



# Employment and Human Resources Toolkit

## Tool 13: Stakeholder Engagement

Stakeholder engagement is important to get long-term commitment and support through the whole organization. Without engagement with all stakeholders (or anyone who is impacted) throughout the DEI/EE process, you will not have a complete understanding of DEI/EE related workplace issues.

First, determine who are the stakeholders in your organization. It is anyone who is impacted by your DEI/EE plan which could include but not limited to:

- Board of directors or leadership team
- Management team
- Future and current staff – both those who have been historically marginalized and those who have not
- External contractors
- Clients / customers
- Union / employee representatives

Next examine the purpose of stakeholder engagement. One important purpose for stakeholder engagement is to get buy-in – the change desired is more likely to occur if it is driven by all stakeholders and not by one stakeholder. The purpose of stakeholder engagement can overlap with the communication strategy, including:

- Increasing awareness and education
- Facilitating buy-in to foster changes in behaviour, and
- Gathering input from all stakeholders, including those who have been historically marginalized

## **Questions to ask before, during and after stakeholder engagement:**

- Are voices from marginalized groups missing? (Why and how will you address the lack of representativeness?)
- Is the workplace culture and environment conducive to honest and authentic discussions? (If not, why not and how do you address it? Different engagement processes may be needed for different stakeholders.)
- Is the consultation/engagement process inclusive and safe for participants, taking into consideration power dynamics? (If not, how can that be achieved?)
- How will you use and report back on the stakeholder engagement feedback? (How will you demonstrate it to those who were involved in the engagement?)