



## **Double Materiality Assessment How To Guide**

### **DMA Guide Visuals**

# Double Materiality Assessment – 3 Document Framework

1



**Implementation Guide Document**  
Detailed methodology and instructions  
*CIBJO Double Materiality Assessment How To Guide*

- Step-by-step instructions
- Case studies
- Templates
- Appendices
- Best practices

2



**This Document: Visual Guide**  
Visual overview and process summary  
*CIBJO DMA How to Guide Visuals*

- 7-step process visualization
- Framework connections
- Resource planning
- Executive presentations
- Workshop tool

3



**Assessment Toolkit Spreadsheet**  
Interactive template and scoring tools  
*CIBJO DMA How to Guide Tools*

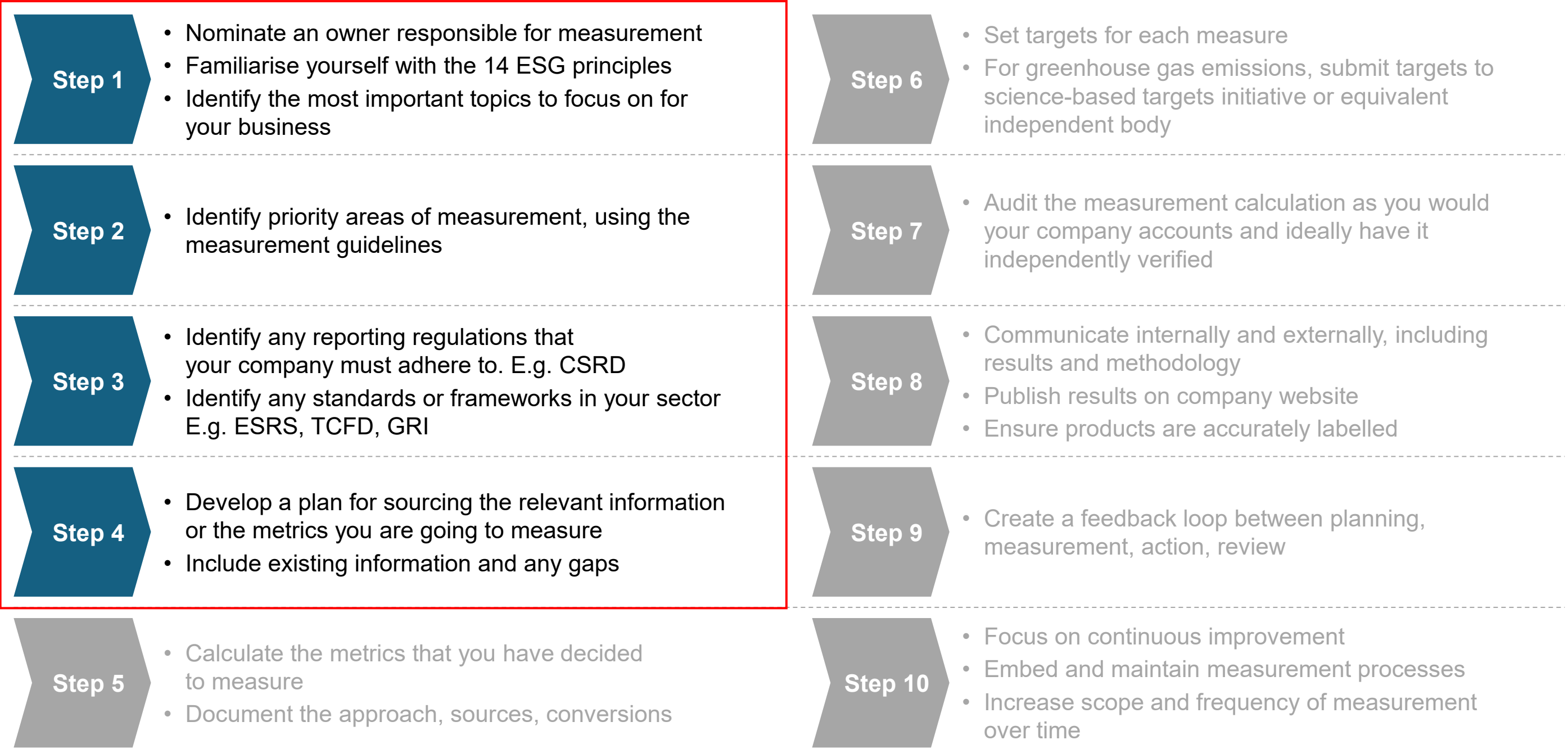
- Scoring templates
- Heat maps
- Topic lists
- Calculations
- Results summary



**Use this Visual Guide for:**

- Leadership briefings and stakeholder presentations
- Workshop facilitation and training sessions
- Quick reference during implementation
- Process overview and framework explanation

# Link to the CIBJO Measurement Guidelines 10 Steps



# The Business Case for Measuring ESG Performance is Strong

## Key & Co



### ESG makes financial sense

Public market data provides strong evidence<sup>1a</sup> that integrating material ESG factors leads to financial outperformance

- 2-7% p.a<sup>1b</sup>
- ~50% premium<sup>1c</sup>.



