

Comprehensive Management Assessment Report

An Evaluation of Sustainability Performance & Strategic
Innovation Opportunities

Prepared for: SAMPLE REPORTS

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DIGITAL ACCESS

POWERED BY **ESG GLOBAL STANDARDS**

Management Assessment Results

Detailed sustainability evaluation

3 / 5

Sustainability Rating

The Following Best Describes The Structure Of Our Action Plans:

Option: Our action plans specifically mention the responsible personnel along with the actions and target dates. (=2)

Justification: Reference standards guidance: According to the referenced standards (for example, the Environmental and Social Commitment Plan (ESCP) guidance within the World Bank/IFC frameworks and related ESS/ESMS requirements), action plans are expected to be explicit, assign responsibilities, include actions with target dates, and, ideally, link resources and performance indicators. Specifically, the ESCP requires that the plan “will form the basis for monitoring the environmental and social performance of the project,” specify who is responsible for each action, outline the timing and sequencing, and, where relevant, note required resources and indicators for monitoring effectiveness. The evaluation also notes that the ESAP/ESMP should incorporate detailed actions with time-bound targets, responsibilities, and resources, with monitoring, verification steps, and adaptation mechanisms as needed. How the assessed ESMS documentation aligns with these requirements:

- Evidence of action plan development: The documentation explicitly states “Preparation of the E&S action plan” during the Diligence stage, indicating that action plans exist as a defined deliverable. This aligns with the requirement to have a formal action plan arising from due diligence.
- Assignment of responsibility: The materials reference responsibility for monitoring activities by the business development team with support from the ESG lead, which demonstrates a level of accountability and assigned roles for executing and tracking ESMS-related actions.
- Presence of a tracking mechanism: There is a tracker that allows understanding of risk levels and action status, indicating a procedural mechanism to monitor progress and adjust as needed.
- Link to ESAP/ESCP: The ESAP and corrective action plan are referenced as outputs of monitoring, which demonstrates a formal linkage between action plans and performance improvement processes. Gaps relative to the reference standards:
- Target dates not consistently defined: While the documentation notes actions and responsibility, there is no explicit evidence of target dates attached to individual actions within the action plan itself. The reference standards require actions to have target dates as a core element (option 3 or higher).
- Resources for each action are not consistently documented: The ESCP/ESMP guidance calls for including necessary resources for implementation of each action. The assessed documentation mentions resources in a general sense (e.g., the ESCP may specify funding in some cases), but there is no explicit, action-by-action allocation of resources within the action plan in the current materials.
- Indicators and verification steps: Although there is a tracker and monitoring framework, the documentation does not clearly demonstrate explicit performance indicators tied to each action, nor explicit verification steps or frequency for monitoring the completion and effectiveness of each action. The reference standards emphasize indicators and verification as integral to ESAP/ESMP implementation.
- Comprehensive integration into ESCP/ESMS: The ESCP outlines a structured format including organizational responsibilities, training, monitoring systems, and potential linking to other plans, with time-bound actions. The assessed ESMS shows components (e.g., action plan preparation, ESAP updates, monitoring), but the formal structure—clear, defined fields for action, target date, responsible party, required resources, indicators, and verification methods within

each action—appears only partially demonstrated. Practical recommendations to improve and reach higher performance levels (aligned with the reference standards):

- Define action-by-action target dates: For each item in the E&S action plan, specify a concrete target date (or date window) and a mechanism for tracking adherence (e.g., a RAG status or milestone-based timeline).
- Tie actions to explicit resources: For each action, document the necessary financial, personnel, and material resources required for implementation, including any budget approval steps within the ESCP/ESAP governance.
- Include measurable indicators and verification steps: Attach a small set of performance indicators (e.g., completion status, percent of actions delivered, residual risk level) and specify verification activities (who, how, and how often) to confirm achievement of each action.
- Strengthen accountability through defined owners and deadlines: For every action, designate a single accountable owner with explicit responsibilities and authority, plus escalation paths if milestones are missed.
- Integrate with ESCP/ESMS workflows: Ensure the action plan format is standardized and aligned with the ESCP's sections (e.g., governance, training, monitoring, adaptive management). Ensure the ESAP/ESMP documents clearly reference the specific action plan items, their interdependencies, and the timing for review and adaptation.
- Expand monitoring cadence and documentation: Establish explicit monitoring intervals (e.g., quarterly reviews) with documented evidence requirements (reports, field verifications, third-party audits) to provide verifiable proof of progress.
- Include recognition of resources and dependencies in contracts: If contractors are involved (e.g., EPC/O&M), embed the action plan requirements—including dates, owners, and resources—into contracting documents and enforce monitoring provisions as per the referenced ESMP Footnotes.

