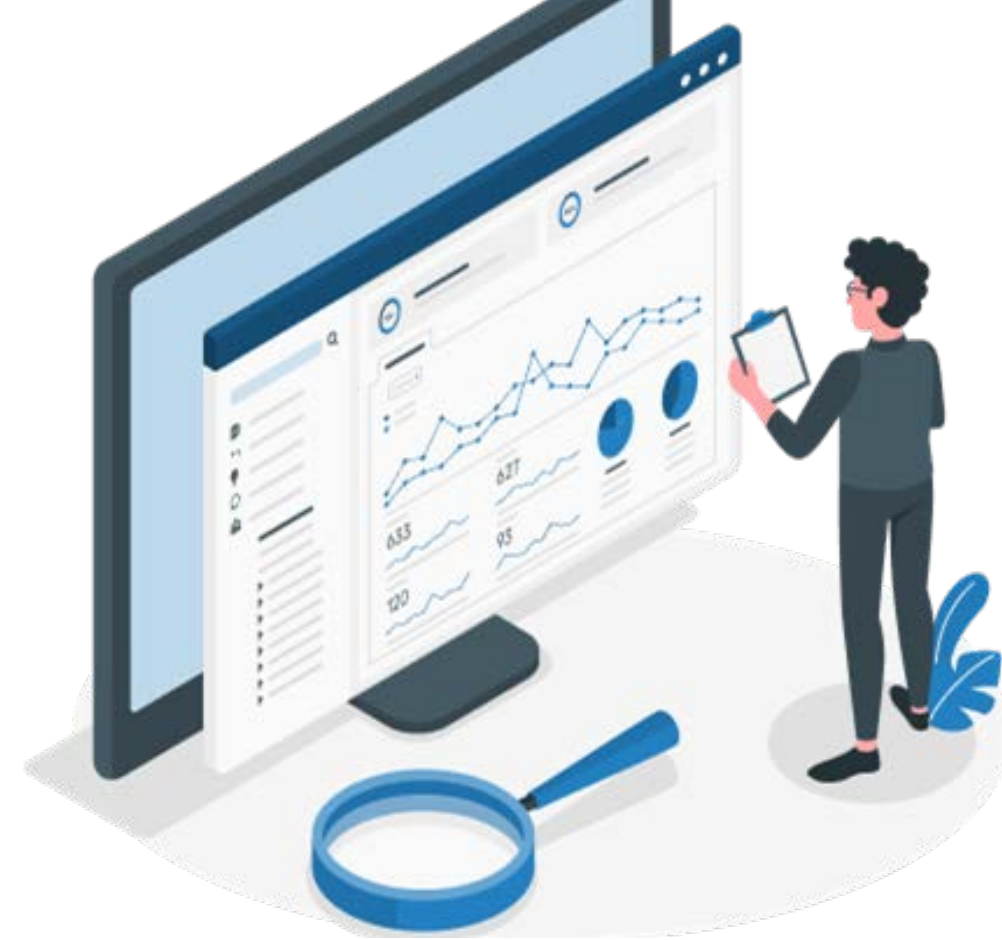ECI Leading Edge

Quantifying ESG Risk to Drive Performance

COMPLIANCE**LINE**

Bob Martineau
Senior Partner at FINN Partners

Worked with companies in the utility, automotive, pulp and paper, food products, chemical and health care sectors to help analyze and problem solve a wide variety of environmental and energy issues and manage risk. I have partnered with clients to help them develop, implement, and then communicate their efforts on these issues with customers, employees, investors, regulatory agencies, advocacy groups and other stakeholders. I believe in giving back and have served on and as board chair of several different nonprofit groups as well as mentoring young professionals.I am a lawyer by training and bring three decades of experience in environmental, energy, and sustainability related experience in both the public and private sector. I started in private practice working on a wide variety or air, water and waste issues for manufacturing and utility clients. I worked at EPA headquarters in D.C. in the Office of General Counsel and then became a partner at Waller, a major law firm in Nashville for over a decade. In 2011, I was appointed by the Governor of Tennessee as the commissioner of the state environmental agency. While in that role I was also elected by my peers to serve as the head of the organization of state environmental agency heads. FINN's growing practice in the environment, energy and sustainability and the opportunity to work with talented professionals in a collaborative environment, doing great work for amazing clients is what brought me here.

Nick Gallo
Chief Servant, Co-CEO ComplianceLine

Nick Gallo, Chief Servant and Co-CEO of ComplianceLine, is the only millennial CEO of a compliance company. He has worked with and analyzed hundreds of organizations over his career in advisory services, private equity, and compliance, and has seen first-hand the transformative impact compliance and culture can have on generating sustainably superior results.

