

# Green Masters Program® OVERVIEW DOCUMENT





## Introduction

The Green Masters Program<sup>®</sup> is a tool to define, prioritize, measure, and manage an organization's performance in sustainability topics that are meaningful to them and their stakeholders. The virtual platform was purpose-built for organizations looking for a scalable standard for improving their performance in environmental, social, and governance (ESG) impact areas. The Green Masters Program<sup>®</sup> allows participants to scope their disclosure based on their unique business needs and stakeholder concerns. It is ideal for organizations looking to integrate sustainability into their business model, who recognize the value of a deliberate approach, formal framework, third-party credentials, and supporting resources.

The Green Masters Program<sup>®</sup> provides recognition as an organization grows its sustainability program, categorizing participants into four status levels that reflect the degree to which sustainability has been integrated into their business model. Scoring is based on the integration of material sustainability topics into business management systems and operational practices, implementation of best practices in material sustainability topics, and measurable improvement in key ESG performance indicators.

The Green Masters Program<sup>®</sup> Registration Mark illustrates that a participating organization has identified and is effectively managing its material sustainability issues and that its related performance is consistent with generally accepted sustainability practices and standards.

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## Guiding Principles

**Credibility** – the Green Masters Program® uses widely accepted best practices in sustainability disclosure to foster authenticity, excellence, and transparency in the specific subject areas it is intended to address. The program is developed and updated through consultation between program staff, subject matter experts, technical experts, and business advisors.

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**Transparency**– the Green Masters Program® facilitates disclosure of timely and reliable information to allow stakeholders to assess an organization’s performance in sustainability-related subject areas. The program is administered through an inclusive process that incorporates input from a balanced group of representative stakeholders.

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**Innovation** – the Green Masters Program® promotes innovation in products, services, and processes to create long-term stakeholder value without compromising the ability of future generations to do the same. The program provides a cost-effective and accessible third-party business-level certification, uniquely designed as a scalable standard to guide and validate an organization’s sustainability actions.

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**Continuous Improvement** – the Green Masters Program® fosters continuous improvement beyond compliance by including stakeholder requirements. Program administrators will respond to evolving stakeholder needs and market conditions by incorporating revisions in a timely and predictable manner to ensure the program continues to meet participants where they are while facilitating continuous performance improvement.

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**Systems Thinking** – the subject areas addressed by the Green Masters Program® reflect the interconnectedness of all things, including the role of business in contributing to a just and equitable society and the role of society in facilitating business operations, and recognizes the benefits to society and business when sustainability in all material aspects is integrated into an organization’s strategic and operational practices.

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**Materiality** – the Green Masters Program® recognizes that an organization cannot address every risk and pursue every opportunity and therefore provides a framework that allows participants to focus on what is material, defining “material” as an issue that could substantively affect the organization’s credibility, operational or financial integrity, or the decisions of key stakeholders.

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## Structure & Scope

The Green Masters Program® framework, tool, and support services are designed to guide participants in their journey to define what sustainability means for their organization, help them prioritize material topics, and provide them with a credible framework to facilitate the development of systems and management practices that will lead to improved outcomes for all stakeholders.

**Green Masters Program® topics are organized under four dimensions.**



**Environment** addresses the impact on the natural environment resulting from an organization's activity and the impact of the degradation of natural resources on the long-term operating or financial performance of the organization.

- **Energy Management** - addresses how an organization uses and conserves energy.
- **Greenhouse Gas Management** - addresses how an organization measures and acts to reduce its GHG emissions.
- **Sustainable Transportation** - addresses how an organization minimizes its impacts related to the movement of employees and products.
- **Water Resource Management** - addresses how an organization uses and impacts water resources.
- **Biodiversity & Ecological Impacts** - addresses how an organization's operational and sourcing activities impact ecosystems and biodiversity.
- **Waste Management** - addresses how an organization handles, minimizes and disposes of wastes.
- **Materials Management** - addresses how an organization manages material inputs to maximize yield efficiency and minimize the use of virgin materials.
- **Product Circularity & Life Cycle Management** - addresses how an organization facilitates circularity in the design of products and services and minimizes impacts of its products/services throughout the life cycle.

**Society** recognizes the role of businesses in society, and the expectation that a business will contribute positively to society in return for a social license to operate. It addresses the impact of an organization on key external stakeholders, such as customers, local communities, and the public. It includes issues related to human rights, equity for vulnerable groups, local economic development, quality and safety of products and services, responsible marketing practices, and customer privacy.

