



Double Materiality Interview Guide

This guide is designed to facilitate a structured interview process for gathering insights on **double materiality**, which considers both the **financial materiality** (impacts on the company's value) and **impact materiality** (impacts of the company on people and the environment). The goal is to identify and prioritize the most significant sustainability topics for the company and its stakeholders.

I. Preparation and Context Setting

A. Introduction (5 Minutes)

1. **Welcome and Purpose:**
 - Briefly introduce yourself and the purpose of the interview: to gather expert insight on sustainability topics and their relevance (materiality) to the company and its stakeholders.
 - Explain the concept of **double materiality**: how sustainability topics can affect the company's financial performance *and* how the company's operations affect people and the planet.
2. **Confidentiality and Consent:**
 - Confirm the interviewee's willingness to participate.
 - Explain how the information will be used (e.g., for sustainability reporting, strategy development) and confirm if responses will be anonymized or attributed.
3. **Interview Structure:**
 - Outline the plan: Context, Financial Materiality, Impact Materiality, and Conclusion.
 - Confirm the allotted time.

II. Understanding the Landscape

A. Stakeholder View and Context (10 Minutes)

1. **General Sustainability Concerns:**
 - "In your role, or from your perspective as a stakeholder, what are the **top three sustainability topics** (environmental, social, or governance) that you believe are most critical to our company's success or failure over the next 3-5 years?"
 - *Follow-up:* "Why do you highlight these topics specifically? What makes them urgent?"
2. **Key Stakeholders:**
 - "Beyond the company itself, which **external groups** (e.g., customers, regulators, NGOs, local communities, employees) are most affected by or interested in our company's operations and sustainability performance?"
3. **Future Trends:**
 - "What **emerging sustainability trends or regulatory changes** do you foresee having the biggest effect on our industry?"



III. Financial Materiality (The 'Outside-In' Perspective)

*Focuses on how sustainability issues create **risks and opportunities** that affect the company's **enterprise value**.*

A. Risks to Value (15 Minutes)

1. **Physical and Transitional Risks:**

- "How could topics like **climate change, resource scarcity, or pollution** directly impact our company's **assets, operations, or supply chain** (e.g., through damage, disruption, or increased input costs)?"
- *Prompt for specific examples if needed:* "Could water scarcity affect our manufacturing? Could extreme weather damage our infrastructure?"

2. **Market and Reputational Risks:**

- "Which sustainability topics (e.g., poor labor practices, product safety concerns, or lack of diversity) pose the greatest **reputational risk** that could harm **customer loyalty, sales, or our ability to attract talent**?"
- "Are there specific topics where **investor scrutiny or shareholder activism** is increasing, potentially affecting our cost of capital or valuation?"

3. **Opportunities for Value Creation:**

- "Conversely, which sustainability topics present the greatest **market opportunities** for us to create new products, increase efficiency, or access new funding (e.g., green bonds)?"

IV. Impact Materiality (The 'Inside-Out' Perspective)

*Focuses on how the company's operations and value chain **affect people, the environment, and natural resources**.*

A. Impacts on People (15 Minutes)

1. **Workforce and Human Rights:**

- "Where in our operations or supply chain do you see the greatest potential for the company to have a **negative impact on human rights** (e.g., fair wages, child/forced labor, health and safety)?"
- "What are our company's most significant **positive or negative impacts on our own employees** (e.g., skills development, well-being, discrimination)?"

2. **Community and Consumers:**

- "How does the company's presence or products affect the **local communities** where we operate (e.g., job creation, pollution, land use)?"
- "Are there concerns regarding the **social impact of our products/services** on consumers (e.g., data privacy, affordability, product disposal)?"

B. Impacts on the Environment (10 Minutes)

1. **Environmental Footprint:**

- "Where in our **value chain** (from raw materials to end-of-life) are the company's



most significant **negative impacts on the environment** (e.g., greenhouse gas emissions, water usage, biodiversity loss, waste generation) occurring?"

- "Which of these environmental impacts do you believe the company has the **most direct ability and responsibility to address**?"

V. Prioritization and Conclusion

A. Comparison and Next Steps (5 Minutes)

1. Overlap and Gaps:

- "Thinking back over the topics we discussed for both financial risk and societal/environmental impact, are there any topics that are **highly material in both dimensions** (double materiality)?"
- "Are there any topics that the company is currently focusing on that you believe are **less material** than others we've discussed?"

2. Final Thoughts:

- "Is there anything else critical regarding our company's sustainability topics or stakeholders that we haven't covered, but should be considered in a materiality assessment?"
- *Thank the interviewee for their time and valuable input.*
- *Outline the next steps (e.g., combining this feedback with other inputs, sharing the final materiality matrix).*