Gio Gallo
Chief Development Officer, Co-CEO ComplianceLine

Giovanni Gallo lives his passion for seeing people thrive in the workplace. He helps develop ComplianceLine's workforce and solutions which enable compliance professionals to be more effective in their jobs, so they can successfully protect their teams and meaningfully serve their missions.

COMPLIANCE**LINE**

> " The greatest threat to our planet is the belief that someone else will save it.
> -Robert Swan, OBE

The Opportunity for E&C

This is a once in a lifetime opportunity for Ethics and Compliance Professionals to create something incredible.

YOU WRITE THIS STORY

The office of "No" has an opportunity to rebrand and become the office who sets the tone for the future. You are now responsible for:

- Attracting Investors
- Ensuring Healthier Planet
- Attracting and retaining top talent
- Increasing overall portfolio value

COMPLIANCELINE

The Possibilities are *Endless*

Take a different approach, with fewer risks of failure

YOU LEAD THE CHARGE

A cross-departmental program without clear regulations or policies is new. But this is the strategic opportunity E&C leaders have been waiting for. Some new flexibility and fresh approaches will guide you:
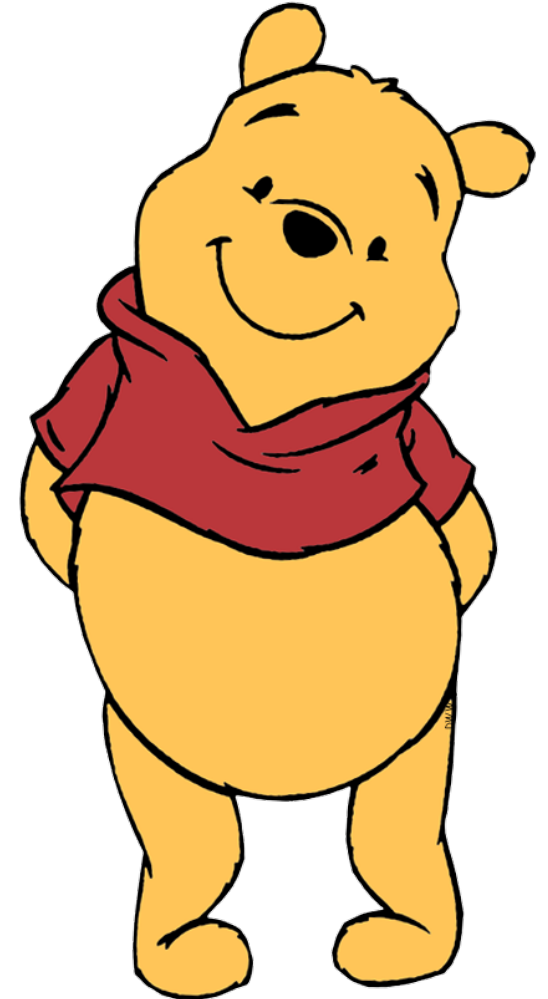
- Coalition Building
- Continuous Improvement
- A New Type of Leadership

COMPLIANCELINE

Take a deep breath, You Got This.

"You are braver than you believe, stronger than you seem, and smarter than you think."

Determine your baseline.

- Does your company already have a plan/measurements/goals?

- Who owns the things you are already measuring?

What matters to your company?

Spell out your overall goals

- Include your Stakeholders (this can include investors, shareholders, owners, etc..)

- What does success look like in the long run?

- Do you have financial and timeline targets/restraints?

COMPLIANCE**LINE**
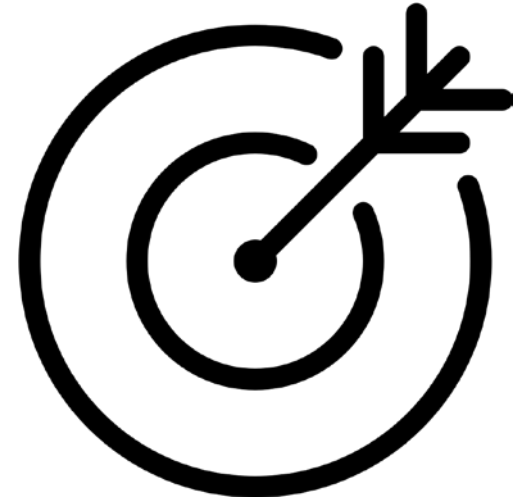
Take your goals into workable metrics

Identify your viable opportunities

- Look at your goals and pick metrics within the E, S, and G that make sense for your business.

- Use your historical data (from HRIS system or other internal databases) to set up a data set to work with. Go back 2, 3, 5+ years if you have it.