### ESG helps you run your business better (Value add)

Integrate ESG into existing processes: DEI initiatives and environmental considerations, among others, can deliver cost savings and add value.<sup>2</sup>



### Business owners, consumers and employees care (ESG sells)

Employees want to work for and consumers want to buy from 'sustainable businesses'. Business owners increasingly want to build this type of company.<sup>3</sup>



### The market expects ESG (Sales and exits)

Both when selling jewellery products AND when growing your business, ESG will be scrutinised as a top priority.<sup>4</sup>



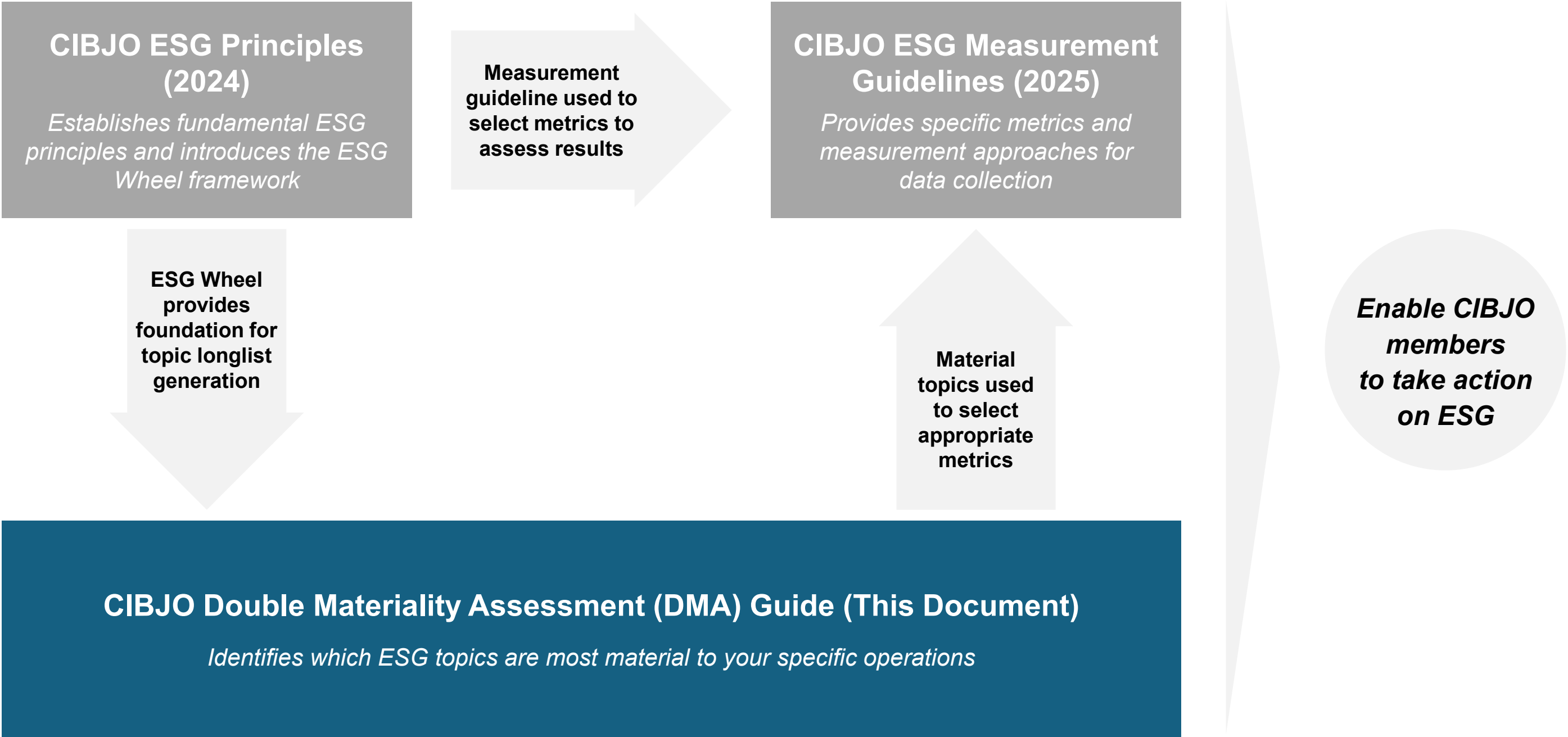
### Regulation and investors set the tone (Top down)

Regulatory requirements and investor demands are making ESG part of the 'licence to operate' for businesses.<sup>5</sup>



**Most important to SMEs**

# DMA Connection to CIBJO ESG Framework



# Definition of Double Materiality

Impact Materiality



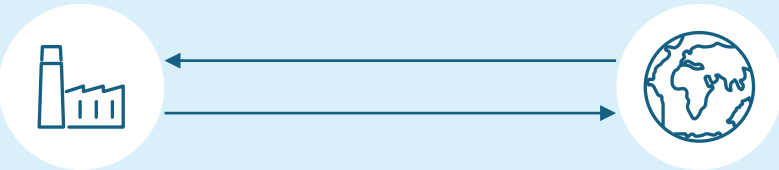
**Your impact on the world:** A sustainability topic or information is material if connected to actual or potential significant impacts on people or the environment over the short, medium or long term.

Financial Materiality



**World's impact on your business:** A sustainability topic is material if it triggers financial effects on the business, i.e. generates risks or opportunities that influence or are likely to influence future cash flows, and therefore the enterprise value, in the short, medium or long term.

Double Materiality



**Combined impact:** How ESG and sustainability factors impact a business and how a business impacts ESG and sustainability factors

