

MATURITY MAP

Sustainability factors integrated into finance's engagement with the board and executive management team

How far is sustainability integrated into regular board and executive management activities and decisions?

The maturity map is designed to help you to assess what you are currently doing and how you can advance to a leading position. It has been developed to capture the three key steps of engaging the board and EM on sustainability.

Category	Limited engagement with the board and EM	Moderate engagement with the board and EM	Comprehensive engagement of the board and EM
Prepare	<ul style="list-style-type: none"> Finance has started engaging with relevant teams to discuss sustainability and what it means for the organization. Finance recognizes what the macro sustainability trends are and their implications for the organization. The CFO and some EM members are aware of the strategic vision and business case for change. Finance has some level of understanding of the board characteristics and their implications for engaging the board. 	<ul style="list-style-type: none"> Finance understands how sustainability risks and opportunities affect long-term business performance and value creation. Finance works with or supports relevant teams to develop the business case for change and to understand how the requirements and expectations of stakeholders and communities on sustainability affect the organization. The CFO and all EM members are aligned on the strategic vision and can articulate the business case for change. Finance knows how to leverage some of the board characteristics to engage the board more effectively. 	<ul style="list-style-type: none"> Finance takes on the role of an enabler and actively embeds environmental and social factors into business and financial decision making. Finance actively supports other teams to embed sustainability into day-to-day activities and processes. The CFO and all EM members are accountable for implementing a sustainable business strategy and for meeting sustainability targets. Finance actively supports building a sustainability-competent board and considers all the board characteristics when preparing for engaging the board.
Engage	<ul style="list-style-type: none"> Finance works with other teams to solicit support from the more relevant or 'on side' EM members on sustainability. The CFO has identified a few sustainability champions among the EM members. The CFO and some EM members have started to engage the board on the business case for change, highlighting the risk of inaction, and the regulatory requirements and investor requests on ESG. 	<ul style="list-style-type: none"> Finance collaborates with other teams, eg sustainability, to ensure that they are aligned with the strategies and priorities being presented to the board. The CFO and EM sustainability champions leverage existing engagement channels and relationships they have with the board to discuss environmental and social matters more regularly. There is buy in from the board and finance can draw on the expertise of a few board members when discussing sustainability. Finance has started measuring multicapitals and analysing their value to the organization. 	<ul style="list-style-type: none"> The CFO and all EM members are fully engaged on sustainability and there are regular cross-functional discussions on sustainability. The board is fully engaged, and finance can solicit input from across the board when discussing sustainability. Finance provides regular updates to the board on the implementation of a sustainable business strategy. Finance acts as a business partner across the organization, providing multicapital information and allocating resources to support the achievement of a sustainable business strategy.
Embed and improve	<ul style="list-style-type: none"> Finance has started to identify how sustainability may be embedded into regular board activities through their interactions with the board. Finance has begun discussions with other teams to articulate the broader changes that are necessary to embed sustainability across the organization. 	<ul style="list-style-type: none"> Finance is embedding sustainability into regular board activities through their interactions with the board and, where needed, supports other teams to do the same and ensures alignment. Finance collaborates with other teams to improve structures and processes so that sustainability can be embedded into regular board activities. Finance has established a mechanism to monitor the results of the associated board activities. 	<ul style="list-style-type: none"> Finance, together with other teams, have fully embedded sustainability into regular board activities such that the board fully considers sustainability in their decision making. Finance supports the board to have direct dialogues with investors, stakeholders, and communities about sustainability on a regular basis. Finance ensures that expected outcomes of associated board activities are established, reports on the results, and recommends improvements.
	Beginner	Intermediate	Leader