Build out a full reporting plan

Set your cadence and assign your key players.

- Build out a scorecard with objectives, performance metrics and targets

- Make sure there are people and departments assigned to each metric

- Measure your trends and reevaluate your strategy for all objectives that start to trend in the wrong direction

"

It is the greatest of all
mistakes to do nothing
because you can only do
little. Do what you can.
-Sydney Smith

"

COMPLIANCE**LINE**

For the next level plan

Assemble your dream team & fine tune your budgets.

- Decide if your team will be comprised of internal staff or if you will outsource some or all of the tasks to a consultant.

- Do an ROI Analysis. Are you looking for direct financial impact? Capital Improvements? Attracting investor stakeholders?

COMPLIANCE**LINE**
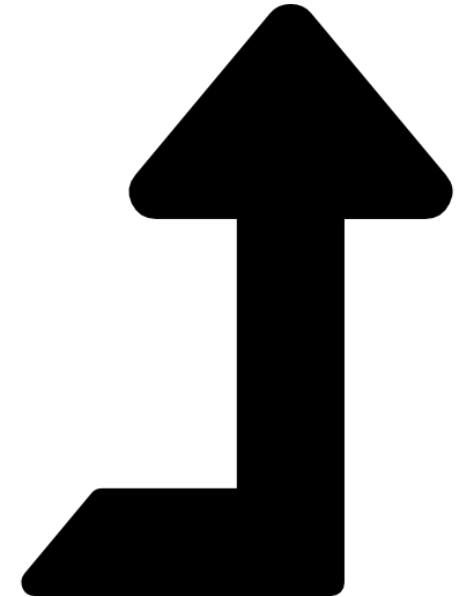
Questions?

2020 YEAR IN REVIEW

In the face of a challenging year, Edison International delivered on our clean energy strategy, while continuing to foster a diverse, equitable and inclusive work environment.

Climate Change

Reimagining the Grid
white paper published by SCE to outline grid investments needed to deliver 100% carbon-free power by 2045

1,360 MW
of energy storage contracts signed by SCE through two landmark procurements

1,442
new charge ports installed through SCE's Charge Ready program

2,200 MW
renewable energy agreements advised on by Edison Energy[1]

77 MW
distributed energy resources (DERs) advised on by Edison Energy

Diversity, Equity & Inclusion

$1M
committed in shareholder funding to advance racial equity in communities over five years

7 of 11
Board directors diverse in terms of gender, race, ethnicity and/or LGBTQ self-ID

10
new diversity, equity & inclusion (DEI) commitments made to measure and improve DEI progress

Operational Excellence

16%
lower average monthly residential bill compared to national average; lowest system average rate among California's investor-owned utilities

960+ miles
overhead power lines replaced with insulated wire and

6,090
new fire-resistant poles added by SCE to harden infrastructure, exceeding 2020 targets

2/3
workforce transitioned to remote work environment with minimal business disruption and essential workers doing necessary infrastructure maintenance protected

100%
service disconnections suspended by SCE and bill relief provided to SCE residential and small business customers in response to COVID-19

Edison International's Year in Review infographic lays out great highlights of their ESG initiatives, focusing on the aspects that matter most to their business (sustainability and diversity/inclusion)

[1] Edison Energy is not the same company as Southern California Edison, the utility, and Edison Energy is not regulated by the California Public Utilities Commission.

What are the SDGs?

SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a universal blueprint for prosperity for people and the planet, now and into the future. They represent the collective actions the world can take to address the most pressing issues we face as a global community — inequality, injustice, poverty and climate change.

The 17 SDGs are interconnected. Contribution to one SDG will affect outcomes in others, therefore sustainability initiatives must balance social, economic and environmental aspects.

These Global Goals recognise the synergies between improving economic prosperity, health, education and the environment, to set society on a transformative path towards a more resilient and sustainable future.

Our prioritisation process

While we recognise that our business impacts all 17 SDGs to varying degrees, we evaluate our primary contribution[1] by:

- Connecting our long-term targets and annual progress to SDG targets
- Analysing the 169 SDG underlying targets and connecting them to our material focus areas and future strategic direction

The six goals and 12 targets that resulted from this prioritisation represent where AstraZeneca has the greatest capacity for impact and action.

See **Sustainability Data Summary** for more detailed information.