Key components within the CSRD



Double Materiality



Plans and progress



Forward-looking & retrospective data



Value chain reporting



Digital tagging



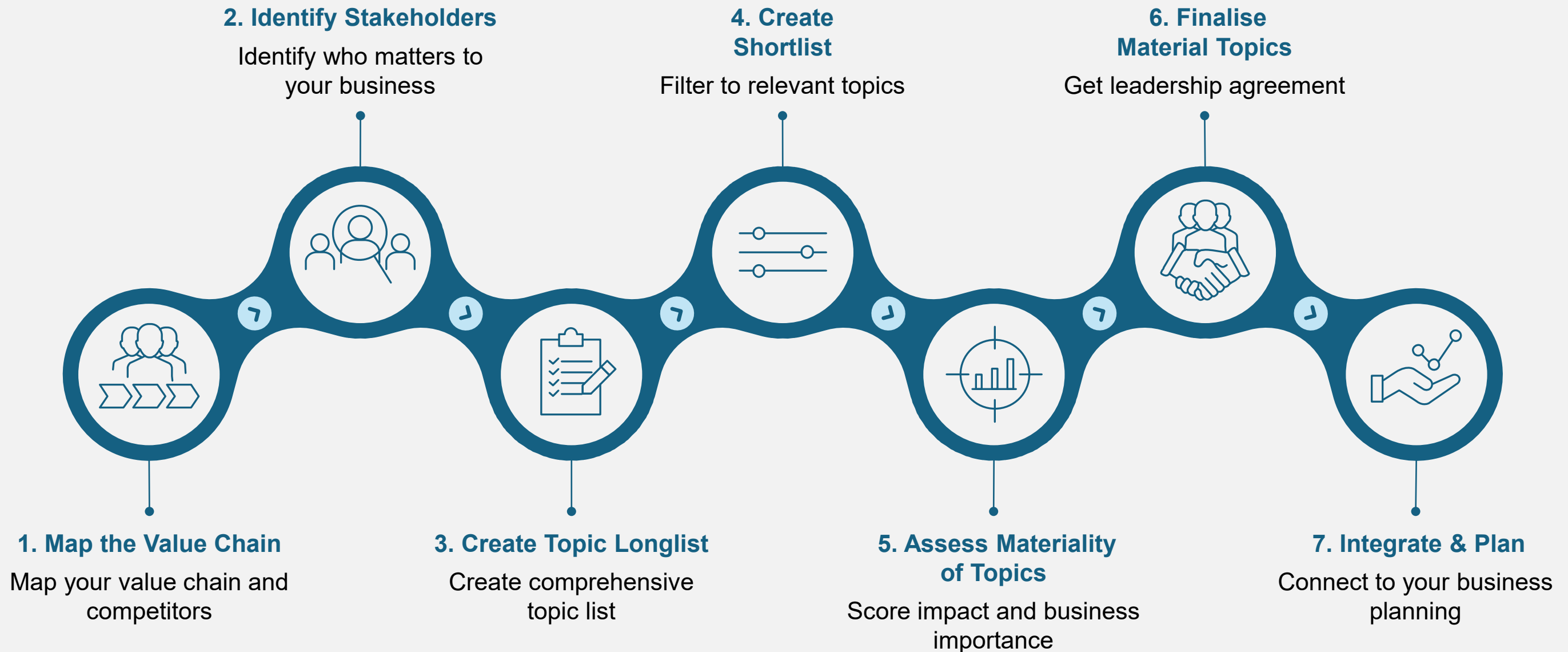
External assurance

# Choose your approach

Key & Co

|              | <div></div> <div>Micro-Business<br/>1-9 employees<br/>Quick Start</div> | <div></div> <div>SME<br/>10-499 employees<br/>Practical Approach</div>               | <div></div> <div>Large Enterprise<br/>500+ employees<br/>Enhanced Rigor</div>                                                                      |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What You Get | <ul style="list-style-type: none"><li>Simple priority list</li><li>Basic action plans</li><li>3-5 key topics</li><li>Internal focus only</li></ul>       | <ul style="list-style-type: none"><li>Heat map assessment</li><li>Structured templates</li><li>8-12 material topics</li><li>Stakeholder representatives</li></ul>       | <ul style="list-style-type: none"><li>Multi-criteria scoring</li><li>External stakeholder engagement</li><li>12+ material topics</li><li>Audit-ready documentation</li><li>Board-level governance</li></ul>                           |
| Best For     | <ul style="list-style-type: none"><li>Small family businesses</li><li>Solo artisans</li><li>Local markets</li><li>Limited resources</li></ul>            | <ul style="list-style-type: none"><li>Small and medium sized enterprises</li><li>Multiple locations</li><li>Value chain mapping</li><li>Customer requirements</li></ul> | <ul style="list-style-type: none"><li>Listed and privately owned companies</li><li>Global operations</li><li>Supply chain complexity</li><li>Customer requirements</li><li>Regulatory requirements</li><li>Investor demands</li></ul> |