In summary, the assessed ESMS demonstrates the existence of action plans, responsible parties, and a tracking mechanism, which aligns with option 2. However, to satisfy higher levels of the reference standards, the organization should enrich the action plans with explicit target dates, clearly defined required resources per action, and measurable indicators with verification steps. Implementing the above recommendations will enable a more robust, auditable ESAP/ESMP process consistent with the referenced standards.

★ ★ Score: 2/5

We Make Sure That The Action Plans Have Been Implemented By Doing The Following:

Option: The people with responsibility for our ESMS routinely review records and progress on the Action Plans with all department managers. (=3)

Justification: Reference standards require that action plans tied to the ESMS be actively monitored and reviewed with defined responsibilities, regular reporting, and periodic verification to ensure continual improvement. Specifically, the Practical Guidelines indicate that action plans must have clear “What, How, Why, When, Who,” targets and deadlines, be monitored with assigned responsibilities, involve relevant managers, and be subject to routine reviews and updates. The CONTEXT excerpts emphasize regular (at least annual) monitoring, inclusion of worker and manager input, and the linkage of monitoring to prioritized risks, with a emphasis on continual improvement and annual improvement plans. In the assessed ESMS documentation, there is procedural evidence that supports some of these elements: a tracker is used to categorize risk and track action status; monitoring responsibilities are assigned to the business development team with support from the ESG lead; ESAP items resulting from ESDD are implemented and updated; regular E&S reports are prepared for Gridworks; the Portfolio Company/E&S Manager is tasked with implementing ESMS, reporting serious incidents, training staff, and collaborating with Gridworks to drive improvements; incident management procedures exist; grievances have a documented process with an 8-step closure and annual reviews for trends. Such evidence demonstrates that actions are being monitored and that there are explicit roles and routine activities to advance ESMS actions. However, there are gaps relative to the higher end of the scale. The documentation does not clearly demonstrate routine, cross-functional reviews of action plans by multiple departments and senior management, nor explicit verification that progress is being independently and routinely validated across the organization (beyond the internal trackers and ESAP updates). There is limited explicit mention of annual improvement goals tied to ESMS actions, limited explicit frequency of cross-departmental reviews, and insufficient evidence of external verification or stakeholder input into progress review beyond internal reporting. In other words, the documentation evidences monitoring and reporting by designated individuals and some management-level oversight, but stops short of showing formal, multi-departmental verification and annual improvement planning as described in the highest reference level. Gaps and strengths relative to the standards: - Strengths: - Clear assignment of ESMS responsibilities (ESG Lead, ESG Associate, CFO) and documented processes to monitor ESMS implementation, update ESMS, and report on E&S performance. - Existence of ESAP tracking, incident management, grievance handling, and regular reporting to oversight bodies (Gridworks, Investment Committee, EHSS Committee). - Procedural elements around corrective actions, training, and implementation support for investees/portfolio companies. - Gaps: - No explicit, formal cross-functional review by multiple departments and senior management of progress on all Action Plans (beyond general monitoring and ESAP updates). - Absence of explicit annual improvement goals tied to ESMS action plans and a formal verification step by senior management or external reviewers. - Limited clarity on the frequency and scope of verification of action plan progress across departments, and on how

progress data feeds into updated risk prioritization or ESMS adjustments. Recommendations to reach higher performance (aligned with standards):

- Establish a formal ESMS Progress Review Cadence: implement quarterly or semi-annual cross-functional reviews that include all relevant department heads, with documented minutes and verifications of progress on each ESAP item.
- Formalize verification and sign-off: require a dedicated verification step by senior management (e.g., EHSS Committee or equivalent) that confirms progress, validates data from trackers, and approves any ESMS adjustments or action plan revisions.
- Set annual improvement goals: develop an annual improvement plan linked to prioritized ES risks, with measurable targets, responsible owners, deadlines, and KPIs; document outcomes and adjustments in the annual ESMS report.
- Strengthen external and stakeholder engagement: incorporate external consultant input or independent verification for complex action plans; ensure input from affected communities and suppliers is reflected in progress reviews.
- Improve documentation of evidence: for each action plan, attach progress reports, evidence of implementation (e.g., training records, procurement changes, compliance checks), and verification notes to enable auditable traceability.

