2008*

Materiality Matrix in Vodafone

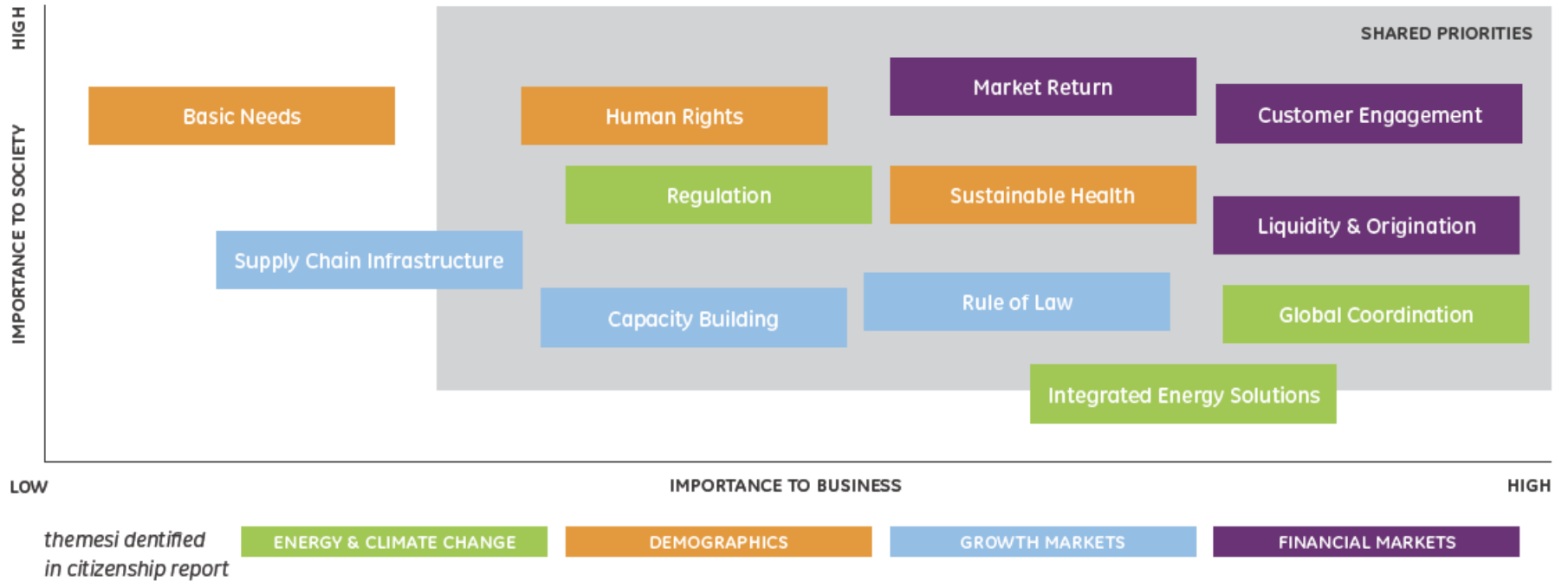


Materiality Matrix in Shell



Citizenship Matrix in GE

CITIZENSHIP MATRIX



Fonte: General Electric Company, 2008 Citizenship Report

Matrice stakeholder / issue in Virgin Media

OUR STAKE HOLDERS \ OUR ISSUES	LOOKING AFTER OUR PEOPLE	ESTABLISHING GOOD CR GOVERNANCE	BECOMING THE UNDISPUTED CUSTOMER CHAMPION	HELPING OUR SUPPLIERS LIVE OUR VALUES	BEING A RESPONSIBLE SERVICE PROVIDER	MANAGING OUR ENVIRONMENTAL IMPACT	UNDERSTANDING OUR ROLE IN THE COMMUNITY
EMPLOYEES	✓	X	✓	X	X	✓	✓
CUSTOMERS	X	X	✓	✓	✓	✓	✓
VIRGIN GROUP	X	X	X	✓	✓	✓	✓
GOVERNMENT / REGULATORS	X	X	✓	X	✓	✓	✓
SUPPLIERS	X	X	✓	✓	✓	✓	X
COMPETITORS	X	X	X	✓	✓	X	✓
NGOs	X	X	X	✓	✓	✓	✓
LOCAL COMMUNITIES	X	X	X	X	X	✓	✓
MEDIA	X	X	✓	X	✓	✓	✓
CR COMMENTATORS/ 'THOUGHT-LEADERS'	✓	✓	X	X	✓	✓	✓

Fonte: Virgin Media Inc, *Managing our responsibilities in 2008*

4.