Why they matter

SDG 3
Good health and wellbeing

COVID-19 has shown the vulnerability of many global systems in a crisis setting, resulting in the loss of human life and widespread economic downturn. Both communicable pandemics[2] and non-communicable diseases (NCDs)[3] are projected to increase, and health systems will need to become more resilient to continue to provide services to those in need. Furthermore, NCDs kill more than 41 million people each year, which is equivalent to 71% of all deaths globally.[4]

SDG 5
Gender equality

Supporting women is essential to promote health and enhance business performance. Women's equality in the workplace could add as much as $28 trillion to global annual gross domestic product by 2025.[5] If business as usual is maintained, it would take 202 years to achieve gender equality in the workplace.[6]

SDG 8
Decent work and economic growth

Inequality is rising globally and there are not enough jobs to keep up with a growing labour force. Although COVID-19 offers opportunities to improve work-life balance through reduced business travel and remote working, it has also accelerated and exacerbated existing work inequalities, especially for the most vulnerable. Certain groups — such as workers with disabilities, women and migrants, among others — face significant obstacles in accessing decent work and may be particularly at risk of abuses.[7]

SDG 12
Responsible consumption and production

Economic and social progress over the last century has been accompanied by environme[...] degradation that is endangering the systems u[...] which our future development and survival dep[...] Production and consumption patterns need to [...] change so as not to lead to further degradatio[...] of the planet.[8]

SDG 13
Climate action

Climate change affects every aspect of human existence, from access to water and food, to severe weather events and pollution, resulting health issues. Even with widespread restrictio[...] upon travel and huge shifts in energy demand around the world, emissions reductions in 2020 were not enough to keep warming to 1.5°C in the future.[9]

SDG 17
Partnership for the goals

No one industry or actor alone is sufficient to address the converging health and climate crises. A multitude of actions, initiatives and investments are necessary. The more coordina[...] and mutually reinforcing these efforts are, the higher the likelihood of setting society on a transformative path towards a more resilient fu[...]

AstraZeneca does a good job tying initiatives to the United Nations 17 Sustainable Development Goals (SDGs), which are "a universal blueprint for prosperity for people and the planet, now and into the future."

Our primary SDG contributions

SDG 3 | Good health and wellbeing

3.4 Reduce premature mortality from NCDs

Over 25 million people reached through Access to healthcare programmes,[10] since 2010. 2025 target is 50 million.

3.6 Halve the number of global deaths and injuries from road traffic accidents

46% reduction in the vehicle collision rate of our workforce since 2015. 2025 target is 55%.

3.8 Achieve universal health coverage

Over 3,340 health facilities activated or partnered since 2015.

3.c Increase the health workforce in developing countries

Over 132,000 healthcare workers trained[10] since 2010. 2025 target is 170,000.

SDG 5 | Gender equality

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

46.9% of senior middle management roles and above held by women, up from 45.4% in 2019. 2025 target is 50%.

50.5% of all AstraZeneca employees are women, up from 50% in 2019.

35.7% women representation on Board of Directors, up from 33.3% in 2019.

SDG 17 | Partnership for the goals[11]

17.17 Encourage and promote effective public, public–private and civil society partnerships

Patron sponsor for the United Nations' Goal 3 action platform, Healthy People Healthy Planet.

Committed to the United Nations Women's Empowerment Principles.

Signatories of the United Nations Global Compact (UNGC) since 2010 and joined as Participants in 2018.

UNGC's Our Only Future member.

SDG 8 | Decent work and economic growth

8.8 Protect labour rights and promote safe and secure working environments for all workers

64% reduction in reportable injury rate from 2015 baseline. 2025 target is 75%.

SUSTAINABLE DEVELOPMENT GOALS

SDG 13 | Climate action

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

60% reduction in Scope 1 and 2 emissions from 2015 baseline. 2025 target is 100%.

3% increase in Scope 3 emissions from 2015 baseline. 2030 target is to be carbon negative.

SDG 12 | Responsible consumption and production

12.2 Achieve the sustainable management and efficient use of natural resources

20% reduction in water use since 2015. 2025 target is to maintain absolute water use at 2015 baseline levels.

67% of active pharmaceutical ingredient (API) syntheses met resource efficiency targets since 2015, up from 50% in 2019. 2025 target is 90%.

12.4 Achieve the environmentally sound management of chemicals and all wastes, and reduce their release to air, water and soil

100% of API discharges from AstraZeneca sites assessed as safe and 94% from suppliers.[12]

12.5 Reduce waste generation through prevention, reduction, recycling and reuse

2% reduction in our waste since 2015. 2025 target is 10% below 2015 baseline.

40% of total waste is recycled, down from 44% in 2019.

12.6 Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle

61.3% of critical manufacturing suppliers disclosed their energy, waste and water footprint, up from 60.7% in 2019.

See **Sustainability Data Summary** for full metrics and methodology.