In summary, the assessed ESMS demonstrates core monitoring and reporting mechanisms consistent with option 3, but falls short of the deeper, multi-departmental verification and annual improvement processes reflected in the higher reference levels. Implementing the above steps would elevate the organization toward option 4 or 5, providing stronger procedural evidence and demonstrable continual improvement in E&S performance.

★ ★ Score: 3/5

When We Find Or Learn Of Environmental And Social Problems, We Do The Following:

Option: Analyze the problem and improve our operations and ESMS to address the impact and prevent it from happening again. We prioritize actions that avoid the impact, over those that minimize it. (=5)

Justification: Reference standards require a proactive, systemic response to environmental and social problems that goes beyond immediate mitigation. According to the referenced ESMS guidance (ESMS Implementation Handbook – General, Section III), organizations should identify risks and impacts, implement action plans using the hierarchy of avoidance, minimization, and compensation, and, crucially, continually improve operations and the ESMS itself to prevent recurrence. The standards emphasize continual improvement through action plans, measurable targets, periodic reviews, stakeholder input, and integrating lessons learned back into the ESMS. They also call for root-cause investigations, corrective actions, and updating procedures and the ESMS to prevent repetition of issues, with a strong emphasis on avoiding impacts where possible. Assessment against these requirements:

- Evidence of learning and improvement: The documentation includes root-cause investigations for incidents and the development/implementation of mitigation measures designed to prevent recurrence, demonstrating a corrective-action focus. There is a documented process for incident reporting, investigation steps, and tracking corrective actions, which aligns with the expectation to analyze problems and prevent recurrence.
- ESMS improvement and prevention emphasis: The presence of ESAP items (action plans arising from ESDD) and the explicit aim to drive continual improvement through lessons learned and annual reviews indicates alignment with the requirement to improve operations and the ESMS to address impacts and prevent their reoccurrence. The Incident Reporting Procedure and the Emergency Preparedness and Response Plan (EPRP) further support proactive risk management and preparedness, reinforcing the need to adjust practices following incidents.
- Stakeholder involvement and monitoring: The documentation references stakeholder engagement in some contexts (e.g., stakeholder-driven monitoring and external review language appears in the broader ESMS context). While specific grievance-handling details are present (acknowledgement timelines, investigation, closure, and the option of external dispute resolution), the material shows procedural steps and responsibilities rather than only policy statements, which supports a concrete action-oriented approach.
- Gaps relative to the standards: While the documents demonstrate actions taken in response to problems and some evidence of continual improvement, there is less explicit, documented linkage showing how these learnings systematically feed into updating the ESMS itself (e.g., formal ESMS revision plans, version control, and schedule for updating policies and procedures directly tied to incident learnings). Also, the explicit practice of “prioritizing actions that avoid the impact” is more implied via the hierarchy (avoid/minimize/offset) and ESAP activities, but not always shown as a formal prioritization criterion within action plans. Additionally, the reference framework calls for routine monitoring plans linked to prioritized risks and broader supply chain risk considerations; while the documents include incident management and ESAPs, they provide limited evidence of a formal, risk-prioritized

monitoring plan that is continuously updated based on recurring learnings. Practical recommendations to reach higher performance (aligned to the standards):

