Problem statement: Elevance seeks to develop its vision and strategy on sustainability, which it will begin to communicate publicly and aims to translate into business opportunity within the next 12-18 months.

As Elevance’s products are bio-based, we selected sustainability topics relevant to the agricultural industry:

We then conducted primary and secondary research to understand the sustainability priorities of the following stakeholder groups:

Methodology:

- **Data Collection**: Internal and external research comprised of understanding Elevance through their product offering and primary competencies and understanding their industry position through their current and future customers, competitors, NGOs, investors and government organizations.

- **Data Scoring**: The data scoring system ranged on a scale for 0-3 for each issue based on the company’s public communication of their sustainability goals. A 0 was when a company had no specific goals or mentions on their website and public reports while a 3 was given for a company provided measurable goals.

- **Matrix Compilation**: The main matrix was created using the collected data and scaling the issue scores to standardize the matrix. The data points were plotted with current and future stakeholders on the x and y axis respectively and the main issues being identified in the top right hand quadrant.

- **Action Plan**: The matrix identified the key issues that we needed to address.

Through interviewing industry experts and other stakeholders, we were able to make actionable recommendations for Elevance over the next 12-18 months.

Recommendations:

1. **Life Cycle Analysis**: Elevance should perform and publicize life cycle analysis for their product line.

2. **Legislation**: Elevance should become aware of recent legislation in the chemicals space and lobby for legislation in favor of renewable raw materials.

3. **Education**: Elevance should aid with green chemistry education curriculum.

4. **Communication**: Elevance should engage stakeholders more frequently via roundtables, conferences, twitter, and their website.

5. **Goals and Metrics**: Elevance should track, set goals, and report progress regarding its resource footprint.

Scoring system:

- 0 - the stakeholder does not mention the issue at all publicly
- 1 - the stakeholder discusses the issue in a singular article or blog post
- 2 - the stakeholder allocates public “real estate” on its website in order to provide a position on the issue, dive deeper into its details, and initiate a conversation with the public.
- 3 - the stakeholder has publicly stated measurable goals regarding the issue, and regularly reports on results.

Top 6 issues:

- GHGs and CO2 emissions
- Waste Management
- Renewable raw materials
- Palm Oil Sourcing
- Water Consumption
- Synthetically Modified Organisms*

* Not included on the matrix, but an emerging issue.

Current Stakeholders

<table>
<thead>
<tr>
<th>Future Stakeholders</th>
<th>Materiality Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current customers</td>
<td></td>
</tr>
<tr>
<td>Roundtables/scientific organizations</td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
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<tr>
<td>Potential customers</td>
<td></td>
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<td>Potential NGOs</td>
<td></td>
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</tbody>
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