

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

Sustainability Framework

1. Identify Values and Long-Term Mission
 - a. Establish Long-Term Vision
 - b. Identify Alignment with Business Strategy
 - c. Identify Current Organizational Values
 - d. Define Desired Organizational Values
 - e. Conduct a Values GAP Analysis
2. Stakeholder Identification and Engagement
 - a. Identify and Engage Internal Stakeholders
 - i. Board of Directors
 - ii. C-Suite
 - iii. Business Functional Leaders
 - iv. Managers
 - v. Portfolio, Program, and Project Managers
 - vi. Employees
 - b. Identify and Engage External Stakeholders
 - i. Community
 - ii. Academic Institutions
 - iii. NGOs
 - iv. Government
 - v. Industry
 - vi. Trade Association/Unions
3. Identify and Prioritize Material Issues (Refer to Table 4.3)
 - a. Environment
 - b. Social Capital
 - c. Human Capital
 - d. Business Platform/Innovation
 - e. Governance/Leadership
4. Evaluate Regulatory and Operating Environment
 - a. Comply with Mandatory Regulations
 - b. Voluntary Industry Sustainability Protocols
 - c. Consider Adopting Aspirational Protocols
5. Define Organizational Commitments
 - a. Project and Program Identification
 - i. Product or Service Life Cycle
 - ii. Labor and Human Rights Standards
 - iii. Product Safety and Sustainable Ingredients
 - iv. Emission Reduction
 - v. Diversity and Inclusion
 - vi. Renewable Energy
 - vii. Community Engagement and Volunteerism
 - viii. New Markets
 - ix. Innovative Products and Services that Address ESG Challenges
 - b. Policy Creations and Adoption
 - i. Code of Conduct
 - ii. Ethics Policy

Sustainability Framework (*Continued*)

- iii. Supplier Policy
- iv. Consumer Codes for Standards
- v. Data Confidentiality
- c. Budget and Resource Allocation
- d. Incentive Alignment
- e. Training and Development
- f. C-Suite Engagement and Champion
- g. New Stakeholder Partnerships
- h. Change Management Plan
- i. Communication Plan
- 6. Define Desired Outcomes
 - a. Goals Definition
 - b. Target Selection
 - c. Metrics Definition and Measurement