- Formalize ESMS updating process: Establish a documented mechanism that, after every major incident or evidence-based finding, requires a formal ESMS revision entry, version control, and an update of related procedures within a defined timeframe. Include responsible owners, impact/risk reassessment, and validation steps.
- Strengthen feedback loops into risk prioritization: Link root-cause findings and lessons learned directly to the Risk Identification Worksheet and Process Mapping tools. Require that corrective actions feed into revised risk rankings and prioritized risk registers, with explicit targets and verification steps.
- Explicit avoidance-first prioritization: Codify and document the prioritization criterion that those actions which avert impact receive highest precedence, with explicit examples in action plans and performance indicators demonstrating avoidance steps taken (e.g., process redesign, location/technology changes).
- Expand monitoring linkage: Develop a formal Monitoring Plan that ties to prioritized risks, with defined indicators, data collection methods, frequency, responsible parties, and verification steps, ensuring continual improvement is data-driven and auditable.
- Enhance stakeholder-driven learning: Strengthen the involvement of affected communities and external stakeholders in post-incident reviews and ESMS updates, with documented feedback loops and third-party validation where applicable.
- Expand external reference integration: Regularly incorporate external standards (e.g., WBG EHS Guidelines and IFC sustainability references) into action plans and ESMS revisions to ensure alignment with best practices for prevention and recurrence avoidance.

Overall, the assessed ESMS documentation most closely aligns with option 5: analyze the problem and improve our operations and ESMS to address the impact and prevent recurrence, with a clear emphasis on continual improvement and corrective actions. However, to fully satisfy the reference standards' expectations for systemic ESMS enhancement, the organization should strengthen formal ESMS update processes, explicit avoidance-focused prioritization, and a more rigorous, risk-linked monitoring and stakeholder-inclusive learning framework.

★ ★ Score: 5/5

The Following Best Describes How We Develop Our Environmental And Social Action Plans:

Option: Supervisors and managers are qualified and they prepare the necessary Action Plans, with the support of external experts as and when required. (=2)

Justification: Reference standards require that environmental and social action plans (ESAPs) be developed and implemented through a structured, policy-driven ESMS with clear roles, responsibilities, and escalation when needed. The standards emphasize plan, do, check, act cycles with explicit procedures, responsibilities, and verification steps, including appropriate involvement of management and, as required, external expertise to ensure the ESMS and its action plans are practical and aligned with risk levels. In particular, the guidance notes that ESMS must be embedded through policies and procedures, with senior management commitment and clear delineation of who does what, how, and when, including monitoring, review, and corrective actions (Plan-Do-Check-Act approach).

Assessment against the documentation:

- Evidence of ESAP-related activity: The documents reference “monitoring activities with the support of the ESG lead,” “updating ESAP” and “corrective action plan,” and a formal “Monitoring and Review Procedure.” This shows that ESAP items are created and tracked rather than left to ad hoc action, aligning with the “Plan” and “Do” stages of an ESMS.
- Assigned responsibilities: The materials indicate that business development teams work with the ESG lead to perform monitoring, and the Portfolio Company/Project E&S Manager/Representative is responsible for implementing the E&S Policy and ESMS, implementing ESAP items, ensuring compliance, reporting incidents, training, and collaboration with Gridworks’ teams. This establishes clear roles, a hallmark of procedural evidence.
- External support: The content notes “External experts are engaged when necessary” within the context of ESAP development. This aligns with option 2’s emphasis on supervisory/managerial responsibility with external support available as needed.
- Procedural detail and verification: While there is clear assignment of responsibility and existence of ESAP-related outputs (ESAP updates, corrective actions, incident reporting, and monitoring), the documentation provides limited explicit detail on the frequency of ESAP reviews, specific methodologies for developing ESAPs (e.g., stakeholder consultation, targeted indicators, or worker involvement in ESAP creation), or formal cadence for external expert engagement beyond stating “as necessary.” The reference to “Monitoring and Review Procedure” and routine E&S reporting suggests a procedural framework, but explicit, recurring worker consultation or comprehensive stakeholder-inclusive ESAP development is not clearly demonstrated.

Gaps relative to the reference standards:

- Worker and stakeholder involvement in ESAP development is not explicitly documented. The high-standard option (5) requires broad stakeholder consultation (investors, customers, suppliers, community) and active involvement of workers and senior management. The current documents show internal roles and occasional external input but do not demonstrate structured, wide stakeholder engagement in ESAP development.
- Explicit plan-level procedures for ESAP development (e.g., step-by-step ESAP creation, measurable action items, target dates, indicators, verification steps, and assigned responsibilities for each action) are not fully spelled out in the material provided.
- Frequency and method of ESAP verification (monitoring against baselines, independent verifications, and formal closure criteria) are not

clearly detailed, though there are mentions of monitoring and corrective actions. Recommendations to reach higher performance (based on the standards):

