MADESAI

CSRD Readiness & Double Materiality Assessment

Detailed Anonymised Case Study Report

Industrial Manufacturing Group | Netherlands / European Context

Report purpose

This report combines the uploaded CSRD methodology papers, value-chain description, handouts and Excel workbooks into one detailed, public-safe case study. It includes selected anonymised extracts from the actual work: ESRS topic mapping, IRO counts, materiality scoring examples, stakeholder engagement logic, benchmark inputs and filtered material IRO tables.

Field	Details
Project title	CSRD Readiness & Double Materiality Assessment for an Industrial Manufacturing Group
Portfolio position	Completed CSRD readiness and DMA preparation workstream
Client identity	Anonymised European industrial manufacturing group
Evidence used	Methodology papers, value-chain document, CSRD handouts, long-list workbook, stakeholder analysis workbook, materiality prioritisation workbooks
Public-safe evidence level	Selected anonymised tables, counts, topic examples and scoring logic included
Prepared date	02 June 2026

1. Executive Summary

This case study demonstrates how MADESAI supported CSRD readiness and double materiality assessment preparation for an anonymised European industrial manufacturing group. The work translated CSRD and ESRS requirements into a structured internal process covering scope definition, value-chain mapping, stakeholder engagement, topic long-listing, impact-risk-opportunity mapping, material topic prioritisation, internal communication and documentation for future reporting readiness.

The work was supported by actual methodology documents and spreadsheet-based analysis. The material topic workbooks show a long list of 173 impacts, risks and opportunities, of which 38 were identified as impact-material IROs and 24 as financially material IROs in the prioritisation workbook. The stakeholder analysis workbook contains a structured engagement calculation for 53 stakeholder groups/subgroups.

Key case-study metric	Value / evidence
IRO long list	173 impact, risk and opportunity entries in the material topic priority workbook
Impact-material IROs	38 entries marked impact material
Financially material IROs	24 entries marked financially material
Stakeholder groups/subgroups reviewed	53 rows in the engagement calculation sheet
Workbook evidence base	36 worksheets reviewed across uploaded Excel workbooks
Main reporting outputs	DMA methodology, value-chain map, stakeholder logic, IRO long list, prioritisation workbook, internal CSRD handouts and audit-readiness documentation

1.1 Evidence charts

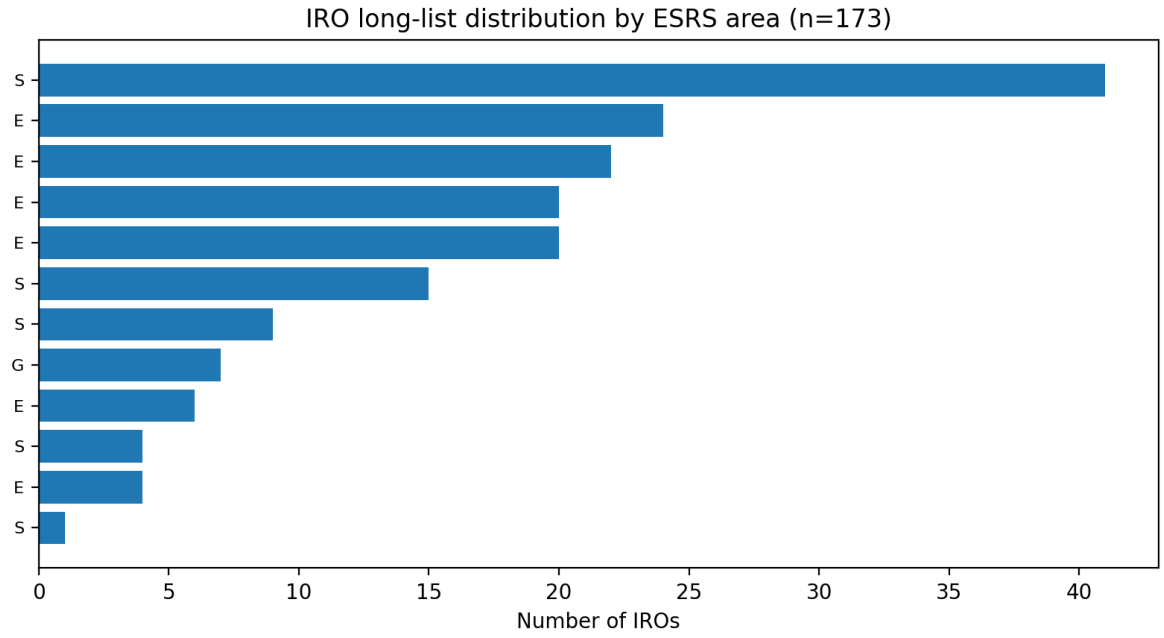

Figure 1. IRO distribution by ESRS area, based on the material topic priority workbook.

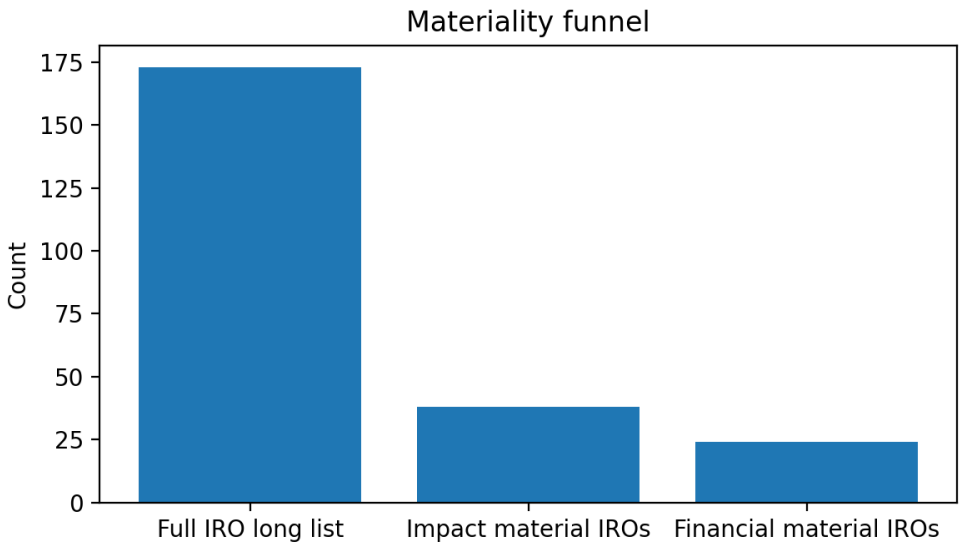

Figure 2. Materiality funnel from IRO long list to impact-material and financially material IROs.