Individuazione degli strumenti di comunicazione e delle modalità di coinvolgimento

Per ciascun coinvolgimento, l'organizzazione dovrà stabilire:

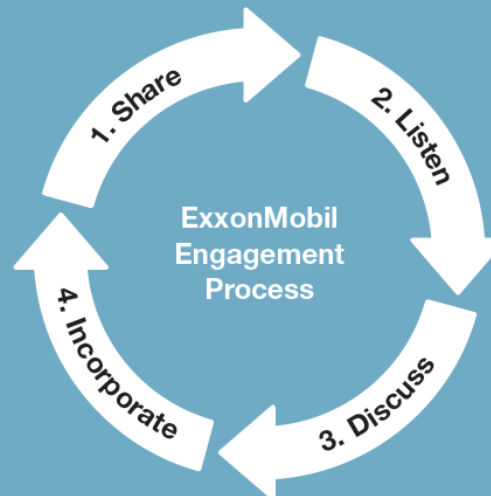
- ▶ specifici obiettivi e ambito
- ▶ rappresentanza degli stakeholder (ad esempio, quali gruppi di interlocutori dovranno essere considerati e a quale livello di rappresentatività)
- ▶ livello di coinvolgimento (da una modalità più passiva, come il monitoraggio e l'informazione, ad una più attiva, come la collaborazione o la delega)
- ▶ mezzo di coinvolgimento.

Share

We enter into engagement in a spirit of respect and openness, to share a general understanding of our position throughout a project or program's life cycle.

Incorporate

We act on our engagement commitments and incorporate them as appropriate into our operations.



Listen

We seek to develop a comprehensive understanding of whom our stakeholders are, what their expectations are, and how they relate to us.