- Enhance ESAP development with explicit, documented steps: define who builds ESAPs (roles and responsibilities at ES Manager/Representative and ESG Lead level), the workflow for creating ESAPs from ESDD findings, and the inclusion of specific, measurable action items with owners, milestones, and completion criteria.
- Introduce structured worker and stakeholder consultation into ESAP development: formalize input from workers (via shop floor representatives or safety committees), portfolios' managers, and key external stakeholders (where relevant) during ESAP drafting, aligning with option 5 requirements.
- Define concrete verification and monitoring procedures: specify indicators, data collection methods, frequency, responsible parties, and independent verification or audit steps to close the loop (Plan-Do-Check-Act). Establish regular ESAP review cycles (e.g., quarterly) and clear escalation paths.
- Document external expert engagement criteria: create a policy detailing when external expertise is triggered (risk level, specialty area, regulatory requirements) and how external inputs are integrated into ESAP content and approval.
- Align with IFC/PSI-6 expectations by mapping ESAP items to IFC Performance Standards risk themes (e.g., labor and working conditions, health and safety, environmental management) and ensuring no-net-loss or mitigation hierarchy considerations are reflected where applicable.

In summary, the current ESMS documentation provides solid procedural structure and defined internal responsibilities for ESAP implementation (support from ESG leads, dedicated E&S managers, and a monitoring framework), which aligns with option 2. However, to demonstrate the more advanced, stakeholder-inclusive and highly verifiable approach of options 4 or 5, the organization should formally document broader worker/stakeholder involvement, more detailed ESAP development procedures, and explicit verification mechanisms.

★ ★ Score: 2/5

The Following Best Describes How Our Procedures Address Environmental And Social Risks And Impacts:

Option: We have documented procedures to avoid as well as minimize and/or offset negative impacts and improve performance. These address all environmental and social risks and impacts identified by our risk assessment. The risk assessment covers our internal operations only. (=3)

Justification: Reference standards require a comprehensive and auditable approach to identifying, assessing, and managing environmental and social risks and impacts across the project lifecycle, including internal operations and, where relevant, the supply chain, with documented procedures to avoid, minimize, offset negative impacts and to continuously improve performance. According to the referenced standards (ESS1: Assessment and Management of Environmental and Social Risks and Impacts; ESS2-ESS10 for specific risk areas; ESF/ES Policy context), the Borrower's ESMS should specify: (a) defined risk assessment scope (operational and supply chain boundaries as applicable), (b) explicit procedures to avoid, minimize/offset impacts and to improve performance, (c) assigned responsibilities, timing/frequency, indicators, and verification steps, and (d) a mechanism for ongoing monitoring, review, and iteration. Evaluation of the assessed ESMS documentation content shows the following: - Documented procedures exist for E&S training, roles/responsibilities, and contractor selection/management, and there is a Grievance Redress Procedure. This demonstrates procedural elements and actors responsible for E&S work, which align with the "procedural evidence" emphasis of the standards. - The ESMS includes an E&S risk management procedure describing steps during the investment process and monitoring/oversight of EPC and O&M contractors. This indicates some procedural handling of risk through the project's lifecycle and through contractors. - However, there is no explicit, comprehensive description showing that the risk assessment covers supply chain beyond contractors, nor explicit criteria linking risk assessment findings to avoidance/minimization/offset actions with defined performance indicators, verification steps, or a formal, recurring review/improvement cycle. The material references internal operations and investment-process activities but does not clearly demonstrate a boundary that includes supply chain beyond EPC/O&M contractors, nor how outcomes feed into continuous improvement. Gaps relative to the reference standards: - Risk assessment scope: The documentation states "the risk management procedure describes steps during the investment process" and references internal operations; it does not clearly document coverage of the full supply chain beyond EPC/O&M contractors. ESS1 and related ESS require management of E&S risks across the project lifecycle, potentially including supply chain, depending on project characteristics. - Continuous improvement/recurring review: There is no explicit description of routine, scheduled reviews or an iterative process to improve ESMS performance (e.g., annual or semi-annual reviews, updates to ESAP, response to monitoring data). - Clear performance indicators and verification: The materials shown do not specify specific E&S performance indicators, data collection methods, verification steps, or target levels tied to improvements. - Monitoring/verification cadence and responsibilities: While there are Monitoring and Oversight procedures for contractors, there is limited detail on how monitoring results feed back into the ESMS, who reviews them, how often, and