2. Anonymised Client and Project Context

Field	Details
Client type	European industrial manufacturing group with multiple operating entities across Europe, the United Kingdom and the United States.
Business activity	Design, manufacture, supply and installation of engineered steel-based industrial products.
Operational footprint	Raw material sourcing, steel processing, wood and component inputs, engineering, purchasing, fabrication, coating, logistics, installation and after-sales service.
Regulatory driver	Preparation for CSRD-aligned sustainability reporting and ESRS-based double materiality assessment.
Core need	Create a structured internal foundation for DMA, stakeholder engagement, ESG topic mapping, IRO identification, material topic prioritisation and future audit-ready reporting.

2.1 Challenge

The organisation needed to move from general CSRD awareness into a structured double materiality assessment process. The challenge was not only understanding the regulation; it was translating CSRD and ESRS into a practical workstream that could be used by management, departments, sustainability partners and future reporting stakeholders.

The work needed to answer operational questions: which entities and value-chain activities are in scope, which stakeholders should be engaged, what impacts, risks and opportunities should be considered, how should topics be prioritised, and what documentation should be retained to support review, gap analysis and future assurance discussions.

3. Role of MADESAI

MADESAI supported the CSRD readiness and double materiality assessment workstream by converting regulatory requirements into methodology, documentation and decision-support tools. The role combined ESG research, ESRS interpretation support, value-chain mapping, stakeholder analysis, engagement strategy design, IRO long-list development, material topic prioritisation and internal capability-building material.

Role area	What was done	Expertise demonstrated
Regulatory-to-operational translation	Converted CSRD/ESRS expectations into a DMA methodology with scope, time horizon, ownership and	Ability to turn abstract reporting regulation into a usable management process.

Role area	What was done	Expertise demonstrated
	process steps.	
Value-chain analysis	Mapped upstream, internal and downstream activities from raw materials and energy to installation and downstream use.	Ability to connect sustainability reporting to real manufacturing operations.
Stakeholder engagement design	Built stakeholder categories, relevance scoring, accessibility logic and engagement strategies.	Ability to structure stakeholder input for both impact and financial materiality.
IRO and topic mapping	Built a topic universe using ESRS, benchmark tools, workshop inputs and sector research.	Ability to create traceable ESG evidence rather than generic sustainability claims.
Prioritisation logic	Prepared impact and financial scoring logic and filtered material IROs.	Ability to support decision-ready double materiality preparation.
Internal communication	Prepared CSRD handouts to explain CSRD, DMA, reporting relevance and stakeholder contribution.	Ability to build organisational understanding and contributor alignment.

4. Evidence Base and Work Product Register

The case study is built from methodology documents, internal handouts and Excel workbooks. The register below shows what each evidence source contributes. For publication, raw workbook screenshots should still be avoided; the clean tables in this report are safer and more professional.

Evidence source	Type	Actual content used in this report
CSRD methodology paper	PDF methodology	DMA purpose, scope, perspectives, time horizons, process steps, ownership, stakeholder logic and reporting-readiness plan.
Updated methodology paper	PDF methodology	Expanded value-chain mapping, stakeholder segmentation, desktop research method, around 173 IROs linked to ESRS topics/subtopics.
Value-chain description	PDF process document	Operational breakdown from upstream raw materials/energy to internal production/logistics and downstream service/use.
Internal CSRD handouts	PDF handouts	CSRD explanation, double materiality overview, reporting timeline, leadership contribution and internal communication structure.
DMA long-list workbook	Excel workbook	ESRS topic list, benchmark inputs, peer/customer lists, SASB, MVO Risk Checker, MSCI, ENCORE and workshop inputs.
Stakeholder analysis workbook	Excel workbook	Internal/external stakeholder maps, relevance scores, accessibility logic, engagement calculations and representation planning.
Material topic prioritisation workbook	Excel workbook	173 IRO entries, impact scoring, financial scoring, materiality thresholds, impact-material and financially material IRO extracts.

4.1 Workbook and worksheet coverage

Workbook	Worksheet	Rows	Columns	Purpose
DMA Long List of Material Topics v1.2	ESRS Topic List	92	4	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	Possible Table List of Options	68	7	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	Checklist for Companies ESG	92	18	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	Competitors (Selected incl.)	56	4	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	Long List of Customers	47	6	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	List of Selected Key Customers	55	7	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	SASB Materility Finder	62	14	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	MVO RIsk Checker	97	13	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	MCSI Industry Materiality Map	47	8	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	ENCORE	42	38	Long-list and benchmark workbook
DMA Long List of Material Topics v1.2	Bee Improve Workshop List	165	10	Long-list and benchmark workbook
Internal Prioritization of Material Topics v1.6	ESRS Sub Topic List	91	3	Internal prioritisation workbook
Internal Prioritization of Material Topics v1.6	ESRS Sub-Sub Topic List	92	4	Internal prioritisation workbook
Internal Prioritization of Material Topics v1.6	Rules	14	1	Internal prioritisation workbook
Internal Prioritization of Material Topics v1.6	ESRS TOPIC Based Prioritization	179	14	Internal prioritisation workbook

Workbook	Worksheet	Rows	Columns	Purpose
Internal Prioritization of Material Topics v1.6	Long List Material Topics	58	9	Internal prioritisation workbook
GMT Document for Stakeholder Analysis v2.5	Read me	39	25	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Stakeholder(Silent)	3	22	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Stakeholder(External)_v1	32	29	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Stakeholder(Internal)_v1	54	23	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Read Me (Stakeholder Eng. Deci)	158	7	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Stakeholder Relevance Calc.	59	39	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Engagement Calc Sheet	54	19	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Representation Sheet_v1	169	11	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Switch to Focus Group	76	13	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Representation Sheet_v2	168	11	Stakeholder analysis workbook
GMT Document for Stakeholder Analysis v2.5	Representation Sheet_v3	169	12	Stakeholder analysis workbook
Material Topic Prioritization	ESRS TOPIC Based Prioritiza (2)	179	14	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	ESRS Sub Topic List	91	3	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	ESRS Sub-Sub Topic List	92	4	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Rules	14	1	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Long List Material Topics	58	9	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Material Topic Priority	182	19	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Impact Material IROs	39	12	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Finance Material IROs	25	12	Materiality scoring and filtered IRO workbook
Material Topic Prioritization	Stakeholder Engagement	155	11	Materiality scoring and filtered IRO workbook

5. DMA Methodology Structure

5.1 Process model

DMA stage	Work performed	Output / decision use
Step A - Define starting points	Defined DMA purpose, scope, perspectives, time horizons, ownership and project plan.	Created boundaries and accountability for the assessment.
Step B - Compose topic list	Built topic universe using ESRS, workshop input, sector/peer research and benchmark tools.	Created a defensible long list of IROs and topics.
Step C - Identify value chain and stakeholders	Mapped upstream, internal and downstream activities and stakeholder groups.	Linked sustainability matters to the actual business model and affected/influencing groups.
Step D - Completeness check and short-list preparation	Mapped topics to value-chain areas and stakeholders, then prioritised and filtered.	Converted broad ESG universe into a manageable set for further validation.
Step E - Impact and financial assessment	Prepared assessment logic for impact materiality and financial materiality.	Supported decision-making on material topics and future ESRS disclosure scope.