AstraZeneca cont. They tie result to each of the goals their operations and commitments focus on. Good metrics and overview of their prioritization process/ framework included here as well.

AT&T does a great job of laying out their goals by topic area, along with timeline and progress toward goal to provide additional credibility to each initiative.

ESSENTIAL
TOUCHPOINTS

shareholders, discussing topics such as our corporate strategy and commitment to ESG issues.

to buy or recommend, and willingness to give AT&T the benefit of the doubt in difficult times.

Ongoing stakeholder engagement is a critical part of our work and governance, helping us anticipate emerging risks and opportunities, and adapt to change.

Organizations across AT&T – such as CSR, external affairs, investor relations and finance – participate in regular dialogue and structured collaboration throughout the year with stakeholder groups including: AT&T employees, business and consumer customers, investors, suppliers, distributors, government and non-government organizations, as well as programmatic and community organizations.

Every 2 – 3 years, we conduct a formal assessment that engages thousands of internal and external stakeholders to identify and prioritize our company's most significant ESG impacts and focus areas. In Q4 2019, we concluded our most recent company-wide assessment.

This process provides valuable insight into how AT&T should align our resources, reporting and communications. And we supplement this effort by continuously monitoring emerging ESG issues and current events, adjusting our programs and resources, as appropriate.

Leadership Oversight

The results of our ongoing stakeholder engagement efforts are reported to the CSR Governance Council, senior company officers and the Public Policy and Corporate Reputation Committee of the AT&T Board of Directors. The insights gained help guide our corporate responsibility strategy and goals, improve business operations and policies, ensure transparent reporting and prioritize programmatic investments and collaboration across the business.

Learn more about the findings from our latest stakeholder assessment at about.att.com/csr/reporting.

Stakeholder Assessment Tier 1 Priorities

- Privacy
- Network quality & reliability
- Technology innovation
- Affordability & accessibility
- Talent attraction, engagement & retention
- Building digital skills
- Network data & security
- Employee diversity, equality & inclusion
- Energy efficiency & renewables
- E-waste & product end-of-life management
- Climate change & GHG emissions

- Environmental
- Governance/ Economic
- Social
- Workforce

27

AT&T's Stakeholder Prioritization framework ties each initiative to one of 4 ESG-related areas, along with commentary around how each is handled.

Employee Training

Employee training on corporate social responsibility (CSR).

	Course completions	Completion hours	Percentage of employee completions vs assigned
	2020		
Active Shooter 2.0	14951	5554	87%
Antitrust Essentials	354	353	85%
Avoiding Insider Trading	253	117	90%
Berry Global Code of Business Ethics	19767	8066	92%
CA Transparency in Supply Chain Act	420	138	>99%
Cybersecurity	4447	1943	100%
Global Anti-corruption	1644	1136	92%
Safety Absolutes	15753	4577	92%
Sexual Harassment	15325	7735	90%

As part of our non-compliance training, an additional 18,175 online courses were completed across 4,833 hours by 3,132 participants, and there were 2,714 completions of in-person training (ILT) across 2,602 hours by 788 participants. 30,704 eLearning courses on safety were completed, as well as 11,237 courses on self development.

Berry dives deep on its Corporate Social Responsibility training, outlining completion rates, courses taken, and hours of training by each training type.

ENTERPRISE RISK MANAGEMENT

Our enterprise risk management (ERM) approach is designed to inform the strategic and business planning processes through identification, detection, prevention and mitigation of risks that could impede the achievement of the Company's strategic objectives and business goals. A priority in our approach is to connect the ERM process with strategic planning and corporate responsibility initiatives to ensure the sustainability of the enterprise.

ESG Materiality Assessment	Strategic Planning	Risk Inventory	Risk Assessment	Risk Management	Corporate Responsibility Report
Stakeholder assessment and sustainable development goals	Specification of strategic initiatives that consider ESG priorities	Identification of risks to and of each strategic initiative	Prioritization of risks to be monitored / managed	Monitoring and management of risks through documented plans	Summary of ESG-related accomplishments

Integrated, Strategic Workflow

The ERM committee is comprised of senior-level leaders from each of the functional areas of the company working in concert with our Global Leadership Team and Board. The ERM committee is charged with pursuing a holistic, consolidated risk management approach for all risk classes, including strategic, operational, financial and compliance. The ERM committee has adopted a common risk management language, process, and metrics that are designed to inventory, assess and rank unmitigated and mitigated risks so that the leadership team can determine the appropriate response and mitigation strategies in alignment with the Company's risk appetite. This comprehensive risk management process allows for effective risk management and efficient capital allocation, and fosters a risk-aware culture embedded into daily operations across the organization at all levels.