how deficiencies are closed. - Documentation depth for ESS-specific requirements: The content mentions training, grievances, and responsibilities but lacks explicit alignment mappings to ESS1–ESS10 specifics (e.g., stakeholder engagement, land acquisition, indigenous peoples, community health and safety) beyond general references. Actionable recommendations to reach higher performance (based on the referenced standards): - Expand risk assessment scope to include supply chain boundaries where applicable (ESS1). Explicitly document whether the risk assessment covers internal operations only or includes suppliers/contractors and other third parties; if applicable, delineate boundaries and governance for supply chain risk management. - Formalize a continuous improvement loop (ESS1, ESS10): implement a scheduled ESMS review cycle (e.g., annually) with documented inputs from monitoring data, stakeholder feedback, and external lessons learned; publish updated procedures and ESAPs as needed. - Define and quantify indicators (KPI structure) and verification steps (ESS1): attach specific E&S performance indicators to each risk area (e.g., contractor E&S compliance rate, number of grievances resolved within timeframe, training completion rate, incidence of non-compliance) and specify data collection methods, responsibilities, and verification frequency. - Strengthen documentation linkage to ESS topics: map ESMS procedures explicitly to ESS1–ESS10 requirements (e.g., labor/working conditions, community health and safety, land acquisition, indigenous peoples, stakeholder engagement, disclosure) with clear responsibilities and audit trails. - Enhance grievance management evidence: ensure Grievance Redress mechanisms have defined response times, resolution steps, and verification of closures, with records that demonstrate learning and updating of processes from grievances. - Deepen supply chain risk controls: adopt supplier/contractor E&S requirements (contractual clauses, pre-qualification criteria, on-site E&S monitoring, supplier CAPs) and ensure monitoring results are integrated into the ESMS, with accountability for remediation. - Provide explicit evidence of internal/external reviews: include minutes, action trackers, and closure evidence showing that identified E&S issues are tracked from identification through remediation and verification. In summary, the assessed ESMS demonstrates foundational procedural elements aligned with ESS expectations but falls short of a fully integrated, evidence-driven state. The current documentation supports internal operations risk management and contractor oversight but lacks explicit, verifiable coverage of supply chain risk (beyond contractors), a formal continuous improvement mechanism, robust indicators and verification, and explicit mappings to the full breadth of referenced ESS requirements. Implementing the above recommendations would elevate the score toward 4 or 5, depending on the completeness of the evidence subsequently provided.

★ ★ Score: 3/5

Maturity Level

Proactive management, but with limited scope



"Actions and procedures in place to manage E&S risks and impacts, following the mitigation hierarchy - Avoid, Minimize, Offset/Compensate. Proactive approach to managing issues."

Recommendations

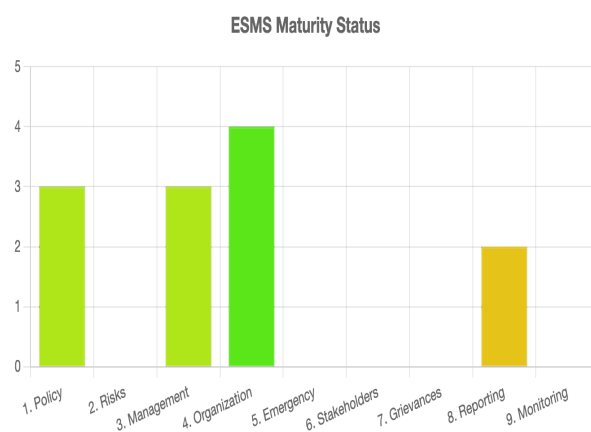
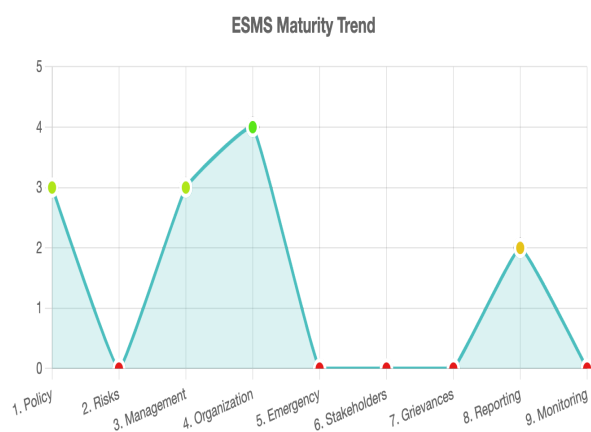
Include Root Cause Analysis



Include root cause analysis in developing action plans and provide training for managers and worker representatives. Set company-wide objectives and targets and review progress against action plans.