5.2 Scope and boundary logic

Scope component	How it was handled
Operational boundary	The assessment followed an operational group boundary similar to consolidated reporting logic.
Value-chain view	Own operations plus upstream and downstream value-chain relationships were considered.
Materiality perspectives	Impact materiality and financial materiality were treated separately and then combined in the DMA logic.
Time horizons	Short-, medium- and long-term horizons were used to structure risks, opportunities and management response.
Review cycle	A full DMA cycle was supported by selective interim reviews when major business changes occur, such as new markets, products or acquisitions.

6. Value-Chain Mapping Extract

The value-chain work translated CSRD from a reporting topic into an operating map. Instead of only listing ESG themes, the work identified where those themes could arise in the actual production and delivery model.

Value-chain area	Actual activity categories reflected in the work	Materiality relevance
Upstream	Raw materials/energy; steel coils and plates; wood; chemicals/coatings; operational inputs; suppliers; transport by rail, shipping and road; steel and wood processing; secondary parts.	Supplier emissions, biodiversity risk, resource use, raw material dependency, transport impacts, human-rights and supply-chain risks.
Internal - commercial and technical	Sales discussion, client audit, quotation, sales engineering, deal confirmation, site visit, requirement listing, design and engineering, approval drawings, BOM, production and installation drawings.	Customer needs, data handover, product information, internal controls, quotation assumptions and sustainability demand.
Internal - production and logistics	Purchase, logistics, primary parts supply, secondary parts, manufacturing, fabrication, coating, warehousing, distribution and installation preparation.	Energy, emissions, waste, coating/pollution risks, health and safety, operational efficiency, supplier management and quality.
Internal - support and governance	HRM, IT, finance, communications, marketing, legal and strategic management.	Governance, internal controls, workforce, training, data ownership, risk management and reporting responsibilities.
Downstream	Distribution, on-site installation, post-installation services, maintenance, inspections, upgrades and customer/end-user use.	Product lifecycle, customer expectations, installation safety, downstream emissions and information-related impacts.

7. Stakeholder Analysis and Engagement Logic

The stakeholder workstream did not stop at listing stakeholders. It used impact materiality relevance, financial materiality relevance, accessibility and adjusted priority to decide how stakeholders should be engaged. This is a strong indicator of implementation-level thinking.

No.	Group	Subgroup	Type	Class	Impact	Financial	Total	Priority	Access	Adjusted	Engagement route
4	Competitors (Direct, Indirect)	Competitors (Direct, Indirect)	External	Primary	3	3	6	High	1	Moderate	Open Survey
5	Customers	Direct Customers	External	Primary	1	3	4	Moderate	4	High	Interview, Focus Group, Open Survey
6	Customers	Future Customers (USA/new market segments like Fire Safety, AGVs and AMRs)	External	Secondary	0	3	3	Low	4	Moderate	Open Survey
7	Customers	Key Accounts, Resellers, System Integrators	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
9	Energy Supplier	Energy Supplier	External	Primary	2	3	5	Moderate	4	High	Interview, Focus Group, Open Survey
11	Government Organizations	Local Government (Gementee Tholen, City of Wolverhampton Council, Wałbrzych municipa...	External	Secondary	2	2	4	Moderate	4	High	Interview, Focus Group, Open Survey
16	Product Supplier	Gas (Product Supplier)	External	Primary	3	3	6	High	3	High	Interview, Focus Group, Open Survey
17	Product Supplier	Packaging Materials (Product Supplier)	External	Secondary	1	2	3	Low	4	Moderate	Open Survey
18	Product Supplier	Powder Coating (Product Supplier)	External	Primary	3	3	6	High	4	High	Interview, Focus Group, Open Survey
19	Product Supplier	Primary and Secondary Parts (Product Supplier)	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
20	Product Supplier Upstream Value Chain	Product Supplier Upstream Value Chain	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey
21	Raw material Supplier	Steel (Raw material Supplier)	External	Secondary	2	3	5	Moderate	4	High	Interview, Focus Group, Open Survey
22	Raw material Supplier	Wood (Raw material Supplier)	External	Secondary	2	2	4	Moderate	4	High	Interview, Focus Group, Open Survey
23	Strategic Partners in Value Chain	Banks	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey
24	Strategic Partners in Value Chain	Financial Consultants (WEA)	External	Secondary	0	2	2	Low	4	Moderate	Open Survey
26	Sub Contractors	Installers	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
27	Sub Contractors	Operation: Insurance, Brokers, Auditors etc	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey
28	Sub Contractors	Transport	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
29	Sub Contractors	Waste Management	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
30	Supplier of Machine and Machinery	Supplier of Machine and Machinery Equipment	External	Primary	2	0	2	Low	4	Moderate	Open Survey

No.	Group	Subgroup	Type	Class	Impact	Financial	Total	Priority	Access	Adjusted	Engagement route
	Equipment										
31	Advisory Board (Equivalent to ESRS Supervisory Body)	Advisory Board (Equivalent to ESRS Supervisory Body)	Internal	Primary	0	0	0	No	5	Moderate	Open Survey
33	Departments	Engineering Department	Internal	Primary	1	3	4	Moderate	5	High	Interview, Focus Group, Open Survey

7.1 Stakeholder engagement design principles

Design principle	How it appeared in the work
Relevance before outreach	Stakeholders were ranked based on whether they could affect the organisation or be affected by the organisation.
Impact and financial materiality separated	Stakeholder relevance was assessed separately for inside-out and outside-in perspectives.
Accessibility considered	Stakeholder access scores helped convert theoretical importance into practical engagement plans.
Engagement method differentiated	High-priority groups were directed toward interviews, focus groups and surveys; lower-priority groups could be handled by desktop research or not engaged unless required.
Representation planning used	The workbook contained representation sheets to plan coverage across stakeholder groups without overburdening the organisation.