Cooper Standard's ERM overview at the start of their ESG report provides an integrated framework, lending credibility to their statement and results.

		2020	2019	2018	2017
WINNING IN THE WORKPLACE					
Workforce Demographics	**% U.S. Workforce by Age**				
	Under 30	19%	20%	20%	18%
	30-50	44%	43%	43%	44%
	Over 50	38%	37%	37%	38%
	Not disclosed	0%	0%	0%	0%
Workforce Health & Safety	Total Recordable Incident Rate (employees & contractors / workers)	0.32	0.50	0.58	0.50
	Lost Time Incident Rate (employees & contractors / workers)	0.11	0.25	0.25	0.21
	# of Fatalities	0	0	0	0
	% of locations with 0 incident rate	29	19	19	20
	% of facilities ISO 45001 certified	24.7%	24.7%	17%	-
Community Involvement (since 2013)	# of charities supported	125+	120+	100+	100+
	# of countries participating in community engagement	18	18	18	16
	Annual contributions (millions, approximately half from employee engagement)	$0.7	$1.5	$2	-
	Total contributions (millions, approximately half from employee engagement)	$14.2	$13.5	$12	$10
	# of community engagements held	37,000+	35,000+	28,000+	20,000+
ENHANCING PRODUCT VALUE					
Innovation, Materials & Product Lifecycle	**Innovation**				
	# of patents	23	23	39	22
	% research & development spend	4.3%	3.7%	3.4%	3.5%
	Major innovations introduced to market	16	11	10	9
	Product Lifecycle				
	% revenue from products that provide resource efficiency benefits during their use phase	$520M / 22%	$424M / $14%	-	-
	% of products with resource-use benefits for customers or consumers	8%	5%	-	-
Product Quality & Safety	**Product Quality**				
	# of recalls issued	0	0	1	0
	# of units recalled	0	0	48,990	0
	# of voluntary recalls	0	0	0	0
	# of involuntary recalls	0	0	1	0
	Fines associated with false marketing / advertising	$0	$0	$0	$0
	# of violations for non-conformance w/ labeling or marketing regulation	0	0	0	0
Customer Satisfaction	**Customer Scorecards**				
	% negative	3.7%	7%	-	-
	% positive	96.3%	93%	-	-
RESPONSIBLE BUSINESS					
Board of Directors	Total Directors	10	10	9	9
	# of Independent Directors	9	9	7	7
	% Independent Directors	90%	90%	77.8%	77.8%

Cooper Standard's supplemental ESG metrics pdf lays out a ton of great metrics across several different categories, comparing year-over-year performance. Great ideas here.
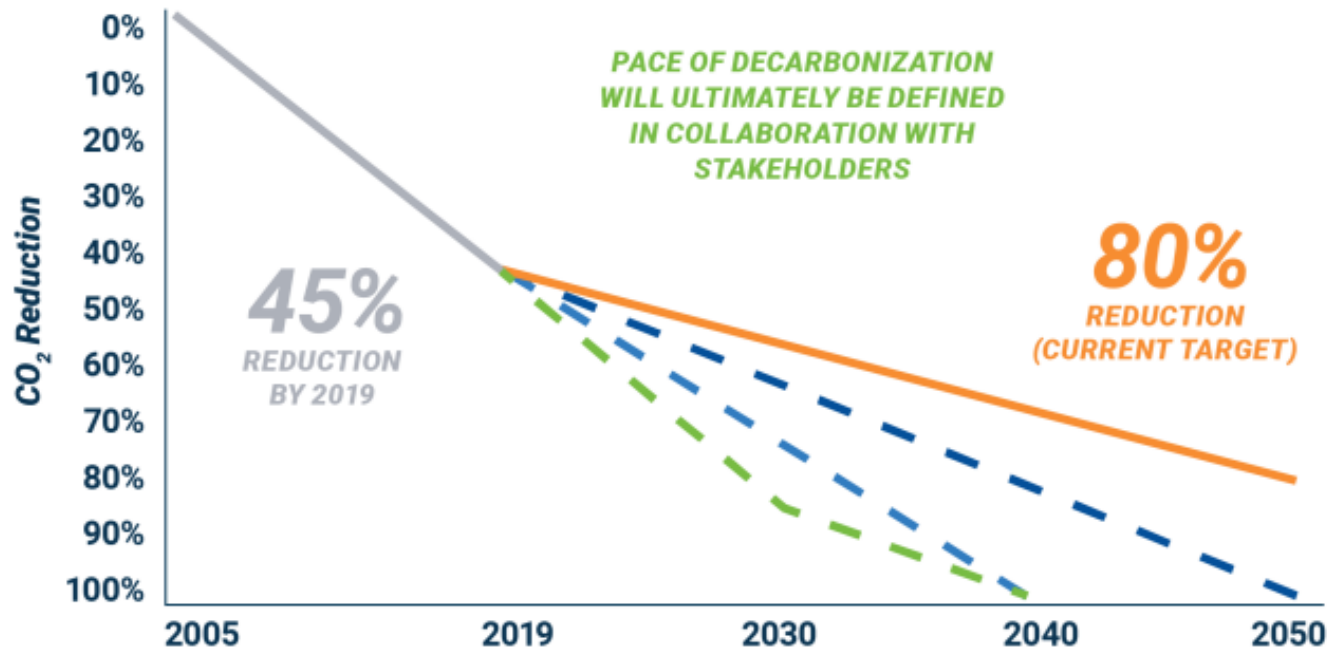
Governance structure