Performance Visualization

This section illustrates highlights the most current score per element. For complete transparency, any unassessed elements are assigned a score of zero.



ESG Performance Dashboard

DASHBOARD OVERVIEW

This dashboard provides a comprehensive summary of performance across all nine categories of IFC Performance Standard 1 (PS1).

Each chart illustrates the trajectory of scores over time, with a focus on the five most recent assessments for each element.

This visualization is designed to support informed decision-making by highlighting trends, measuring progress, and identifying key areas requiring improvement.

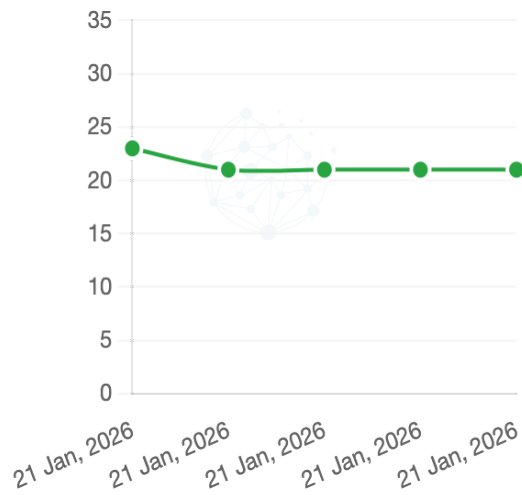
Use this tool to guide continuous enhancement in alignment with IFC's sustainability and risk management framework.

- ❑ **Comprehensive Analysis** - Covers all 9 PS1 categories with detailed scoring
- ❑ **Trend Visualization** - Tracks performance across 5 assessment periods
- ❑ **Gap Identification** - Highlights areas requiring improvement
- ❑ **Actionable Insights** - Supports continuous enhancement of ESG performance