8. Material Topic and IRO Analysis

8.1 Topic distribution

ESRS area	IRO count in long list
S1- Own Workforce	41
E1 - Climate	24
E4- Biodiversity	22
E2 - Pollution	20
E5 -Resource use and circular economy	20
S2 - Workers in the value chain	15
S4 - Consumer and End Users	9
G1- Business Conduct	7
E3 - Water and Marine	6
S3- Affected Communities	4
Entity Specific Disclosure	4
S1 - Own Workforce	1

8.2 IRO type distribution

IRO type	Count
Positive Impact	54
Risk	43
Opportunity	35
Negative Impact	29
Potential Negative Impact	12

8.3 Highest-scoring impact materiality examples

No.	ESRS topic	Subtopic	Type	Anonymised IRO description	Impact score	Impact material
65	E5 -Resource use and circular economy	Waste (Substances)	Positive Impact	Recycling waste in production	4.5	Yes
29	S4 - Consumer and End Users	Information-Related Impacts	Negative Impact	We do not make employees/ customers aware of their impact and give them other more sustainabile solutions.	4.3	Yes
7	E2 - Pollution	Air Pollution	Negative Impact	Transportation of goods	4	Yes
13	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Negative Impact	Transportation of goods	4	Yes
34	E5 -Resource use and circular economy	Resource Inflows including Resource Use	Potential Negative Impact	We have no control over the raw material suppliers	4	Yes
40	S3- Affected Communities	Economic, Social, and Cultural Rights of	Potential Negative Impact	We currently don't have enough insight and knowledge about potential negative impacts related to forced labor, modern	4	Yes

No.	ESRS topic	Subtopic	Type	Anonymised IRO description	Impact score	Impact material
		Communities		slavery, human trafficking, and child lab...		
55	E3 - Water and Marine	Water Management	Positive Impact	Minimizing waste during production and installation	4	Yes
60	E4- Biodiversity	Resource Inflows including Resource Use	Positive Impact	Recycling waste	4	Yes
61	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Positive Impact	Use of used wood for chipboard, reuse of steel, use of greener steel	4	Yes
64	E5 -Resource use and circular economy	Waste (Substances)	Positive Impact	Minimizing waste during production and installation	4	Yes
70	G1- Business Conduct	Corruption and Bribery	Positive Impact	Active policy on bribery inside company and towards first tier suppliers	4	Yes
80	S1- Own Workforce	Equal Treatment and Opportunities for All	Positive Impact	Participation in apprenticeships/internships, promoting employees to study on next to their work (the organisation Academy initiative).	4	Yes

8.4 Highest-scoring financial materiality examples

No.	ESRS topic	Subtopic	Type	Anonymised IRO description	Financial score	Financial material
96	E1 - Climate	Climate Change Mitigation	Risk	the organisation relies on transportation modes with a high carbon footprint to distribute products, which increases the company's overall greenhouse gas emiss...	4.6	Yes
135	S4 - Consumer and End Users	Information-Related Impacts	Risk	Lack of inhouse knowledge about sustainable consumption	3.1	Yes
99	E1 - Climate	Climate Change Mitigation	Risk	Wilingness of customers to pay for more sustainable options	2.7	Yes
112	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Risk	Reliance on transportation that has high carbon footprint	2.4	Yes
124	G1- Business Conduct	Management of Relationships with Suppliers Including Payment Practices	Risk	Supply chain disruption because of geopolitical instability	2.4	Yes
169	S4 - Consumer and End Users	Information-Related Impacts	Opportunity	Green steel sourcing to create a more sustainable product and always show this as an option in quotes (or as standard with an option to choose a cheaper but le...	2.4	Yes
127	S1- Own Workforce	Working Conditions	Risk	Pandemics pose risk for supply chain, work force and business continuation	2.3	Yes
160	S1- Own Workforce	Working Conditions	Opportunity	Registering near miss accidents in own operations and downstream	2.3	Yes
138	E1 - Climate	Energy	Opportunity	More energy efficient production process	2.1	Yes
118	E5 -Resource use and circular economy	Resource Inflows including Resource Use	Risk	Lack of inhouse knowledge about sustainable production and consumption	1.9	Yes
119	E5 -Resource use and circular economy	Resource Outflows related to Products and Services	Risk	Failure to integrate reusability and modularity into the product life cycle, compounded by high upfront implementation costs and potential rebound effects	1.9	Yes
132	S3- Affected Communities	Economic, Social, and Cultural Rights of Communities	Risk	We currently lack sufficient data and knowledge regarding potential negative impacts related to forced labor, modern slavery, human trafficking, and child labo...	1.8	Yes

9. Benchmark and Source Inputs

The long-list was not created from one workshop alone. It incorporated external benchmark and risk sources, including MVO Risk Checker, MSCI Industry Materiality Map and ENCORE, alongside ESRS topics and workshop outputs.

9.1 MVO Risk Checker sample extract

No.	Risk / topic	ESG category	Anonymised explanation	ESRS topic	ESRS subtopic
7	Environmental Impact of Mezzanine Production and Material Sourcing	Environmental	Production of mezzanine materials like steel and aluminum contributes to deforestation, biodiversity loss, and pollution. Impacts include C...	Biodiversity and Ecosystems	Impact on State of Species
20	Invasive Species Spread by Shipping Operations	Environmental	Shipping products can lead to the spread of invasive species via ballast water and hull fouling, which disrupts local ecosystems and threat...	Biodiversity and ecosystems	Direct Impact Drivers of Biodiversity Loss
19	Production of Mezzanine Materials Contributing to Biodiversity Loss	Environmental	Materials such as steel, aluminum, and nickel used in mezzanine production can lead to significant biodiversity loss due to mining, defores...	Biodiversity and ecosystems	Direct Impact Drivers of Biodiversity Loss
22	Impact of Nickel Mining on Local Communities and Ecosystems	Environmental	Nickel mining, especially in subtropical regions, contributes to deforestation and biodiversity loss. Acid mine drainage from nickel mining...	Biodiversity and ecosystems	Direct Impact Drivers of Biodiversity Loss/ Impacts on the extent and condition of ecosystems
24	Deforestation and Biodiversity Loss in Nickel Mining Areas	Environmental	Nickel mining in ecologically sensitive areas, particularly in the tropics, contributes to deforestation and loss of biodiversity, includin...	Biodiversity and ecosystems	Direct impact drivers of biodiversity loss/Impacts on the extent and condition of ecosystems
30	Environmental Conflicts in India	Environmental	Industrialization and mining activities in India, which are integral to	Biodiversity and	Impacts and