Ericsson's Governance structure graphic is simple, yet conveys a lot of great information that speaks to their commitment to a proper governance structure in a complex operation that spans dozens of countries and jurisdictions.

Sustainability Transformation Plan (STP)

Reliability – We're listening, learning and taking action investing in strengthening the grid, while continuing to balance the different types of power plants we use to make your power, so we're not overly dependent on any one source of fuel.

Evaluating our digital customer service options to develop better ways to stay connected with our customers.

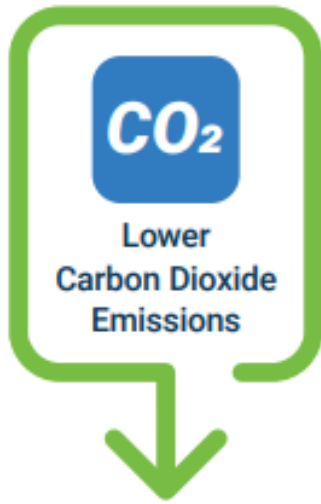### Working to Reduce CO_2 Emissions by 85% by 2030 from 2005 Levels

PACE OF DECARBONIZATION WILL ULTIMATELY BE DEFINED IN COLLABORATION WITH STAKEHOLDERS

45% REDUCTION BY 2019

80% REDUCTION (CURRENT TARGET)

Targets vs. 2005 levels; potential 100% CO_2 emission reduction targets dependent on commercialization of new technologies
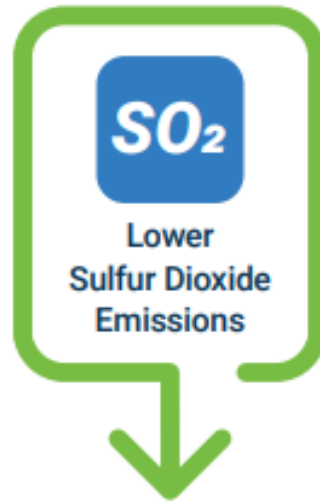
Evergy's Sustainability Transformation Plan is laid out in a really clever way, showing a range of potential outcomes across a number of different paths to their energy reduction target.

Creating a Lower Carbon Future

Current reductions compared to 2005.

CO_2
Lower Carbon Dioxide Emissions

DOWN BY ABOUT 40%

SO_2
Lower Sulfur Dioxide Emissions

DOWN BY 98%

NO_x
Lower Nitrogen Oxide Emissions
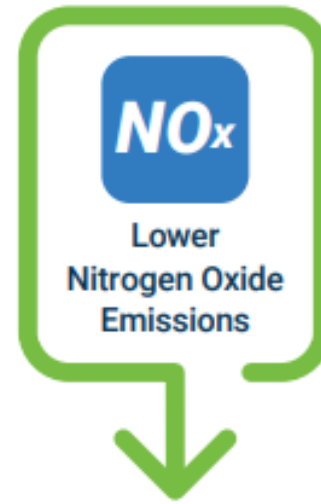
DOWN BY 87%

Evergy also do a really a really great job of highlighting their wins and progress from 2005 levels

2019 ECONOMIC IMPACT

$115.8 million
Total spend with small and diverse suppliers

$196.6M
Production impact of our program
Cumulative revenues of all businesses impacted through the program.

1,403
Jobs Supported
Jobs supported within the supply chain and in the suppliers' communities.

$66.8M
Wages Supported
Cumulative earnings of the employees in the jobs supported through the supplier diversity purchases.

$56.0M
Taxes Generated
Taxes generated in local, state and federal taxes.

Evergy's commitment to small and diverse suppliers is also highlighted in this infographic, which shows taxes generated, jobs supported, and production impact (i.e., spend) across this group.

