## SUSTAINABILITY MATURITY MODEL

### Attributes

<table>
<thead>
<tr>
<th>COMPLIANCE</th>
<th>EFFICIENCY</th>
<th>LEADERSHIP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motivation</strong></td>
<td><strong>Reduce operational risk for Environment, Health, Safety (EHS) and based on external factors (regulatory, external requests).</strong></td>
<td><strong>Reduce harm in order to become more efficient, leading to cost savings.</strong></td>
<td><strong>Silence to give back as much as the company takes with the aim to restore social and ecological systems to a healthy state.</strong></td>
</tr>
<tr>
<td><strong>Boundaries</strong></td>
<td><strong>Facilities &amp; Operations</strong></td>
<td><strong>Some Surrounding Communities</strong></td>
<td><strong>Suppliers, Products, Customers, All Surrounding Communities</strong></td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td><strong>EHS KPIs not well-defined. Meeting minimum legal requirements and ad-hoc: market requests.</strong></td>
<td><strong>EHS KPIs are defined on a functional level. Operational decisions are partially influenced by KPIs.</strong></td>
<td><strong>EHS is owned by top level management, with a dedicated executive responsible from senior leadership, with Board level oversight. EHS decision making across the business, including initiating connection with Corporate Strategy, Enterprise Risk Management</strong></td>
</tr>
<tr>
<td><strong>Ownership</strong></td>
<td><strong>EHS topics are ad-hoc owned by whoever is responsible (legal, operations) or owned by part-time sustainability manager.</strong></td>
<td><strong>Environmental sustainability is owned by full-time, dedicated sustainability personnel.</strong></td>
<td><strong>Impact Valuation Reporting: Quantify social and environmental impacts in monetary terms</strong></td>
</tr>
<tr>
<td><strong>External Reporting</strong></td>
<td><strong>Minimal transparency</strong></td>
<td><strong>Transparent reporting to framework: Global Reporting Initiative (GRI)</strong></td>
<td><strong>Transparent reporting to framework: Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD)</strong></td>
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<td><strong>Topics</strong></td>
<td><strong>Compliance - Local and national products</strong></td>
<td><strong>Environmental Land restoration, habitat protection, forest management</strong></td>
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<td><strong>Actions &amp; Tools</strong></td>
<td><strong>Create Code of Conduct</strong></td>
<td><strong>Goal Setting Process</strong></td>
<td><strong>Conduct Materiality Assessment and Gain Stakeholder Insights</strong></td>
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<td><strong>ISO Standards</strong></td>
<td><strong>ISO 14000 Series Environmental Management</strong></td>
<td><strong>ISO 14040 Lifecycle Mgmt Standards</strong></td>
<td><strong>ISO 20600 Social Responsibility standards</strong></td>
</tr>
</tbody>
</table>

### MATURITY

- **Low Maturity**
  - Minimal transparency
  - Passive response to Raters & Rankers
  - Investors and customers request information

- **Medium Maturity**
  - Compliance - Local and national products
  - Materials
  - Facilities & Operations
  - Environmental Land and water pollution
  - Social
  - Occupational Health & Safety

- **High Maturity**
  - Environmental
  - Greenhouse Gas (GHG) emissions
  - Energy efficiency
  - Renewable energy
  - Water efficiency
  - Recycling/waste management beyond compliance
  - Product Recyclable packaging

- **Advanced Maturity**
  - Environmental Land restoration, habitat protection, forest management
  - Natural Resource Protection & Restoration
  - Social Equity, Diversity, and Inclusion Human Rights
  - Governance Cyber security and data privacy
  - Product innovation includes sustainability drivers

- **Leadership Maturity**
  - Governance Cyber security and data privacy
  - Social Equity, Diversity, and Inclusion Human Rights
  - Environment Land restoration, habitat protection, forest management
  - Natural Resource Protection & Restoration
  - Governance Cyber security and data privacy
  - Product innovation includes sustainability drivers

- **Purpose Maturity**
  - Corporate strategy and Sustainability strategy are fully aligned based on impact valuation. Management is systemic actors using their influence, reach, and power to transition systems to be more sustainable and equitable. ESG decision-making happens on every level of the company, and everyone is responsible for ESG performance.

### ACTIONS & TOOLS

- **Create Code of Conduct**
- **Create EHS Policy**
- **Responsible Sourcing for Conflict Minerals, Cobalt, ROHS, REACH, etc.**
- **Develop Sustainability Business Case**
- **Sustainability reps in process, example EU Green New Deal**
- **Create Supplier Operational Scorecard**
- **Manual Order Fulfillment**

- **Goal Setting Process**
- **Product Lifecycle Analysis**
- **Align with Sustainable Development Goals**
- **Issue Sustainability Report**
- **Manage Business through Scorecard KPIs and Goals**
- **Electronic Order Management**

- **Conduct Materiality Assessment and Gain Stakeholder Insights**
- **Develop Sustainability Strategy, Detailed Roadmap**
- **Start to integrate Design for Lifecycle/Design for Environment/Eco-Design, Circular Economy**
- **Information Technology and Analytics**
- **Set GRI Science-based targets and neutrality**
- **Conduct scenario analysis**
- **Create Climate Change and Social topic Policies**
- **Scorecards continuously improve supply chain performance**
- **Complete Supply Chain Demand Planning**

- **Legal Compliance**
- **ISO 14000 Series Environmental Management**
- **ISO 14040 Lifecycle Mgmt Standards**
- **ISO 20600 Social Responsibility standards**
- **ISO 20400 Sustainable Procurement Guidance**

### ISO STANDARDS

- **ISO 14000 Series Environmental Management**
- **ISO 14040 Lifecycle Mgmt Standards**
- **ISO 20400 Sustainable Procurement Guidance**
- **ISO 20600 Social Responsibility standards**