No.	Risk / topic	ESG category	Anonymised explanation	ESRS topic	ESRS subtopic
			the supply chain for materials used in mezzanine production, can le...	ecosystems	dependencies on ecosystem services/ Direct Impact Drivers of Biodiversity Loss
31	Low Environmental Performance in India	Environmental	The poor environmental performance in India may impact the company's ability to source materials responsibly and comply with environmental...	Circular Economy	Resource Inflow including Resource Use/ Waste
34	Low Environmental Performance in Turkey	Environmental	Similar to India, Turkey's low environmental performance could impact the sourcing and environmental responsibility of your supply chain, e...	Circular Economy	Resource Inflow including Resource Use/ Waste

9.2 MSCI Industry Materiality Map sample extract

No.	Risk / opportunity	Category	Explanation	Weight	ESRS topic	ESRS subtopic
1	Toxic Emmission and Waste	Environment	Companies are evaluated on the potential environmental contamination and toxic or carcinogenic emissions arising from t...	0.147	Pollution	Substances of Concern
2	Carbon Emmissions	Environment	Companies are evaluated on the carbon intensity of their operations and their efforts to manage climate-related risks a...	0.147	Climate Change	Climate Change Mitigation
3	Opportunities in Clean Technology	Environment	Companies are evaluated on their clean tech innovation capacity, strategic development initiatives, and revenue generat...	0.091	Climate Change	Climate Change Adaption
4	Raw Material Sourcing	Environment	Companies are evaluated on the environmental impacts of the raw materials used in their products and their efforts arou...	0.01	Resource Use and Circular Economy	-
5	Labor Management	Social	Companies are evaluated on the complexity of their workforce (size, labor intensity, and regions of operation), the rel...	0.146	Own Workforce	Working Conditions/Equal treatment and opportunities for all
6	Health and Safety	Social	Companies are evaluated on their management of workplace safety and the workplace safety standards in the industries an...	0.096	Own Workforce	Working Conditions
7	Chemical Safety	Social	Companies are evaluated on the possible presence of harmful chemicals in their product portfolio, their potential expos...	0.017	Own Workforce	Working Conditions
8	Governance	Governance	This pillar evaluates the impact companies' corporate governance and business ethics practices have on investors. All c...	0.348	Business Conduct	Corporate culture/ Protection of whistleblowers/ Animal welfare/ Political engagement/ Management of relationships with suppliers including payment practices

9.3 ENCORE natural-capital sample extract

No.	Name	Dependency / impact	Materiality type	Rating	Anonymised explanation	ESRS topic	ESRS subtopic
1	Water	Dependencies	Financial Materiality	Medium	Although less practical, steel production process can take place without the ecosystem service due to availability of s...	Water and marine resources	Water
2	Water Flow Maintenance	Dependencies	Financial Materiality	Medium	The hydrological cycle, also called water cycle or hydrologic cycle, is the system that enables circulation of water th...	Water and marine resources	Water
3	Water Use	Impacts	Impact Materiality	High	Examples include volume of groundwater consumed, volume of surface water consumed, etc. Water is used for the quenching...	Water and marine resources	Water
4	GHG Emissions	Impacts	Impact Materiality	High	Examples include volume of carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), Sulphur hexafluoride (SF6), Hydrof...	Climate Change	Climate change adaptation
5	Solid Waste	Impacts	Impact Materiality	High	Examples include volume of waste by classification (i.e., nonhazardous, hazardous, and radioactive), by specific materi...	Pollution	Substances of concern/Substances of very high concern/Microplastics
6	Flood and Storm Protection	Dependencies	Financial Materiality	Medium	Flood and storm protection is provided by the sheltering, buffering and attenuating effects of natural and planted vege...	Climate Change	Climate change mitigation
7	Non-GHG air pollutants	Impacts	Impact Materiality	Medium	Examples include volume of fine particulate matter (PM2.5) and coarse particulate matter (PM10), Volatile Organic Compo...	Pollution	Pollution of air
8	Water Pollutants	Impacts	Impact Materiality	High	Examples include volume discharged to receiving water body of nutrients (e.g., nitrates and phosphates) or other substa...	Pollution	Pollution of water

10. Impact-Material IRO Table

The table below shows the filtered impact-material IRO extract from the materiality workbook. Descriptions have been anonymised and shortened for publication. The scoring fields demonstrate that this was a structured assessment, not a narrative-only ESG exercise.