- **Community Impacts** - addresses how an organization interacts with and creates value for the communities in which it operates.
- **Customer Welfare** - addresses how an organization ensures that its products, services, and practices contribute to positive outcomes for customers and end-users.

**Workforce** addresses the impact of an organization on its workers and the vital role of the workforce in creating long-term value for an organization. It includes issues that affect the well-being of employees, such as worker rights, health and safety, compensation and incentives, personal and professional development, equity, and inclusion. It also addresses the impact on the organization of employee engagement, turnover, and diversity.

- **Employee Health & Safety**- addresses how an organization protects the health and safety of its workforce.
- **Employee Experience** - addresses how an organization supports its workforce to promote well-being, engagement, and retention.
- **Diversity Equity & Inclusion** - addresses whether an organization's workforce reflects the diversity of the communities in which it operates and how it ensures equity and inclusion for all.

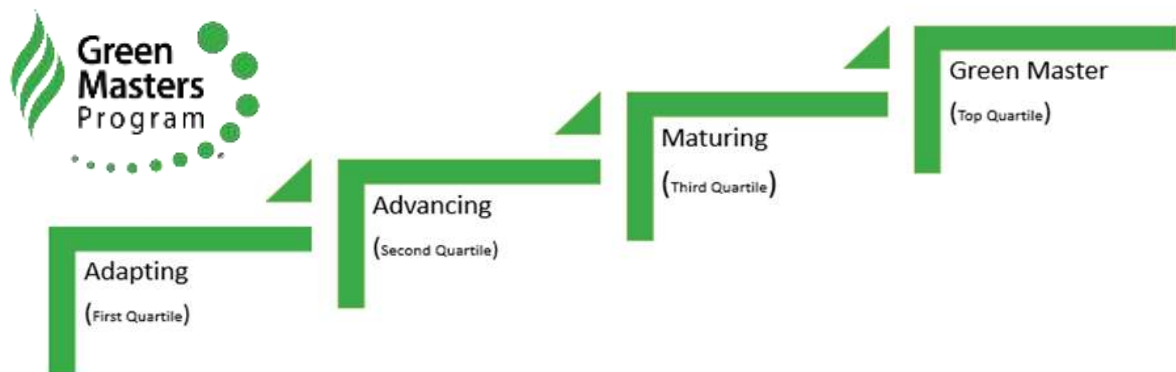
**Governance & Leadership** addresses the role of leaders and decision-makers in integrating sustainability throughout an organization's value chain. It includes leadership participation in sustainability efforts, transparent and ethical governance, and supply chain management. It also addresses regulatory compliance, risk management, stakeholder engagement practices, and information security.

- **Ethical Governance & Sustainable Leadership** - addresses how an organization is structured and organized to act ethically and integrate sustainability throughout its operations.
- **Supply Chain Management** - addresses how an organization engages with its supply chain to minimize negative environmental and social impacts, reduce risk, and improve resilience.

## Scoring & Status

The Green Masters Program® is a registered Certification Mark that validates the organization's sustainability programming meets or exceeds internationally recognized standards. The program categorizes participants into four status levels that reflect the degree to which sustainability has been integrated into their business model. Participants use the Green Masters Program® logo following the logo use guidelines to share their sustainability stories with others, providing third-party validation of their progress. The program also provides organizations with recognition as they grow their sustainability program.

## Green Masters Program® Status Definitions



**Adapting:** An organization has identified and begun to engage with some of its material sustainability issues and its performance related to those issues, yet not all aspects of material issues are being addressed. This organization has opportunities to improve their integration of systems, best practices, and performance.

**Advancing:** An organization has identified and begun to manage some of its material sustainability issues and is acceptably measuring material issues. This organization has opportunities to improve their integration of and overall performance in material sustainability issues.

**Maturing:** An organization has identified and is improving its performance in most of its material sustainability issues. This organization is effectively engaging in sustainability and integrating systems to manage their performance in material issues. This organization has opportunities to improve their overall management of and performance in material sustainability issues.

**Green Master:** An organization has identified and is effectively managing all material sustainability issues and its performance related to those issues. This organization takes a comprehensive approach to sustainability and is actively leading the transformation to a more sustainable society.

