



Sustainability Decision Making for Strategy Development

Making the most appropriate sustainability decisions has become even more significant in this fragile economic and environmental world. Selecting the right team to define the right criteria to gain vital opportunities and reduce risk is a difficult but vital balancing act. Business-as-usual is no longer an acceptable business strategy.



Metago Environmental Engineers has developed a process, built a matrix tool and created a database to facilitate the sustainability decision making process and develop a sustainability strategy.

The process provides the following benefits:

- a comprehensive learning program of what sustainability is and why it matters,
- balanced evaluation of sustainability across the four "pillars",
- articulation through self realisation,
- interaction between decision makers,
- exposure to sustainability terminology,
- the identification of genuine, specific business opportunities, and
- enthusiasm, commitment and support for strategy implementation.

The process involves the following concepts:

- **Engagement:** Facilitate internal communication and training.
- **Information Database:** Broad and extensive sustainability information.
- **Pair-Wise:** Comparison of two issues to provide relative weightings.
- **Fuzzy Logic:** Prioritisation using reasoning that is approximate rather than precise.
- **Matrix Arithmetic:** Calculation tool resulting in quantitative solutions.
- **Planning:** Implementation detailing responsibility, timeframes and actions.

Organisational considerations prior to strategy development:

- Multi-disciplinary experts,
- Industry issues,
- Organisational structure,
- Stakeholder Culture, and
- Resources.

STRATEGIC STEPS

Engagement
Sustainability Database
Pair-wise Judgement Scale
Fuzzy Logic
Matrix Tool
Planning

- 1.** Identify the sustainability issues that influence the organisation ensuring all pillars (environment, economic, social, governance) are addressed.
- 2.** Weight the issues on the basis of the context of the organisation, its services, products, stakeholder expectations and corporate values.
- 3.** Assess the relative importance of each activity in respect of each of the sustainability issues.
- 4.** Identify the activities that perform the best against the spectrum of weighted issues.
- 5.** Implement the strategic outcomes.

Metago references a variety of leading resources to keep the sustainability database current:

- United Nations Commission on Sustainable Development,
- Global Reporting Initiative,
- International Institute for Sustainable Development,
- World Business Council on Sustainable Development.