No.	ESRS topic	Subtopic	Description	Type	Source	Scale	Scope	Irrem.	Score
1	E1 - Climate	Climate Change Mitigation	Not much uptake of green steel yet, as customers do not currently want to pay extra for it	Negative Impact	9.04 (SDG Based GMT Questionnaire)	3	5	2	3.3
2	E1 - Climate	Energy	Our production processes cause carbon emissions. We also make use of materials of which the production is very energy intensive (particularly steel) and there are substantial emis...	Negative Impact	9.04 (SDG Based GMT Questionnaire)	3	5	3	3.7
3	E1 - Climate	Climate Change Mitigation	Our production processes cause carbon emissions. We also make use of materials of which the production is very energy intensive (particularly steel) and there are substantial emis...	Negative Impact	9.04 (SDG Based GMT Questionnaire)	3	5	3	3.7
4	E2 - Pollution	Air Pollution	Transportation of goods	Negative Impact	12.04(SDG Based GMT Questionnaire)	4	5	3	4
5	E2 - Pollution	Substances of Concern, Soil Pollution	Mining and deforestation	Negative Impact	15.03(SDG Based GMT Questionnaire)	3	4	4	3.7
6	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Negative impact from production by suppliers and in the value chain	Negative Impact	12.04(SDG Based GMT Questionnaire)	3	4	4	3.7
7	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Transportation of goods	Negative Impact	12.04(SDG Based GMT Questionnaire)	3	5	4	4
8	E4- Biodiversity	Impact on the extent and Conditions of Ecosystem	Shipping of materials	Negative Impact	14.01(SDG Based GMT Questionnaire)	3	2	5	3.3
9	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Mining and use of wood/deforestation	Negative Impact	15.01, 15.03, 15.05 (SDG Based GMT Questionnaire)	4	3	4	3.7
10	E5 -Resource use and circular economy	Resource Inflows including Resource Use	No focus on sustainable sourcing of raw materials and criteria for this	Negative Impact	12.02(SDG Based GMT Questionnaire)	3	4	3	3.3
11	E5 -Resource use and circular economy	Waste (Substances)	Our operational process creates waste	Negative Impact	12.04(SDG Based GMT Questionnaire)	4	4	3	3.7
12	E5 -Resource use and circular economy	Resource Outflows related to Products and Services	Not enough focus on recycling and no policy for end of life of products	Negative Impact	12.05(SDG Based GMT Questionnaire)	2	5	3	3.3
13	E5 -Resource use and circular economy	Resource Outflows related to Products and Services	We do not make employees and customers aware of their impact and give them other more sustainable solutions	Negative Impact	12.08(SDG Based GMT Questionnaire)	3	5	2	3.3
14	S1- Own Workforce	Working Conditions	Currently there is no effort to raise awareness about mental or physical health and how to improve these	Negative Impact	3.04(SDG Based GMT Questionnaire)	4	4	2	3.3
15	S1- Own Workforce	Working Conditions	Automation will reduce/end low scale work	Negative Impact	8.06(SDG Based GMT Questionnaire)	3	4	4	3.7
16	S4 - Consumer and End Users	Information-Related Impacts	We do not make employees/ customers aware of their impact and give them other more sustainabile solutions.	Negative Impact	12.08(SDG Based GMT Questionnaire)	5	5	3	4.3
17	E3 - Water and Marine	Water Management	Production process of suppliers and in the value chain (we don't know enough about this yet)	Potential Negative Impact	6.03(SDG Based GMT Questionnaire)	3	4	4	3.3
18	E5 -Resource use and circular economy	Resource Inflows including Resource Use	We have no control over the raw material suppliers	Potential Negative Impact	12.04(SDG Based GMT Questionnaire)	3	5	4	4
19	S3- Affected Communities	Economic, Social, and Cultural Rights of Communities	We currently don't have enough insight and knowledge about potential negative impacts related to forced labor, modern slavery, human trafficking, and child labor in our value chai...	Potential Negative Impact	8.07, 16,02(SDG Based GMT Questionnaire)	4	5	4	4
20	E1 - Climate	Energy	A relatively high proportion of usage of renewable energy inside the company.	Positive Impact	7.01, 7.02(SDG Based GMT Questionnaire)	3	4		3.5
21	E3 - Water and Marine	Water Management	Minimizing waste during production and installation	Positive Impact	12.02(SDG Based GMT Questionnaire)	3	5		4
22	E4- Biodiversity	Resource Inflows including Resource Use	Recycling waste	Positive Impact	12.04(SDG Based GMT Questionnaire)	3	5		4
23	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Use of used wood for chipboard, reuse of steel, use of greener steel	Positive Impact	15.01(SDG Based GMT Questionnaire)	3	5		4
24	E4- Biodiversity	Impact on the extent and Conditions of Ecosystem	Buying from chipboard producers that manage woods responsibly	Positive Impact	15.02(SDG Based GMT Questionnaire)	3	4		3.5
25	E5 -Resource use and circular economy	Waste (Substances)	Minimizing waste during production and installation	Positive Impact	12.02(SDG Based GMT Questionnaire)	3	5		4
26	E5 -Resource use and circular economy	Waste (Substances)	Recycling waste in production	Positive Impact	12.04(SDG Based GMT Questionnaire)	4	5		4.5
27	G1- Business Conduct	Corruption and Bribery	Active policy on bribery inside company and towards first tier suppliers	Positive Impact	16.05(SDG SDG Based GMT Questionnaire)	3	5		4
28	G1- Business Conduct	Corporate Culture	Strong business ethics can enhance a company's reputation, leading to increased business relationships	Positive Impact	MCSI Industry Materiality Map	3	5		3.6
29	S1- Own Workforce	Working Conditions	By employment according to national legislation, i.e. abiding to minimum wages, social securities etc. We pay slightly above the minimum wage.	Positive Impact	1.02(SDG Based GMT Questionnaire)	2	5		3.5
30	S1- Own Workforce	Working Conditions	the organisation scores well on employee happiness and low on sick leave	Positive Impact	3.04(SDG Based GMT Questionnaire)	2	5		3.5
31	S1- Own Workforce	Equal Treatment and Opportunities for All	Participation in apprenticeships/internships, promoting employees to study on next to their work (the organisation Academy initiative).	Positive Impact	4.03(SDG Based GMT Questionnaire)	4	4		4
32	S1- Own Workforce	Equal Treatment and Opportunities for All	the organisation provides a multicultural, multinational context to work in for students/starters and gain these skills. People are allowed to apply for graduation projects and mo...	Positive Impact	4.07(SDG Based GMT Questionnaire)	3	4		3.5
33	S1- Own Workforce	Equal Treatment and Opportunities for All	Young people get trained or paid schooling	Positive Impact	8.05(SDG Based GMT Questionnaire)	2	5		3.5
34	S1- Own Workforce	Working Conditions	ISO 45001 for our own employees focus on safety	Positive Impact	8.08(SDG Based GMT Questionnaire)	2	5		3.5
35	S1- Own Workforce	Working Conditions	Minimizing agency work to give people direct contracts	Positive Impact	10.04(SDG Based GMT Questionnaire)	3	4		3.5
36	S1- Own Workforce	Working Conditions	Profit shares for all employees without using a bonus system	Positive Impact	10.04(SDG Based GMT Questionnaire)	3	4		3.5

No.	ESRS topic	Subtopic	Description	Type	Source	Scale	Scope	Irrem.	Score
37	S4 - Consumer and End Users	Personal Safety	Policies in place during Covid that can be reinstated incase of a new pandemic	Positive Impact	3.03(SDG Based GMT Questionnaire)	3	4		3.5
38	S4 - Consumer and End Users	Personal Safety	Sustainable reporting	Positive Impact	12.06(SDG Based GMT Questionnaire)	4	4		4

11. Financially Material IRO Table

The table below shows the filtered financially material IRO extract. The structure separates magnitude from short-, medium- and long-term likelihood, which is critical for financial materiality under CSRD/ESRS-style thinking.

