

Maturity Matrix Worksheet

Data Collection/Reporting Period (e.g. Year 2022)		2025				
You may want to refer to the characteristics for each practice in Table A1 'Sustainable Development maturity matrix for continual improvement of organisations seeking certification of their products' in BS 8902:2009						
Sustainability Principles	Practices (Please add any additional practices that are relevant to your approach to sustainability management)	Characteristics of the approach to sustainability in developing organizations			Objectives & Plan(s) / Programme(s)	
		Maturity				
		Ad-hoc engagement, an informal approach to stakeholders in relation to these Practices. Limited understanding of the implications of the Practices on business priorities and decision making.	Policies and approach documented and well understood. Accountable party identified and responsible implementing roles/tasks resourced, trained and operational. Certified or uncertified management systems in place to manage the Practices. Demonstrable performance improvements.	Engaged ^{plus} : Proactively using sustainability to drive innovation into the organisation at every level to deliver improved performance. Company success is viewed in broader terms than foundation financials only. Positive and negative impacts on our natural capital, wellbeing, local communities and economic contribution should be considered and built into all decision making. Science and context based transition plans and targets are in place that define a pathway towards sustainable and responsible operations. Performance improvements aligned to the context and scientific pathways.		
		Immature	Engaged	Proactive and Learning		
Inclusivity	Stakeholder identification and mapping		Stakeholders engagement scheme The order regarding stakeholders engagement procedure		PJSC ArcelorMittal Kryvyi Rih Stakeholders Engagement Plan	
	Open engagement in various formats for various stakeholders		Local External Stakeholder Engagement Procedure. PJSC ArcelorMittal Kryvyi Rih Stakeholders Engagement Plan. Holding public discussions when obtaining permitting documents		Targets of stakeholders engagement: - deserve to be trusted and respected by our external stakeholders. - demonstrate active and visible leadership in cooperation with the stakeholders. - for creation and protection of our brand, reputation, and protection of our operation lisenec.	
	Stakeholder issue identification		PJSC ArcelorMittal Kryvyi Rih Stakeholders Engagement Plan	1 Stakeholders Engagement Plan 2 Hot Line phones for health and safety, fraud prevention. 3 Trade unions	PJSC ArcelorMittal Kryvyi Rih Stakeholders Engagement Plan	
	Communication of organization response to issues raised			1 Grievance procedure 2 Company standard STP 192-02	Analysis of QMS, EMS, H&S, NAVEX functioning	
	Social Partnership		Conclusion of Social Partnership Agreements with Communities	Charitable Assistance Policy	Are established in Social Partnership Agreements	
	 / Additional practice					
Integrity	Leadership shown - clear Accountabilities documented			ISO 9001, ISO 14001, ISO 45001 certification.	Objective set in business plans, orders	
	Code of Conduct adopted			Code of Business Conduct - professional ethics standards for employees		
	Integrity risks identified and managed			Policy for the Protection of Human Rights" Code of Business Practice Anti-Corruption Regulations Paternal Sourcing Code		
	Veterans Reintegration Program		The practice is implemented on a systematic basis and forms an integral part of the Company's HR strategy: 1. Persons and their roles in supporting veterans have been defined. 2. A Veterans Support Centre has been established. 3. A process for supporting employees before and after demobilization has been implemented. 4. Managers receive training on working effectively with veterans. 5. The number of demobilized employees, as well as their return-to-work and retention rates, are monitored. 6. Psychological, medical, and social support programmes are implemented. 7. Regular assessments of veterans' satisfaction with the return-to-work process are conducted, and the results are used to continuously improve support programmes.			
	 / Additional practice					
	 / Additional practice					
	Stewardship	Sustainable development culture		Support to sustainable development management system, Sustainable Development Policy, Sustainable development guidelines.		
		Responsible/Sustainable Supply chain approach adopted			ArcelorMittal Responsible Sourcing Code, Quality Manual, CIS Procurement Procedure, Vendors Assessment Procedure	
Systematic Environmental Management				Environment Management System certified as per ISO 14001, approved Environmental Policy, developed procedures (company standards STP).	Environmental programs	
Systematic Social Management				Social and Labour Relations Policy Charity Policy Collective Agreement		
Systematic Economic Management			Developed procedures (company standards STP)		Business plan of the company	
Skills and training			Training Policy, company standard STP 211-01		Plan of vocational and technical training	
Career development			Succession pool planning, career committees, global onboarding program, global employees development program (GEDP).			
..... / Additional practice						
Transparency	Identify appropriate metrics/KPIs			Business Plan, Production Plans, and Repair Plans		
	Monitor performance			Minutes of operations meetings		
	Publicly report management practices and performance			Web-site http://ukraine.arcelormittal.com/ Reporting to public authorities		
	Review performance			Minutes of operations meetings, assessment of meeting GEDP objectives.	Systems functioning analysis	
	 / Additional practice					
	 / Additional practice					