UN Global Compact

Alignment Index

As part of their commitment to the Global Compact, corporations have a responsibility to: uphold human rights in the workplace and more broadly within their sphere, to protect the environment and serve their employees and communities in a fair and equitable way. The following principles show our Communication on Progress (COP) to the United Nations Global Compact (UNGC)

1 Businesses should support and respect the protection of internationally proclaimed human rights.

POLICY & IMPLEMENTATION ALIGNMENT

Human Rights Policy

Code of Business Conduct and Ethics

Mission / Vision / Values

PTO Policy

Business Partner Code of Conduct

2 Businesses should ensure that they are not complicit in human rights abuses.

POLICY & IMPLEMENTATION ALIGNMENT

Code of Business Conduct and Ethics

Business Partner Code of Conduct

3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

POLICY & IMPLEMENTATION ALIGNMENT

About our Company

4 Businesses should uphold the elimination of forced or compulsory labor.

POLICY & IMPLEMENTATION ALIGNMENT

Human Rights Policy

Business Partner Code of Conduct

5 Businesses should uphold the effective abolition of child labor.

POLICY & IMPLEMENTATION ALIGNMENT

Human Rights Policy

Business Partner Code of Conduct

6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.

POLICY & IMPLEMENTATION ALIGNMENT

Prohibitions of Discrimination and Harassment Policy

Code of Business Conduct and Ethics

Business Partner Code of Conduct

Diversity, Equity & Inclusion Council

Supplier Diversity Policy

7 Businesses should support a precautionary approach to environmental challenges.

POLICY & IMPLEMENTATION ALIGNMENT

Graebel Companies Environmental Policy

Business Partner Code of Conduct

ISO 14001 Environmental Management System (General) Graebel Movers International, Inc. - Aurora, CO

Agile Work Policy

Remote Work Policy

8 Businesses should undertake initiatives to promote greater environmental responsibility.

POLICY & IMPLEMENTATION ALIGNMENT

Graebel Companies Environmental Policy

Business Partner Code of Conduct

Graebel Commitment to The Climate Pledge

Agile Work Policy

Remote Work Policy

9 Businesses should encourage the development and diffusion of environmentally-friendly technologies.

POLICY & IMPLEMENTATION ALIGNMENT

ISO 14001 Environmental Management System (General) - Graebel Movers International, Inc. - Aurora, CO

Agile Work Policy

Remote Work Policy

10 Businesses should work against corruption in all its forms, including extortion and bribery.

POLICY & IMPLEMENTATION ALIGNMENT

Code of Business Conduct and Ethics

Business Partner Code of Conduct

Conflict of Interest

Sanctioned Countries Policy

TRACE International

Graebel shows its commitment to the UN Global Compact by tying their policies to different element of the UNGC to "uphold human rights in the workplace,… to protect the environment and serve employees in a fair and equitable way."

Materiality:
Choosing our focus areas

| HIGH-LEVEL MATERIAL TOPICS | KEY CHALLENGES | IKEA FOCUS AREAS | IKEA COMMITMENTS |

Health & well-being
Life at home & work impact

⚠ Unsustainable consumption

Healthy & sustainable living

- Inspiring and enabling people to live healthier, more sustainable lives
- Promoting circular and sustainable consumption
- Creating a movement in society around better everyday living

Resource efficiency
Climate footprint

Material use
Sourcing
Production impact
Logistics impact
Operations impact

⚠ Climate change

Circular & climate positive

- Transforming into a circular business
- Becoming climate positive
- Regenerating resources, protecting ecosystems, and improving biodiversity

People & Planet Positive

Human rights
Decent work
Social impact

⚠ Inequality

Fair & equal

- Providing and supporting decent and meaningful work across the value chain
- Being an inclusive business
- Promoting equality

The People & Planet Positive Strategy is structured based on material topics. These are considered the most important sustainability issues in terms of the ability of the IKEA business to have an impact.

When we developed the strategy, we looked at what stakeholders expected from us and where they could see us making the biggest positive changes. As an outcome, we clustered the identified material topics into three major challenges: unsustainable consumption, climate change, and inequality.

To ensure we keep an outside-in perspective, we receive ongoing input to the materiality process from, for example, stakeholders, reports, advisory boards, sustainability council meetings, and new partnerships, all of which help us develop. Read more on page 77.

In FY20, we started developing a sustainability performance framework to enable reporting for the next decade leading up to 2030. Even though progress was made during FY20, we had to adapt our original plan due to COVID-19. The work to develop the framework continues in FY21.

Ikea frames its materiality framework in a clear and concise way, tying high-level topics to their commitments across focus areas that are germane to their business