No.	ESRS topic	Subtopic	Description	Type	Source	Mag.	ST	MT	LT	Score
1	E1 - Climate	Climate Change Mitigation	the organisation relies on transportation modes with a high carbon footprint to distribute products, which increases the company's overall greenhouse gas emissions and contributes...	Risk	GMT Workshop	5	5	5	3.5	4.6
2	E1 - Climate	Climate Change Mitigation	Wilingness of customers to pay for more sustainable options	Risk	GMT Workshop	4	5	3	1	2.7
3	E3 - Water and Marine	Water Management	Knowledge gap on water use in the value chain, needs to be investigated	Risk	GMT Workshop	3	2	3	3	1.6
4	E4- Biodiversity	Direct Impact Drivers of Biodiversity Loss	Reliance on transportation that has high carbon footprint	Risk	GMT Workshop	4	3	3	3	2.4
5	E5 -Resource use and circular economy	Resource Inflows including Resource Use	Lack of inhouse knowledge about sustainable production and consumption	Risk	GMT Workshop	4	1	3	4	1.9
6	E5 -Resource use and circular economy	Resource Outflows related to Products and Services	Failure to integrate reusability and modularity into the product life cycle, compounded by high upfront implementation costs and potential rebound effects	Risk	GMT Workshop	4	1	3	4	1.9
7	G1- Business Conduct	Management of Relationships with Suppliers Including Payment Practices	Supply chain disruption because of geopolitical instability	Risk	GMT Workshop	4	3	3	3	2.4
8	S1- Own Workforce	Working Conditions	If standards of living in other countries rise, loss of skilled migrant workers	Risk	GMT Workshop	4	1	3	3	1.7
9	S1- Own Workforce	Working Conditions	Pandemics pose risk for supply chain, work force and business continuation	Risk	GMT Workshop	4	2	3	4	2.3
10	S3- Affected Communities	Economic, Social, and Cultural Rights of Communities	We currently lack sufficient data and knowledge regarding potential negative impacts related to forced labor, modern slavery, human trafficking, and child labor in our value chain.	Risk	GMT Workshop	3	3	3	3	1.8
11	S4 - Consumer and End Users	Information-Related Impacts	Lack of inhouse knowledge about sustainable consumption	Risk	GMT Workshop	4	3	4	5	3.1
12	S4 - Consumer and End Users	Social Inclusion	Movement against mega warehousing in Europe (unboxing) may reduce demand for mezzanine installations as regulatory scrutiny and public pressure limit warehouse expansions, impacti...	Risk	GMT Workshop	3	2	3	3	1.6
13	E1 - Climate	Energy	Renewable energy usage; increase own generation of renewable energy and/or increase purchase of renewable energy from suppliers	Opportunity	GMT Workshop	3	4	3	1	1.8
14	E1 - Climate	Energy	More energy efficient production process	Opportunity	GMT Workshop	4	2	3	3	2.1
15	E1 - Climate	Climate Change Mitigation	Vision of local manufacturing	Opportunity	GMT Workshop	4	1	3	3	1.7
16	E5 -Resource use and circular economy	Resource Inflows including Resource Use	Green steel sourcing to create a more sustainable product and always show this as an option to customers	Opportunity	GMT Workshop	3	2	3	3	1.6
17	S1- Own Workforce	Working Conditions	the organisation Academy Initiative: expand and structure internationally	Opportunity	GMT Workshop	3	2	3	4	1.7
18	S1- Own Workforce	Working Conditions	Exchange between departments at induction & employment stages (in both directions, so not just management shadowing a day on the workfloor)	Opportunity	GMT Workshop	3	2	3	3	1.6
19	S1- Own Workforce	Working Conditions	Registering near miss accidents in own operations and downstream	Opportunity	GMT Workshop	4	2	3	4	2.3
20	S1- Own Workforce	Equal Treatment and Opportunities for All	Showcasing to people with disabilities that they can apply for jobs at the the organisation	Opportunity	GMT Workshop	3	2	3	3	1.6
21	S1- Own Workforce	Equal Treatment and Opportunities for All	Look into enhancing quality of life of people in lowest earning 40% through other means than increased pay, such as access to budget coaching	Opportunity	GMT Workshop	3	2	3	3	1.6
22	S1 - Own Workforce	Working Conditions	Registering near miss accidents in own operations and downstream	Opportunity	GMT Workshop	3	2	3	3	1.6
23	S4 - Consumer and End Users	Information-Related Impacts	Green steel sourcing to create a more sustainable product and always show this as an option in quotes (or as standard with an option to choose a cheaper but less sustainable produ...	Opportunity	GMT Workshop	5	1	3	4	2.4
24	S1- Own Workforce	Working Conditions	Employees in industrial machinery manufacturing facilities face health and safety risks from exposure to heavy machinery, moving equipment and electrical hazards, among others. Cr...	Risk	SASB Materiality Finder	3	3	3	3	1.6

12. Deliverables and Practical Value

Deliverable	What it contained	Practical value
CSRD/DMA methodology paper	Purpose, scope, ESRS basis, DMA steps, ownership, value-chain and stakeholder logic.	Created a repeatable process for CSRD readiness and future reporting preparation.
Value-chain map and description	Upstream, internal and downstream operating activities from raw materials to customer use.	Made the DMA operational and linked ESG topics to actual business activities.

Deliverable	What it contained	Practical value
Stakeholder analysis workbook	Internal/external stakeholder groups, relevance scores, accessibility, adjusted priority and engagement routes.	Helped decide who needed to be engaged and how.
Long-list workbook	ESRS topic list, benchmark sources, workshop inputs and IRO universe.	Created a defensible evidence base for material topic screening.
Material topic prioritisation workbook	173 IROs, impact scoring, financial scoring, impact-material and financial-material extracts.	Supported movement from broad topic universe to prioritised DMA-ready topics.
Internal CSRD handouts	CSRD explanation, double materiality introduction, reporting relevance, leadership contribution and project timeline.	Built internal understanding and aligned contributors around why the work mattered.

12.1 Practical value statement

The project helped the organisation convert CSRD from an abstract regulatory requirement into a practical internal workstream. It clarified what needed to be assessed, which entities and operations were in scope, where sustainability impacts and risks could occur across the value chain, which stakeholders needed to be engaged, and how material topics could be prioritised.

For MADESAI, this case demonstrates a high-value advisory capability: structuring sustainability regulation into management-ready process design, evidence registers, stakeholder logic, materiality scoring, and reporting-readiness documentation for industrial companies.