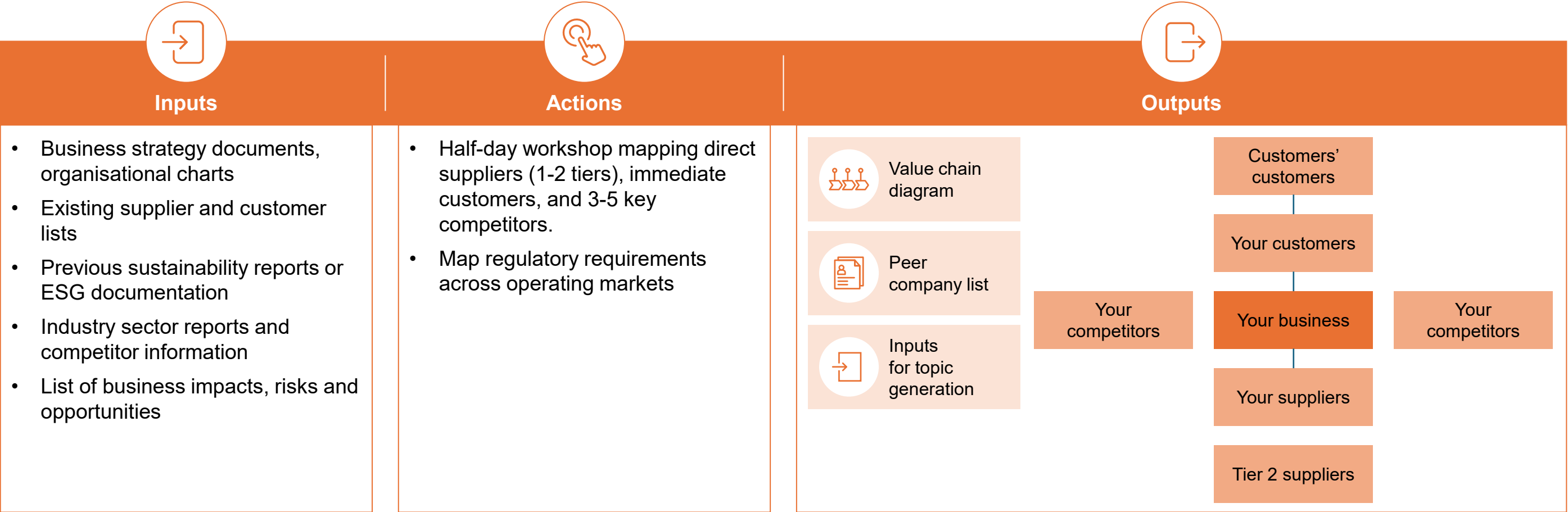
# The 7-step DMA process for SMEs





# SME Approach – Step 1 : Map the Value Chain

|                                                                                                         |                                                                                        |  |                                                                                                              |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------|
|  <b>Description</b>     | Map upstream and downstream relationships, and prepare foundation for topic generation |  |                                                                                                              |
|  <b>Who is Involved</b> | Sustainability lead, operations manager, one senior executive                          |  |  <b>Duration</b> 0.5 days |



# SME Approach – Step 2 : Identify Stakeholders

|                                                                                                         |                                                                                    |  |                                                                                                              |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------|
|  <b>Description</b>     | Map all relevant stakeholder groups and identify who can represent their views     |  |                                                                                                              |
|  <b>Who is Involved</b> | Sustainability lead, customer service manager, procurement lead, HR / finance reps |  |  <b>Duration</b> 0.5 days |

| <div></div> <div>Inputs</div>                                                                                                                                         | <div></div> <div>Actions</div>                                                                                                                                                                                                           | <div></div> <div>Outputs</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                       |                                                                                                                                                                                                                        |                          |                                                                                                                                                                                                                                                                  |                             |                                                                                                                                                                                                                   |                       |                                                                                                                                                                                                                          |                            |                                                                                                                                                                                |
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| <ul style="list-style-type: none"><li>Value chain map from Step 1</li><li>Organisational chart and business relationships</li><li>Previous stakeholder engagement records or customer feedback</li><li>Industry stakeholder mapping examples</li></ul> | <ul style="list-style-type: none"><li>Map all relevant stakeholder groups and identify who can represent their views, designating internal experts as stakeholder representatives</li><li>For example: Salesperson represents customers, compliance staff represents regulators, procurement represents suppliers</li></ul> | <table><tr><th>Type</th><th>Examples</th></tr><tr><td rowspan="4">Internal Stakeholders</td><td><ul style="list-style-type: none"><li>Board of Directors / Senior Leadership</li><li>Employees (all functions, geographies, levels)</li><li>Unions / Worker Representatives</li><li>Shareholders / Investors</li></ul></td></tr><tr><td rowspan="4">Value Chain Stakeholders</td><td><ul style="list-style-type: none"><li>Customers / End-Consumers</li><li>Business Customers / B2B Clients</li><li>Suppliers (direct Tier 1, indirect Tier 2/3)</li><li>Distributors / Retailers / Wholesalers</li><li>Logistics and Transport Providers</li></ul></td></tr><tr><td rowspan="4">Regulators and Institutions</td><td><ul style="list-style-type: none"><li>Regulators / Policymakers</li><li>Standards Bodies / Industry Associations</li><li>Financial Institutions, Banks, Insurers</li><li>Auditors / ESG Rating Agencies</li></ul></td></tr><tr><td rowspan="4">Societal Stakeholders</td><td><ul style="list-style-type: none"><li>Local Communities</li><li>NGOs / Advocacy Groups</li><li>Media and Opinion Leaders</li><li>Academia and Research Bodies</li><li>Future Generations / Youth Organisations</li></ul></td></tr><tr><td rowspan="3">Environmental Stakeholders</td><td><ul style="list-style-type: none"><li>Natural Environment and Ecosystems</li><li>Climate / Planetary Stakeholders</li><li>Resource Systems (forests, fisheries, ...)</li></ul></td></tr></table> | Type                                                                                                                                                                                                              | Examples                                                                                                                                                                                                                 | Internal Stakeholders | <ul style="list-style-type: none"><li>Board of Directors / Senior Leadership</li><li>Employees (all functions, geographies, levels)</li><li>Unions / Worker Representatives</li><li>Shareholders / Investors</li></ul> | Value Chain Stakeholders | <ul style="list-style-type: none"><li>Customers / End-Consumers</li><li>Business Customers / B2B Clients</li><li>Suppliers (direct Tier 1, indirect Tier 2/3)</li><li>Distributors / Retailers / Wholesalers</li><li>Logistics and Transport Providers</li></ul> | Regulators and Institutions | <ul style="list-style-type: none"><li>Regulators / Policymakers</li><li>Standards Bodies / Industry Associations</li><li>Financial Institutions, Banks, Insurers</li><li>Auditors / ESG Rating Agencies</li></ul> | Societal Stakeholders | <ul style="list-style-type: none"><li>Local Communities</li><li>NGOs / Advocacy Groups</li><li>Media and Opinion Leaders</li><li>Academia and Research Bodies</li><li>Future Generations / Youth Organisations</li></ul> | Environmental Stakeholders | <ul style="list-style-type: none"><li>Natural Environment and Ecosystems</li><li>Climate / Planetary Stakeholders</li><li>Resource Systems (forests, fisheries, ...)</li></ul> |
| Type                                                                                                                                                                                                                                                   | Examples                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                       |                                                                                                                                                                                                                        |                          |                                                                                                                                                                                                                                                                  |                             |                                                                                                                                                                                                                   |                       |                                                                                                                                                                                                                          |                            |                                                                                                                                                                                |
| Internal Stakeholders                                                                                                                                                                                                                                  | <ul style="list-style-type: none"><li>Board of Directors / Senior Leadership</li><li>Employees (all functions, geographies, levels)</li><li>Unions / Worker Representatives</li><li>Shareholders / Investors</li></ul>                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                   |                                                                                                                                                                                                                          |                       |                                                                                                                                                                                                                        |                          |                                                                                                                                                                                                                                                                  |                             |                                                                                                                                                                                                                   |                       |                                                                                                                                                                                                                          |                            |                                                                                                                                                                                |
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| Environmental Stakeholders                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>Natural Environment and Ecosystems</li><li>Climate / Planetary Stakeholders</li><li>Resource Systems (forests, fisheries, ...)</li></ul>                                           |                       |                                                                                                                                                                                                                        |                          |                                                                                                                                                                                                                                                                  |                             |                                                                                                                                                                                                                   |                       |                                                                                                                                                                                                                          |                            |                                                                                                                                                                                |