## Using the Platform

The Green Masters Program® platform is designed as a tool to help participants manage performance in sustainability topics most meaningful to their organization and stakeholders. To that end, we encourage participants to use the platform throughout the year as a resource for information and best practices in sustainability.

Participants start their Green Masters journey by completing a materiality worksheet to rank the importance of each issue to their business operations and priorities as well as to their stakeholder's requests and expectations. The materiality worksheet can be updated and revised, as companies gather information and priorities change over time.

Green Masters Program  
Green Masters Participant - Materiality Worksheet

Please indicate the importance of each issue to both your stakeholders and your company's success. 1 is low, 10 is high.

Environment

Society

Materiality Issue	Impact to Business	Importance to Stakeholders
Community Impacts	5	8
Customer Welfare	3	5

Workforce

Governance & Leadership

Figure 1: Materiality Worksheet in the Green Masters Program platform



The results of the materiality worksheet and the assessment process are displayed in a company-specific materiality matrix.

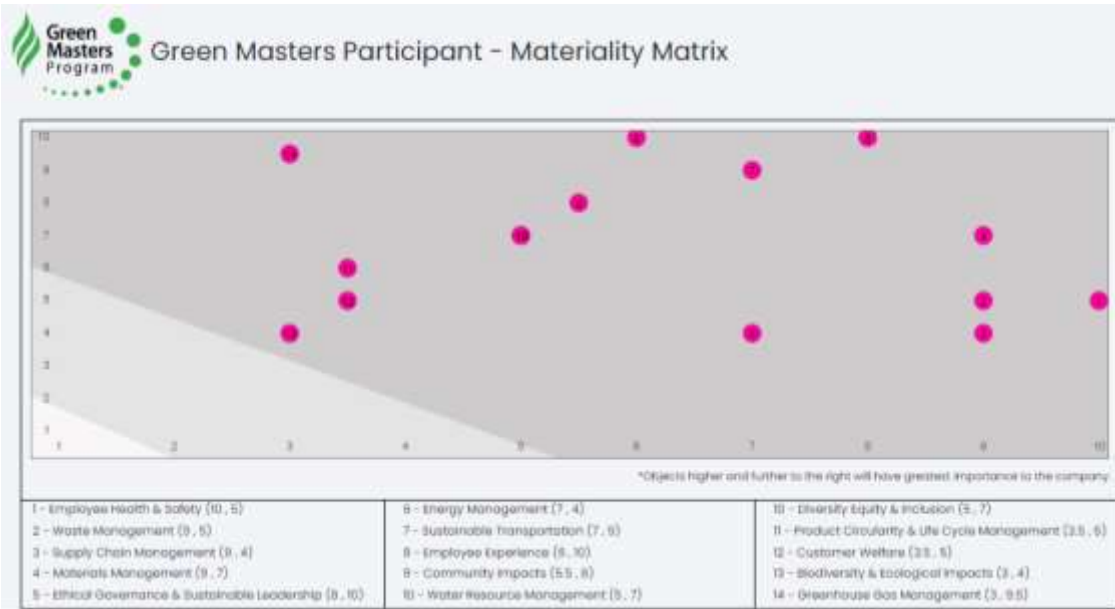
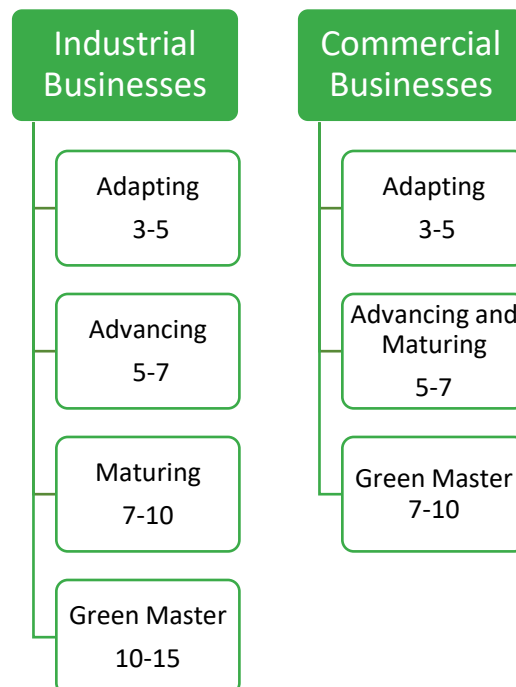


Figure 2: Example Materiality Matrix used to inform your priority topics, ranked in order of importance based on your answers to the materiality worksheet

Participants use the materiality matrix to inform and prioritize their management of sustainability issues. In the Green Masters Program® companies select what priority topics will be their “business priorities” for inclusion in their assessment. Only the topics selected will be scored. The number of topics that should be included in a participant’s assessment to achieve recognition are as follows:



After completing each assessment selected as a business priority, participants can see their results in a company-specific dashboard, illustrating their Green Masters Program® status and score by topic.

