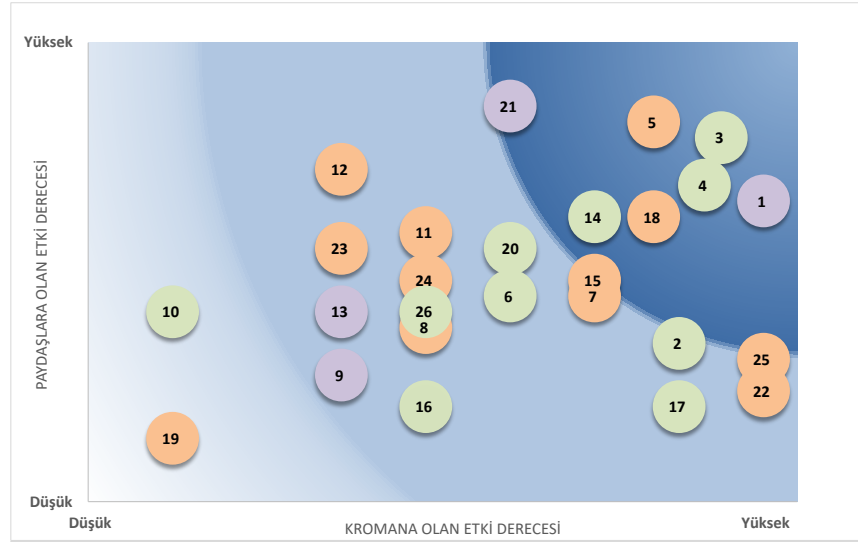


SUSTAINABILITY MATERIALITY MATRIX



Çevresel Etki			
2	Natural Resources (Energy management, water management)	14	CO2 footprint
3	Compliance with environmental permit/license (Emissions)	16	Transport
4	Compliance with environmental permit/license (Water management)	17	Primary Material Use and Materials Efficiency
6	Wastes, by-products	20	Environmental impacts (noise/vibration)
10	Biodiversity and ecotoxicity	26	Climate Change

Sosyal Etki	
1	Financial and operating performance
9	Diversity and stability of economy
13	Creativity
21	Safe and healthy work environment

Ekonomik Etki			
5	Health and Safety	18	Natural Disasters
7	Supply chain	19	Epidemic/Pandemic
8	Training and educations	22	Carbon price increases costs
11	Ethical standarts (Including slave labour and child labour) and human rights	23	Contribution to the local economy
12	Transparency and accountability	24	Innovation
15	Employee relations	25	War



SUSTAINABLE DEVELOPMENT MATURITY MATRIX

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Principles and practice		Characteristics of the approach to sustainability in developing organizations		
		Immature	Maturity	
			Adequately engaged	Full engagement
Inclusivity	Stakeholder engagement and issue identification	• No issue identification.	• Issues that create a competitive advantage are addressed and used for publicity.	• Relationships with stakeholders nurtured through continued engagement and issues are clearly addressed.
	Key drivers	• Reactive: driven by regulatory, NGO, shareholder and/or investor pressures, and cost/return decisions.	• Sustainable development part of reputation/risk management.	• Proactive planning and seeking out opportunities.
Integrity	Leadership	• Adhere to at least one sustainable development standard.	• Stay apprised of changes in practice, standards and legislation.	• Lead the market sector on sustainability issues. • Sustainable development policy and objectives integrated with organizational purpose, vision and values.
	Managing risk	• Compliance by the book.	• Main risks identified and managed but possibly not integrated with sustainable development management system.	• Sustainable development policies fully integrated with risk management system. • Seek to adhere to the principles of risk management rather than simply do the minimum for compliance.
Stewardship	Sustainable development culture	• See sustainable development as a PR issue only. • Only implement sustainable development initiatives with low cost/impact.	• See a business advantage in sustainable development but still PR/marketing focused. • Develop internal/external education programme.	• Culture of sustainable development embedded at all levels. • Share know-how outside organization.
	Building capability	• Grant employees statutory rights only.	• Stimulate innovative learning and empower employees.	• Continual reappraisal and training, including training that builds capability for future expansion. • Recognize and reward innovation in sustainable development.
	Supply chain	• Lowest price suppliers. • Latest possible payment.	• Supplier rating based on technical compliance, cost and delivery time, and possibly sustainable development factors.	• Recognize that the supply chain has common long-term interests and take those into account. • Assistance given to lower tiers where necessary.
	Environmental assessment	• Minimal awareness. • Defensive posture.	• Education and training. • Apply environmental policies and external standards.	• Comprehensive environmental impact/risk assessment/audit, integrated in decision making and valued. • Prevention rather than cure approach.
Transparency	Review	• Conventional reporting only.	• Needs of stakeholders analysed.	• Periodic review and adjustment.
	Building confidence	• Minimal communication with stakeholders.	• Selective reporting to pre-determined ends.	• Stakeholders receiving regular and appropriate reporting. • Building understanding in the stakeholder community.