# SME Approach – Step 3 : Create Topic Longlist

Description

Create comprehensive list of potential sustainability topics using CIBJO Wheel, competitor analysis, and regulatory requirements

Who is Involved

Sustainability lead, operations manager, one senior executive

Duration

0.5 days

| <div><br/>Inputs</div>                                                                                                                                                                                                                    |                | <div><br/>Actions</div>                                                                                                                                                      | <div><br/>Outputs</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                       |       |                       |  |  |  |   |            |                                                        |                                                                         |                                                                       |       |               |   |                |                |                                                                                            |                                                                                                                                                                                                                                                                       |   |                       |     |     |     |     |     |     |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------|--|--|--|---|------------|--------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------|-------|---------------|---|----------------|----------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------|-----|-----|-----|-----|-----|-----|-----|
| <ul style="list-style-type: none"><li>CIBJO ESG Wheel categories (14 principles)</li><li>Business context from Step 1</li><li>Stakeholder perspectives from Step 2</li><li>3-5 competitor sustainability reports</li><li>Regulatory requirements for your jurisdiction</li><li>Industry standards and frameworks</li></ul> |                | <ul style="list-style-type: none"><li>Half-day workshop using CIBJO Wheel as foundation, reviewing competitor reports, mapping regulatory requirements, incorporating stakeholder input themes. Generate comprehensive list using structured approach</li></ul> | <div><div><div>Long list (50-100+ topics)</div><div>Source mapping</div><div>Link to CIBJO Wheel</div></div><table><tr><th>#</th><th>Topic area</th><th>Location of impact, risk or opportunity in value chain</th><th>Detailed description of potential or actual impact, risk or opportunity</th><th>Description of financial effect(s) of the impact, risk or opportunity</th><th>E/S/G</th><th>14 Principles</th></tr><tr><td>1</td><td>Climate Change</td><td>Own operations</td><td>Impact or risk of inadequate climate-related risk management and implementation strategies</td><td>Loss of revenue, reputation damage, increase in operating and supply costs, increase in financial penalties, reduced ability to secure investment or access to new sources of capital, delay in business exit resulting in financial impact to directors and founders</td><td>E</td><td>5. Climate Resilience</td></tr><tr><td>...</td><td>...</td><td>...</td><td>...</td><td>...</td><td>...</td><td>...</td></tr></table></div> |                                                                                                                                                                                                                                                                       |       |                       |  |  |  | # | Topic area | Location of impact, risk or opportunity in value chain | Detailed description of potential or actual impact, risk or opportunity | Description of financial effect(s) of the impact, risk or opportunity | E/S/G | 14 Principles | 1 | Climate Change | Own operations | Impact or risk of inadequate climate-related risk management and implementation strategies | Loss of revenue, reputation damage, increase in operating and supply costs, increase in financial penalties, reduced ability to secure investment or access to new sources of capital, delay in business exit resulting in financial impact to directors and founders | E | 5. Climate Resilience | ... | ... | ... | ... | ... | ... | ... |
| #                                                                                                                                                                                                                                                                                                                          | Topic area     | Location of impact, risk or opportunity in value chain                                                                                                                                                                                                          | Detailed description of potential or actual impact, risk or opportunity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Description of financial effect(s) of the impact, risk or opportunity                                                                                                                                                                                                 | E/S/G | 14 Principles         |  |  |  |   |            |                                                        |                                                                         |                                                                       |       |               |   |                |                |                                                                                            |                                                                                                                                                                                                                                                                       |   |                       |     |     |     |     |     |     |     |
| 1                                                                                                                                                                                                                                                                                                                          | Climate Change | Own operations                                                                                                                                                                                                                                                  | Impact or risk of inadequate climate-related risk management and implementation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Loss of revenue, reputation damage, increase in operating and supply costs, increase in financial penalties, reduced ability to secure investment or access to new sources of capital, delay in business exit resulting in financial impact to directors and founders | E     | 5. Climate Resilience |  |  |  |   |            |                                                        |                                                                         |                                                                       |       |               |   |                |                |                                                                                            |                                                                                                                                                                                                                                                                       |   |                       |     |     |     |     |     |     |     |
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# SME Approach – Step 4 : Create Topic Shortlist



## Description

Filter the long list to a relevant shortlist for your business using systematic criteria and stakeholder input - if in doubt about a topic, keep it in



## Who is Involved

Sustainability lead, operations manager, stakeholder representatives from Step 2



## Duration

0.5 days



## Inputs

- Long list of potential topics from Step 3
- Stakeholder perspectives from Step 2 (via representatives)
- Sector standards and regulations identified in Step 1
- Business context and strategic priorities