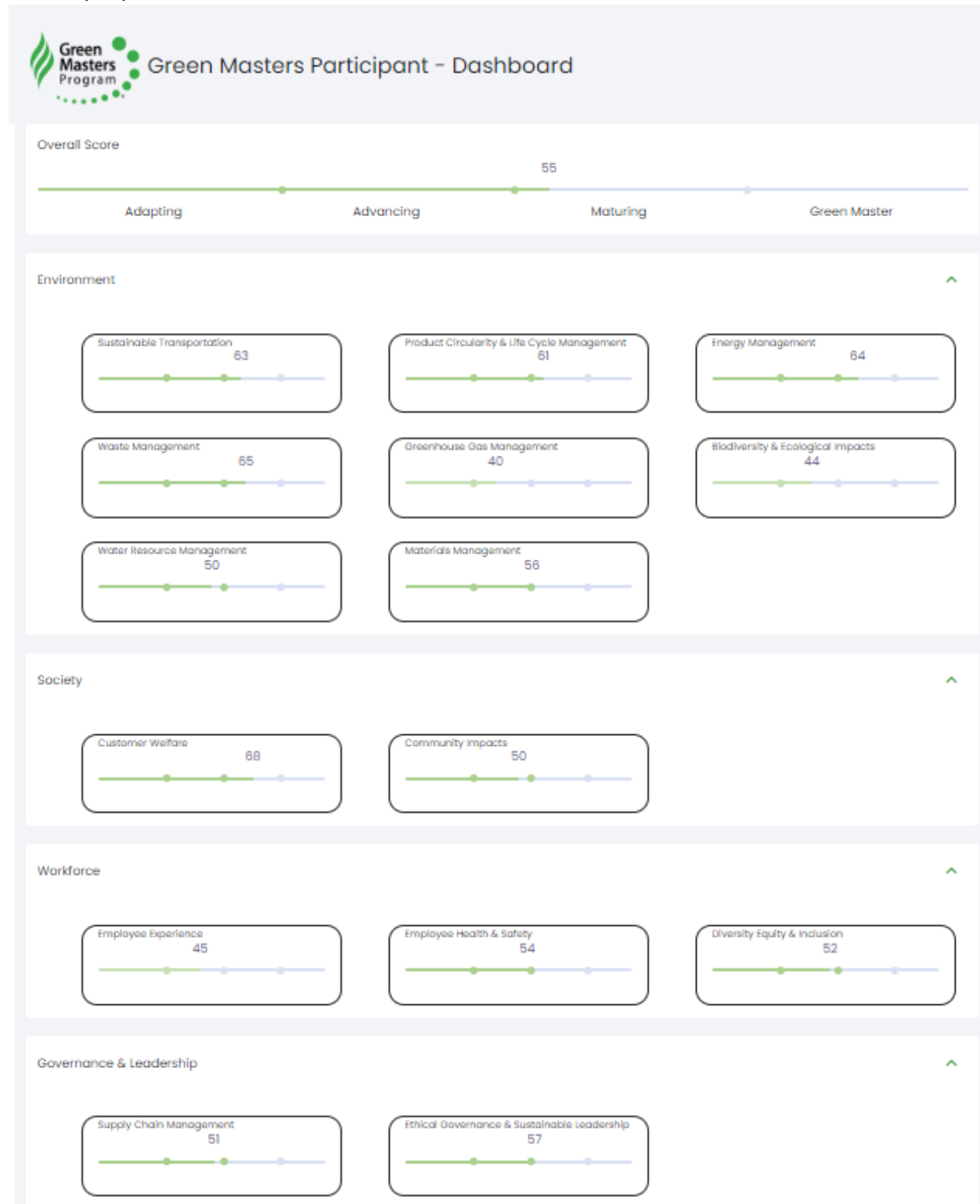


Figure 3: Example Dashboard includes the scores for each priority topic that you selected.