

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

Materiality Issues	Tier 1	Tier 2	Tier 3	NA	Business Goal	Functional Area Impact
<u>ENVIRONMENT</u>						
Climate change risks						
Environmental accidents and remediation						
Water use and management						
Energy management						
Fuel management and transportation						
GHG emissions and air pollution						
Waste management and effluents						
Biodiversity impacts						
<u>SOCIAL CAPITAL</u>						
Communications and engagement						
Community development						
Impact from facilities						
Customer satisfaction						
Customer health and safety						
Disclosure and labeling						
Marketing and ethical advertising						
Access to services						
Customer privacy						
New markets						
<u>HUMAN CAPITAL</u>						
Diversity and equal opportunity						
Training and development						
Recruitment and retention						
Compensation and benefits						
Labor relations and union practices						
Employee health, safety and wellness						
Child and forced labor						
<u>BUSINESS MODEL & INNOVATION</u>						
Long term viability of core business						
Accounting for externalities						
Research, development and innovation						
Product societal value						
Product life cycle use impact						
Packaging						
Product pricing						
Product quality and safety						
<u>LEADERSHIP & GOVERNANCE</u>						
Regulatory and legal challenges						
Policies, standards, codes of conduct						
Business ethics and competitive behavior						
Shareholder engagement						
Board structure and independence						
Executive compensation						
Lobbying and political contributions						
Raw material demand						
Supply chain standards and selection						
Supply chain engagement & transparency						

Figure 4.9 Materiality Priority Checklist. (Data derived from SASB, "Determining Materiality," *Sustainability Accounting Standards Board*, accessed October 27, 2014, <http://www.sasb.org/materiality/determining-materiality>.)