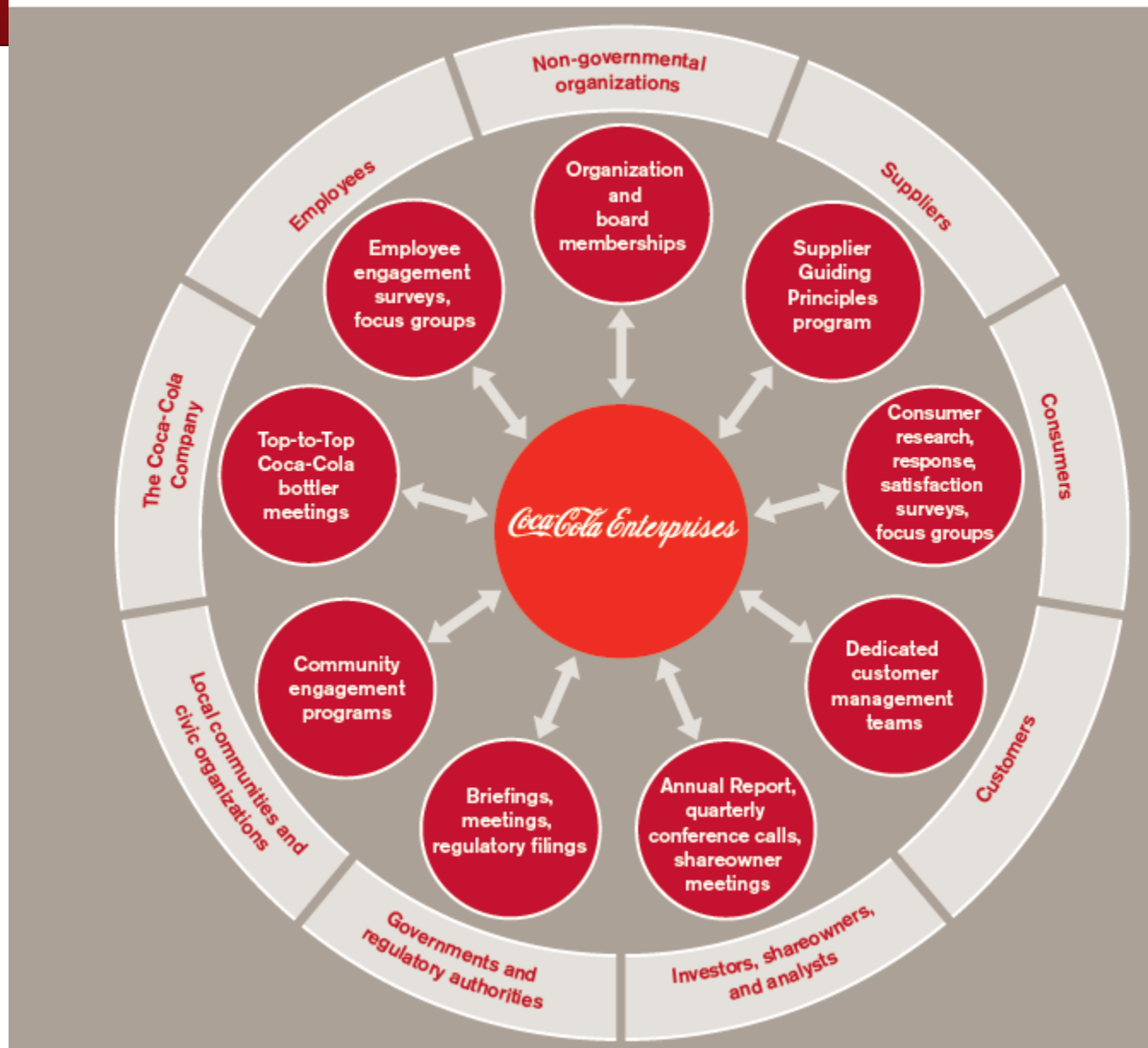
Discuss

Through interactive dialogue, we develop an action plan to address the issues that are identified.

ExxonMobil Community Engagement Process



STAKEHOLDERS FOR CCE



OUR STAKEHOLDERS



Fonte: Coca-Cola Enterprises Inc, 2008 Corporate Responsibility and Sustainability Report



governments

- Negotiation and dialogue with host countries
- Participation in the *Extractive Industries Transparency Initiative* (EITI)
- Sharing of relevant information with governments/regulators on legislative impacts
- Reports on energy trends
- Local citizenship reports
- *Corporate Citizenship Report*



communities and NGOs

- Community consultation and feedback mechanisms embedded in our *Best Practices in External Affairs* (BPEA)
- Opinion Leader Dialogue (with NGOs and other organizations)
- Social and Environmental Impact Assessments
- Community engagement in emergency preparedness response planning and drills
- Partnerships in local associations
- Local publications, Web sites
- Speaker forums at universities, and community and business organizations worldwide
- E-mail address:
citizenship@exxonmobil.com
- *Corporate Citizenship Report*
- *exxonmobil.com*

opinion leader dialogue

engaging with external groups

ExxonMobil engages with a variety of external groups on issues of mutual concern and interest. We do this with the goal of fostering mutual understanding, trust, and cooperation on key issues. To be effective, the dialogue must be built on honest, transparent, accurate, and timely information.



shareholders

- Meetings with analysts and major shareholders
- Shareholder dialogues
- Quarterly earnings communications
- Proxy statements
- Securities and Exchange Commission filings
- Shareholder magazines
- *Annual Report*
- Annual shareholders' meeting
- *Financial and Operating Review*
- Annual analyst meeting
- Reports on energy trends
- E-mail address:
citizenship@exxonmobil.com
- *Corporate Citizenship Report*
- *exxonmobil.com*



- Customer feedback programs
- Customer service organizations
- Consumer care programs
- Customer surveys
- Customer seminars and symposia events
- Monthly e-publications to select U.S. distributors and customers
- Business-to-business communications
- Product quality information
- Interactive conference calls
- Internet communications
- *Corporate Citizenship Report*
- *exxonmobil.com*



suppliers

- Supplier diversity program
- Financial sponsorships of minority and women's councils
- Participation in minority and women's outreach at trade shows in key areas
- Scholarships for minority- and women-owned businesses
- Local supplier training for international bidding
- Mentoring of suppliers in negotiation and business plan development
- Ongoing day-to-day contact and negotiation
- *Corporate Citizenship Report*
- *exxonmobil.com*



employees

- Employee forums
- Labor management committees
- Confidential hotline
- Employee diversity network groups
- Diversity management councils
- Union representation
- Joint industry councils
- Joint health and safety committees
- Employee human resources intranet sites
- Local publications
- *Corporate Citizenship Report*

Gli stakeholder di Eni



http://www.eni.com/it_IT/sostenibilita/relazioni-stakeholder/portatori/portatori-interesse-eni.shtml



Working with stakeholders

We affect - and are affected by - many different stakeholder groups. We aim to recognise their interest in our business and to listen and respond to them.

We work together with a wide range of stakeholders including governments, customers, and suppliers - to deliver our products and services in more than 130 countries and territories.

We work with our employees individually and via unions, work forums and staff councils on issues affecting them. We also work together with communities around the world to manage the disruptive impacts of our projects and share social benefits.

The Shell Sustainability Report, published every year, is an internal and external communication device to inform our stakeholders on the actions that we have taken to meet our economic, environmental and social responsibilities.