MATURITY MAP

Sustainability factors integrated into management information to enhance decision making

Does your management information (MI) process position your organization to respond to major environmental and social trends? If not, what is preventing this?

The maturity map is designed to enable you to assess what you are currently doing and how you can advance to a leading position. It has been developed as a way to capture the different dimensions of MI.

Limited	consideration	of	sustainability
in MI			

Moderate consideration of sustainability in MI

Full consideration of sustainability in MI

MI framework

- There is little or no integration of social and environmental factors within MI.
- MI provides limited indication of the linkages between different information types (qualitative versus quantitative, past performance versus future performance, sustainability versus financial).
- Sustainability information within MI is rarely used to drive decisions.
- There is some integration of social and environmental factors within MI.
- MI provides some indication of the linkages between different information types (qualitative versus quantitative, past performance versus future performance, sustainability versus financial).
- Sustainability information within MI informs decision making which creates value for shareholders.
- There is full integration of social and environmental factors within MI.
- MI provides a holistic view of performance and explains linkages between different information types (qualitative versus quantitative, past performance versus future performance, sustainability versus financial).
- Sustainability information within MI informs decision making which creates value for all stakeholders.

Control environment

- Social and environmental information is poorly controlled.
- The preparation of sustainability information and its integration into MI heavily relies on manual data analysis using excel spreadsheets or similar approaches.
- MI processes differ across geography, business unit and department.
- Financial, social and environmental information is well controlled, but the processes are managed separately.
- The preparation of sustainability information and its integration into MI uses a mixture of manual and automated systems.
- MI processes are similar across geography, business unit and department. There is a measurement handbook, but it is not always used.
- Financial, social and environmental information is all well controlled with the same process, people and systems.
- The preparation of sustainability information and its integration into MI uses integrated IT systems. It is connected and rationalized.
- MI processes are consistent across geography, business unit and department. There is a measurement handbook which is widely used and reviewed regularly.

- Reporting and developing insight
- Limited analysis of the needs of users is performed.
- Information is distributed through standardized reports.
- Some analysis of the needs of users is performed.
- Information is distributed through a mixture of standardized reports with some bespoke reporting.
- Extensive analysis of the needs of users is performed.
- Information is distributed depending on the needs of the particular stakeholder through a mixture of dashboards, reports and self service.

Beginner

Intermediate

Leader