## Actions

- Workshop filtering long list using simple criteria: business relevance, stakeholder importance, regulatory requirements
- Apply input from internal stakeholder representatives



## Outputs



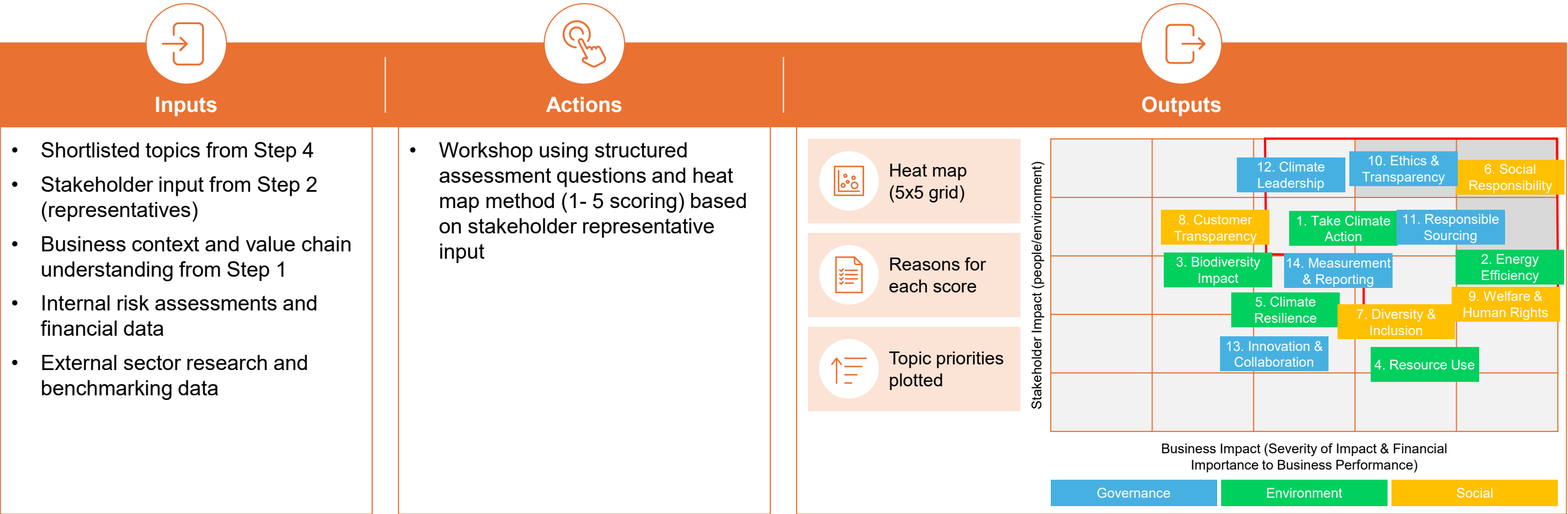
Filtered shortlist (40+ topics)

*Remember: You want a wide funnel for the assessment*

| #   | Topic area | Location of impact, risk or opportunity in value chain | Detailed description of potential or actual impact, risk or opportunity | Description of financial effect(s) of the impact, risk or opportunity | E/S/G | 14 Principles | Include? |
|-----|------------|--------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------|-------|---------------|----------|
| 1   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |
| 2   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| 3   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |
| 4   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| 5   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| 6   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |
| 7   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| 8   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| 9   | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |
| ... | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |
| ... | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           |          |
| ... | ...        | ...                                                    | ...                                                                     | ...                                                                   | ...   | ...           | Y        |

# SME Approach – Step 5 : Assess Materiality of Topics

|                                                                                                         |                                                                                                                                                   |  |                                                                                                               |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------|
|  <b>Description</b>     | Evaluate each shortlisted topic across both impact and financial materiality dimensions using stakeholder input, evidence, and scoring approaches |  |                                                                                                               |
|  <b>Who is Involved</b> | Core team of 3-4, incl. sustainability lead, operations/finance/stakeholder reps                                                                  |  |  <b>Duration</b> 2-6 hours |



# SME Approach – Step 6 : Finalise Material Topics

 **Description**

Determine materiality thresholds through senior leadership review and finalise material topics with clear ownership

 **Who is Involved**

Senior leadership team (2-3 executives), sustainability lead, key stakeholder reps