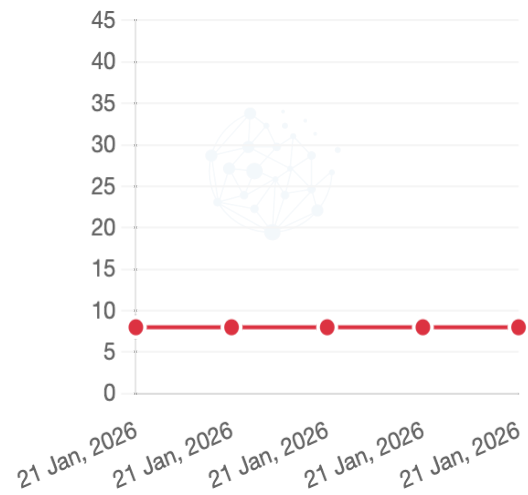
POLICY SCORE

Current Score: 3/5



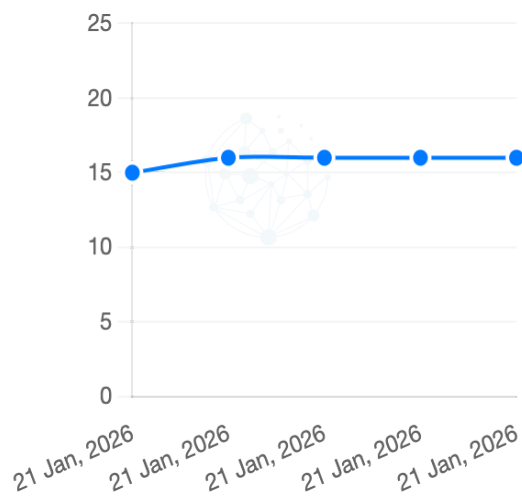
RISK SCORE

Current Score: 0.89/5



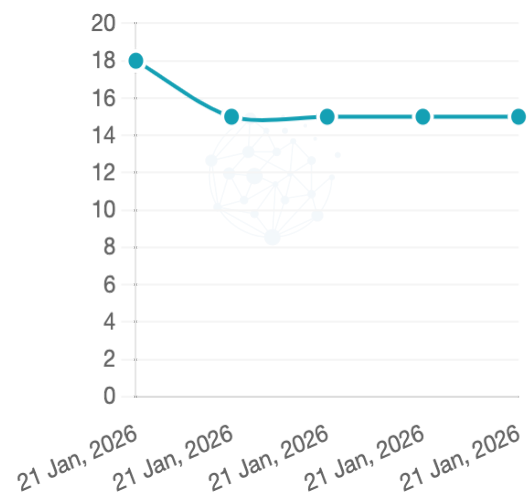
MANAGEMENT SCORE

Current Score: 3.2/5



ORGANIZATION SCORE

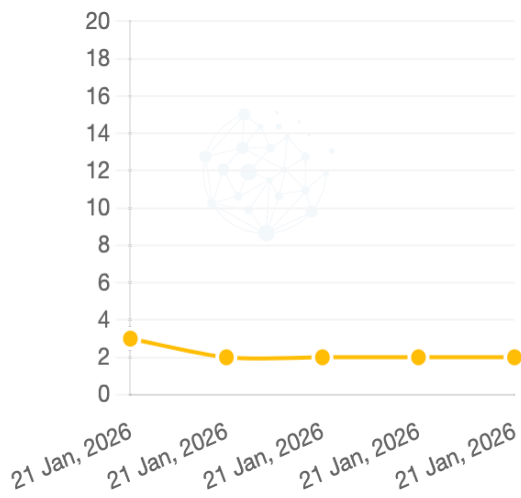
Current Score: 3.75/5





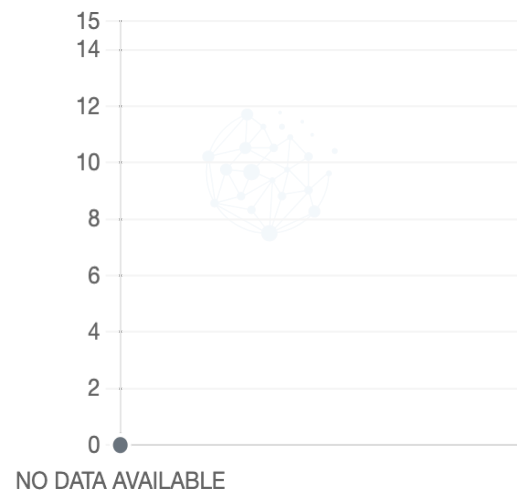
EMERGENCY SCORE

Current Score: 0.5/5



STAKEHOLDER SCORE

Current Score: 0/5



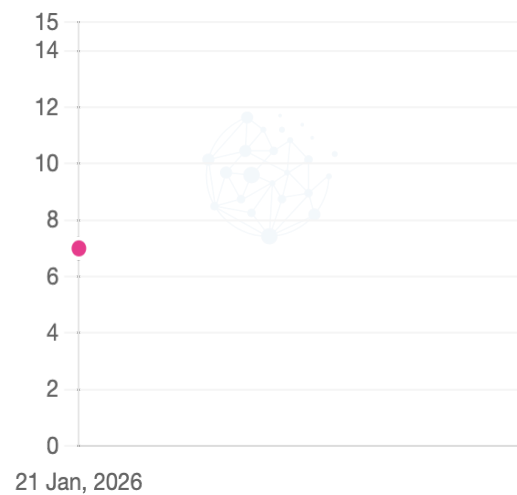
GRIEVANCE SCORE

Current Score: 0/5



REPORTING SCORE

Current Score: 2.33/5



MONITORING SCORE

Current Score: 0/5



"*Sustainable leadership* isn't about being perfect—it's about being *accountable* for every step forward."

— PAUL POLMAN, FORMER UNILEVER CEO

"Building a world where we meet our own needs without denying future generations a healthy society is not impossible ... *The question is where societies choose to put their creative efforts.*"

— CHRISTOPHER FLAVIN, WORLDWATCH INSTITUTE