Appendix A - Capability Mapping

Capability demonstrated	Evidence from work products	Public expression
CSRD/DMA process design	Methodology documents with DMA steps, scope, time horizons and ownership logic.	Structured CSRD readiness and DMA methodology for an industrial group.
Operational value-chain mapping	Value-chain document with upstream, internal and downstream processes.	Mapped sustainability reporting topics to real manufacturing operations.
Stakeholder strategy	Stakeholder analysis workbook with relevance, accessibility and engagement calculations.	Designed stakeholder engagement logic for impact and financial materiality.
ESRS and IRO mapping	Long-list and material topic workbooks with ESRS topic/subtopic mapping.	Created traceable ESG topic and IRO mapping for reporting readiness.
Materiality prioritisation	Material topic priority workbook with impact and financial materiality scores.	Prepared scoring logic to move from long list to prioritised materiality inputs.
Internal communication	CSRD handouts explaining regulation, DMA and stakeholder contribution.	Developed internal capability-building material for management and contributors.

Appendix B - Full High/Moderate Stakeholder Engagement Extract

No.	Group	Subgroup	Type	Class	Impact	Financial	Total	Priority	Access	Adjusted	Engagement route
4	Competitors (Direct, Indirect)	Competitors (Direct, Indirect)	External	Primary	3	3	6	High	1	Moderate	Open Survey
5	Customers	Direct Customers	External	Primary	1	3	4	Moderate	4	High	Interview, Focus Group, Open Survey
6	Customers	Future Customers (USA/new market segments like Fire Safety, AGVs and AMRs)	External	Secondary	0	3	3	Low	4	Moderate	Open Survey
7	Customers	Key Accounts, Resellers, System Integrators	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
9	Energy Supplier	Energy Supplier	External	Primary	2	3	5	Moderate	4	High	Interview, Focus Group, Open Survey
11	Government Organizations	Local Government (Gementee Tholen, City of Wolverhampton Council, Watbrzych municipa...	External	Secondary	2	2	4	Moderate	4	High	Interview, Focus Group, Open Survey
16	Product Supplier	Gas (Product Supplier)	External	Primary	3	3	6	High	3	High	Interview, Focus Group, Open Survey
17	Product Supplier	Packaging Materials (Product Supplier)	External	Secondary	1	2	3	Low	4	Moderate	Open Survey
18	Product Supplier	Powder Coating (Product Supplier)	External	Primary	3	3	6	High	4	High	Interview, Focus Group, Open Survey
19	Product Supplier	Primary and Secondary Parts (Product Supplier)	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
20	Product Supplier	Product Supplier Upstream	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey

No.	Group	Subgroup	Type	Class	Impact	Financial	Total	Priority	Access	Adjusted	Engagement route
	Upstream Value Chain	Value Chain									
21	Raw material Supplier	Steel (Raw material Supplier)	External	Secondary	2	3	5	Moderate	4	High	Interview, Focus Group, Open Survey
22	Raw material Supplier	Wood (Raw material Supplier)	External	Secondary	2	2	4	Moderate	4	High	Interview, Focus Group, Open Survey
23	Strategic Partners in Value Chain	Banks	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey
24	Strategic Partners in Value Chain	Financial Consultants (WEA)	External	Secondary	0	2	2	Low	4	Moderate	Open Survey
26	Sub Contractors	Installers	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
27	Sub Contractors	Operation: Insurance, Brokers, Auditors etc	External	Secondary	1	3	4	Moderate	3	Moderate	Open Survey
28	Sub Contractors	Transport	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
29	Sub Contractors	Waste Management	External	Primary	3	4	7	High	4	High	Interview, Focus Group, Open Survey
30	Supplier of Machine and Machinery Equipment	Supplier of Machine and Machinery Equipment	External	Primary	2	0	2	Low	4	Moderate	Open Survey
31	Advisory Board (Equivalent to ESRS Supervisory Body)	Advisory Board (Equivalent to ESRS Supervisory Body)	Internal	Primary	0	0	0	No	5	Moderate	Open Survey
33	Departments	Engineering Department	Internal	Primary	1	3	4	Moderate	5	High	Interview, Focus Group, Open Survey
34	Departments	Finance Department	Internal	Primary	1	4	5	Moderate	5	High	Interview, Focus Group, Open Survey
35	Departments	Legal Department	Internal	Primary	0	4	4	Moderate	5	High	Interview, Focus Group, Open Survey
36	Departments	Logistics and Inventory Management Department	Internal	Primary	3	4	7	High	5	High	Interview, Focus Group, Open Survey
37	Departments	Manufacturing Department	Internal	Primary	2	4	6	High	5	High	Interview, Focus Group, Open Survey
38	Departments	Operations (Company Branding and Marketing) Department	Internal	Primary	0	0	0	No	5	High	Interview, Focus Group, Open Survey
39	Departments	Operations (HR) Department	Internal	Primary	1	3	4	Moderate	5	High	Interview, Focus Group, Open Survey
40	Departments	Operations (IT) Department	Internal	Primary	2	3	5	Moderate	5	High	Interview, Focus Group, Open Survey
42	Departments	Operations Department (General)	Internal	Primary	3	3	6	High	5	High	Interview, Focus Group, Open Survey
43	Departments	Purchase Department	Internal	Primary	3	4	7	High	5	High	Interview, Focus Group, Open Survey
44	Departments	QHSE Department	Internal	Primary	2	4	6	High	5	High	Interview, Focus Group, Open Survey
45	Departments	Research and Development Department	Internal	Primary	1	3	4	Moderate	5	High	Interview, Focus Group, Open Survey
46	Departments	Sales Department	Internal	Primary	2	3	5	Moderate	5	High	Interview, Focus Group, Open Survey
47	Global Management Team (Equivalent to ESRS Management Body)	Global Management Team (Equivalent to ESRS Management Body)	Internal	Primary	3	4	7	High	5	High	Interview, Focus Group, Open Survey
48	Managing Directors (Equivalent to ESRS Administrative Body)	Managing Directors (Equivalent to ESRS Administrative Body)	Internal	Primary	3	4	7	High	5	High	Interview, Focus Group, Open Survey
49	Own Workforce (Excluding MD, GMT and Shareholder)	Permanent Workers	Internal	Primary	3	0	3	Low	5	High	Interview, Focus Group, Open Survey
50	Own Workforce (Excluding MD, GMT and Shareholder)	Remote Workers	Internal	Primary	2	0	2	Low	5	High	Interview, Focus Group, Open Survey
51	Own Workforce (Excluding MD, GMT and Shareholder)	Agency Workers	Internal	Primary	1	0	1	No	3	Moderate	Open Survey
52	Shareholder	Schot Family (Shareholder)	Internal	Primary	3	4	7	High	5	High	Interview, Focus Group, Open Survey
53	Stakeholder Trust	STAK (Shareholder Trust)	Internal	Primary	2	4	6	High	5	High	Interview, Focus Group, Open Survey