 **Duration**

0.5-2 days

|  Inputs                                                                                                                                                                                                    |  Actions                                                                                                                                                                                          |  Outputs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------|-------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|---|---------|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| <ul style="list-style-type: none"><li>Assessment results (heat map) from Step 5</li><li>Assessment rationale and evidence documentation</li><li>Stakeholder validation feedback</li><li>Business strategy and risk tolerance parameters</li><li>Competitor materiality benchmarks</li></ul> | <ul style="list-style-type: none"><li>Review heat map results, discuss business implications, setting simple materiality threshold (e.g., "upper right quadrant" or "high on either axis"), validating with key stakeholders</li><li>May need several rounds of discussion</li></ul> | <div><div> Material topics (8-12)</div><div> Leadership sign-off</div><div> Ownership assignments</div><div>Focus on what you can act on</div></div> <table><tr><th>#</th><th>Material Topic</th><th>Owner</th></tr><tr><td>1</td><td>Topic 1</td><td>Employee 1</td></tr><tr><td>2</td><td>Topic 2</td><td>Employee 1</td></tr><tr><td>3</td><td>Topic 3</td><td>Employee 1</td></tr><tr><td>4</td><td>Topic 4</td><td>Employee 2</td></tr><tr><td>5</td><td>Topic 5</td><td>Employee 2</td></tr><tr><td>6</td><td>Topic 6</td><td>Employee 2</td></tr><tr><td>7</td><td>Topic 7</td><td>Employee 3</td></tr><tr><td>8</td><td>Topic 8</td><td>Employee 3</td></tr><tr><td>9</td><td>Topic 9</td><td>Employee 4</td></tr><tr><td>...</td><td>...</td><td>...</td></tr><tr><td>...</td><td>...</td><td>...</td></tr><tr><td>...</td><td>...</td><td>...</td></tr></table> | # | Material Topic | Owner | 1 | Topic 1 | Employee 1 | 2 | Topic 2 | Employee 1 | 3 | Topic 3 | Employee 1 | 4 | Topic 4 | Employee 2 | 5 | Topic 5 | Employee 2 | 6 | Topic 6 | Employee 2 | 7 | Topic 7 | Employee 3 | 8 | Topic 8 | Employee 3 | 9 | Topic 9 | Employee 4 | ... | ... | ... | ... | ... | ... | ... | ... | ... |
| #                                                                                                                                                                                                                                                                                           | Material Topic                                                                                                                                                                                                                                                                       | Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 1                                                                                                                                                                                                                                                                                           | Topic 1                                                                                                                                                                                                                                                                              | Employee 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 2                                                                                                                                                                                                                                                                                           | Topic 2                                                                                                                                                                                                                                                                              | Employee 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 3                                                                                                                                                                                                                                                                                           | Topic 3                                                                                                                                                                                                                                                                              | Employee 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 4                                                                                                                                                                                                                                                                                           | Topic 4                                                                                                                                                                                                                                                                              | Employee 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 5                                                                                                                                                                                                                                                                                           | Topic 5                                                                                                                                                                                                                                                                              | Employee 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 6                                                                                                                                                                                                                                                                                           | Topic 6                                                                                                                                                                                                                                                                              | Employee 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 7                                                                                                                                                                                                                                                                                           | Topic 7                                                                                                                                                                                                                                                                              | Employee 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 8                                                                                                                                                                                                                                                                                           | Topic 8                                                                                                                                                                                                                                                                              | Employee 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| 9                                                                                                                                                                                                                                                                                           | Topic 9                                                                                                                                                                                                                                                                              | Employee 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| ...                                                                                                                                                                                                                                                                                         | ...                                                                                                                                                                                                                                                                                  | ...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| ...                                                                                                                                                                                                                                                                                         | ...                                                                                                                                                                                                                                                                                  | ...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |
| ...                                                                                                                                                                                                                                                                                         | ...                                                                                                                                                                                                                                                                                  | ...                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |   |                |       |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |   |         |            |     |     |     |     |     |     |     |     |     |

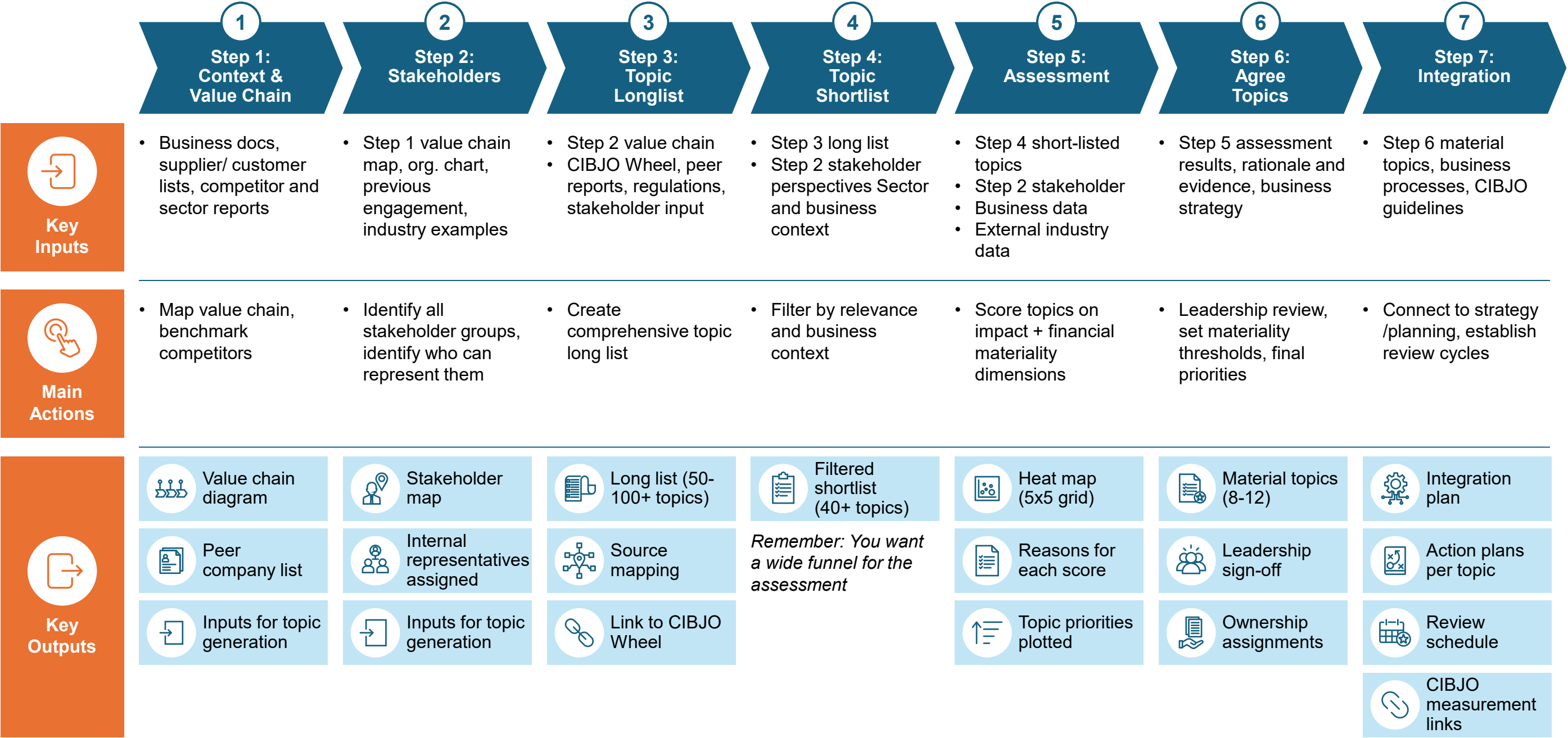
# SME Approach – Step 7 : Integrate & Plan

|                                                                                                         |                                                                                          |  |                                                                                                                          |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------|
|  <b>Description</b>     | Build ESG topics into how you run your business and plan regular reviews                 |  |                                                                                                                          |
|  <b>Who is Involved</b> | Sustainability lead, senior leadership team, dept. heads responsible for material topics |  |  <b>Duration</b> 3-6 months (ongoing) |



# SME Approach – Inputs, Actions, and Outputs Summary

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# SME Approach – Approximate Timing and Resource Planning

| Step  | Activity                     | Duration                                  | People Required       | Key Resources                                |
|-------|------------------------------|-------------------------------------------|-----------------------|----------------------------------------------|
| 1.    | Map the Value Chain          | 0.5 days                                  | 1 lead plus 3-4 SMEs  | Business docs, competitor reports            |
| 2.    | Identify Stakeholders        | 0.5 days                                  | 1 lead plus 3-4 SMEs  | Org charts, previous engagement records      |
| 3.    | Create Topic Longlist        | 0.5 days                                  | 1 lead plus 3-4 SMEs  | CIBJO Wheel, regulatory guidance             |
| 4.    | Create Topic Shortlist       | 0.5 days                                  | 1 lead plus 3-4 SMEs  | Stakeholder input, filtering criteria        |
| 5.    | Assess Materiality of Topics | 2-6 hours                                 | 1 lead plus 3-4 SMEs  | Assessment templates (DMA Guide, Appendix C) |
| 6.    | Finalise Material Topics     | 0.5-2 days                                | 2-3 executives        | Heat map results, business strategy          |
| 7.    | Integrate & Plan             | 3-6 months (ongoing)                      | 1 lead plus owners    | CIBJO measurement guidelines                 |
| Total |                              | 4-5 days initial plus ongoing integration | 1 lead plus 3+ people | See above                                    |

## Resource planning

- **Core Team:** Led by: 1 person, supported by 3-4 subject experts (HR, procurement, operations, sales)
- Procurement representative essential for supply chain topic



## Key Deliverables Timeline

- **Week 1:** Business context, stakeholder map, topic lists
- **Week 2:** Assessment workshop, leadership review
- **Week 3:** Final material topics, integration planning



## Budget Considerations

- **Staff time:** 15-20 person-days total
- **External support:** Optional (£2-5k if needed)
- **Technology:** Templates/spreadsheets (£0-500)



## Success Factors

- Senior leadership engagement throughout process
- Clear stakeholder representative assignments
- Connection to existing business planning cycles
- Link to CIBJO measurement framework for next steps



# Lite Process for Micro-Businesses

|                               | SME Approach                              | Microbusiness Approach            |
|-------------------------------|-------------------------------------------|-----------------------------------|
| <b>Assessment Method</b>      | 5-point scoring / heat map                | Simple High / Medium / Low rating |
| <b>Stakeholder Engagement</b> | Internal representatives                  | Owner knowledge only              |
| <b>Team Structure</b>         | 1 lead plus<br>3+ people                  | 1-2 people                        |
| <b>Documentation</b>          | Templates and rationale                   | Basic action plans                |
| <b>Governance</b>             | Leadership review                         | Owner decision                    |
| <b>Technology</b>             | Templates / spreadsheets                  | Paper-based or simple forms       |
| <b>Timeline</b>               | 4-5 days initial plus ongoing integration | 2 hours total                     |
| <b>Update Frequency</b>       | 2-3 years                                 | 2 years or when business changes  |

## Key Differences from SME Approach

### Enhanced Requirements:



**Process Steps:** Business Context (15 min) → Pick Topics (30 min) → Simple Assessment (45 min) → Plot Priorities (15 min) → Make Plans (15 min)



**Topic Selection:** Choose 8-12 from common jewellery sector issues rather than generating comprehensive long lists



**Assessment Method:** Rate each topic High / Medium / Low on harm to people / environment and business impact



**Key Message:** Simplified 2-hour process for smallest businesses focusing on immediate priorities and practical actions.

# Enhanced process for larger businesses

|                        | SME Approach                              | Larger Business Approach              |
|------------------------|-------------------------------------------|---------------------------------------|
| Assessment Method      | 5-point scoring / heat map                | Multi-criteria scoring (1-5 scale)    |
| Stakeholder Engagement | Internal representatives                  | External surveys & consultations      |
| Team Structure         | 1 lead plus 3+ people                     | Cross-functional working groups (6-8) |
| Documentation          | Templates and rationale                   | Comprehensive audit trails            |
| Governance             | Leadership review                         | Board oversight & external assurance  |
| Technology             | Templates / spreadsheets                  | Professional platforms (£10k-50k)     |
| Timeline               | 4-5 days initial plus ongoing integration | 10 weeks+                             |
| Update Frequency       | 2-3 years                                 | Annually with continuous monitoring   |

## Key Differences from SME Approach

### Enhanced Requirements:



**Scoring Framework:** Weighted criteria across impact severity, scale, likelihood, financial magnitude, regulatory exposure, and stakeholder pressure



**Process Phases:** Data collection (2-3 days) → Cross-functional assessment (1-2 days) → External validation (1 week)



**Governance:** Sustainability Committee oversight, executive accountability, regular Board reporting, external assurance



**Key Message:** Build on the SME foundation with additional rigor for regulatory compliance, investor requirements, and audit readiness.

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