

Material Matters: How FLI Global tackled Double Materiality with Future Planet

When FLI Global set out to strengthen its sustainability strategy, the aim was to better understand what mattered most to the business and its stakeholders. Working with Future Planet, the company carried out a Double Materiality Assessment (DMA) that brought together diverse business units, clarified key impacts and risks, and created a shared foundation for future decision-making. This case study, featuring insights from CEO Michael Flynn and Group Sustainability Manager Daniel Blanchfield, reflects on the process, the lessons learned, and the value of a structured, thoughtful approach.



*"Sustainability has always been a core part of what we do, but the DMA allowed us to step back and look at it with fresh perspective. Working with **Future Planet** gave us the structure and expertise we needed to engage the whole group and make informed, consistent decisions. It has helped us align across a complex organisation, which is essential as we look to the future."*

– Michael Flynn, CEO, FLI Global

Why FLI Global Committed to the DMA

The decision to undertake a DMA was driven by FLI Global's strategic focus on sustainability.

The business had already implemented many practical environmental improvements, including solar panels, LED lighting and rainwater harvesting. The next step was to embed sustainability more formally into the group's planning and governance structures.

"We were never doing the DMA for compliance."

– Daniel Blanchfield, Group Sustainability Manager

The company viewed the DMA as a way to identify what mattered most to the organisation and its stakeholders, and to ensure that future decisions would be based on clear priorities, not assumptions.

Choosing Future Planet

Daniel had experience with a range of sustainability platforms in previous roles, including those offered by large consultancies. These had often fallen short of expectations, either lacking meaningful functionality or failing to support the work in practice.

Future Planet stood out for combining practical software with hands-on support. The platform offered audit-ready tracking and clear documentation, while the team provided guidance tailored to the group's needs.

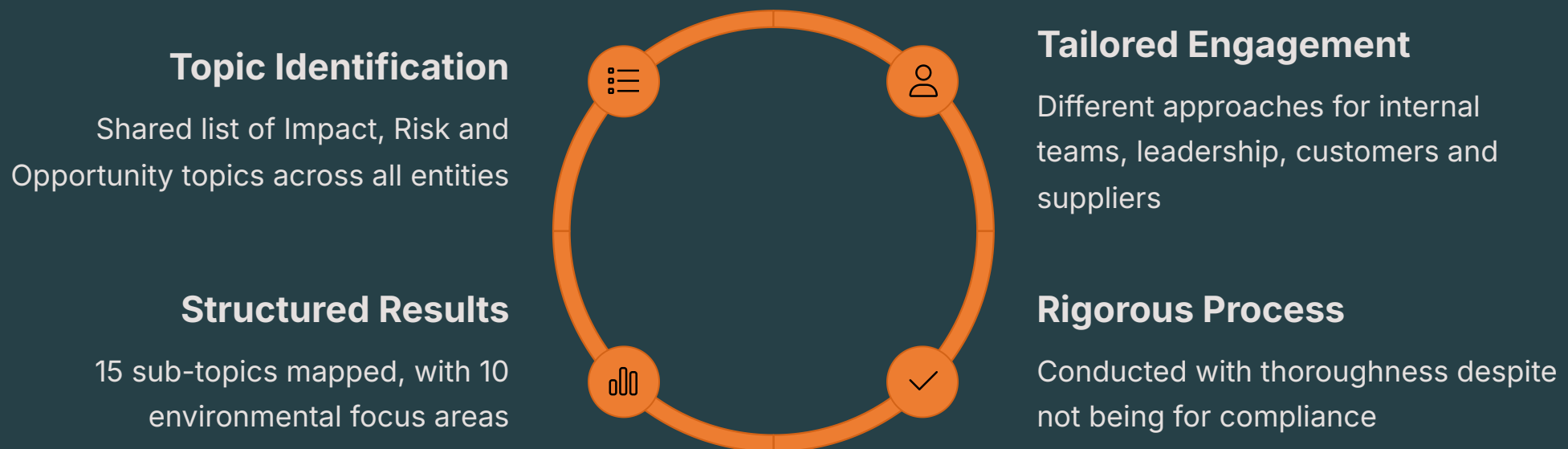
"This was the only platform I found that we could actually recommend. It looked good, but it also worked. It was built in a way that would actually give us results."

– Daniel Blanchfield, Group Sustainability Manager

Navigating Complexity Across Business Units

FLI Global is made up of four distinct business entities, each delivering different services and products. Aligning these operations around a single materiality process required careful coordination. The DMA was conducted at the individual business unit level, before being consolidated into a group-wide view. This allowed both entity-specific and group-level issues to be recognised. Some impacts, risks and opportunities were unique to certain businesses, while others were shared. The process helped build a coherent picture that reflected the complexity of the organisation.

Stakeholder Engagement and Material Topics



Stakeholder engagement played a central role in shaping the outcomes of the DMA. The aim was to ensure that the priorities identified through the process were not only strategic, but grounded in the views and experiences of those inside and outside the business. Each of the four business entities contributed to a shared list of Impact, Risk and Opportunity (IRO) topics. These were mapped against 15 sub-topics, of which 10 were environmental. This reflected both the core focus of FLI Global's work and the organisation's long-standing commitment to environmental responsibility.

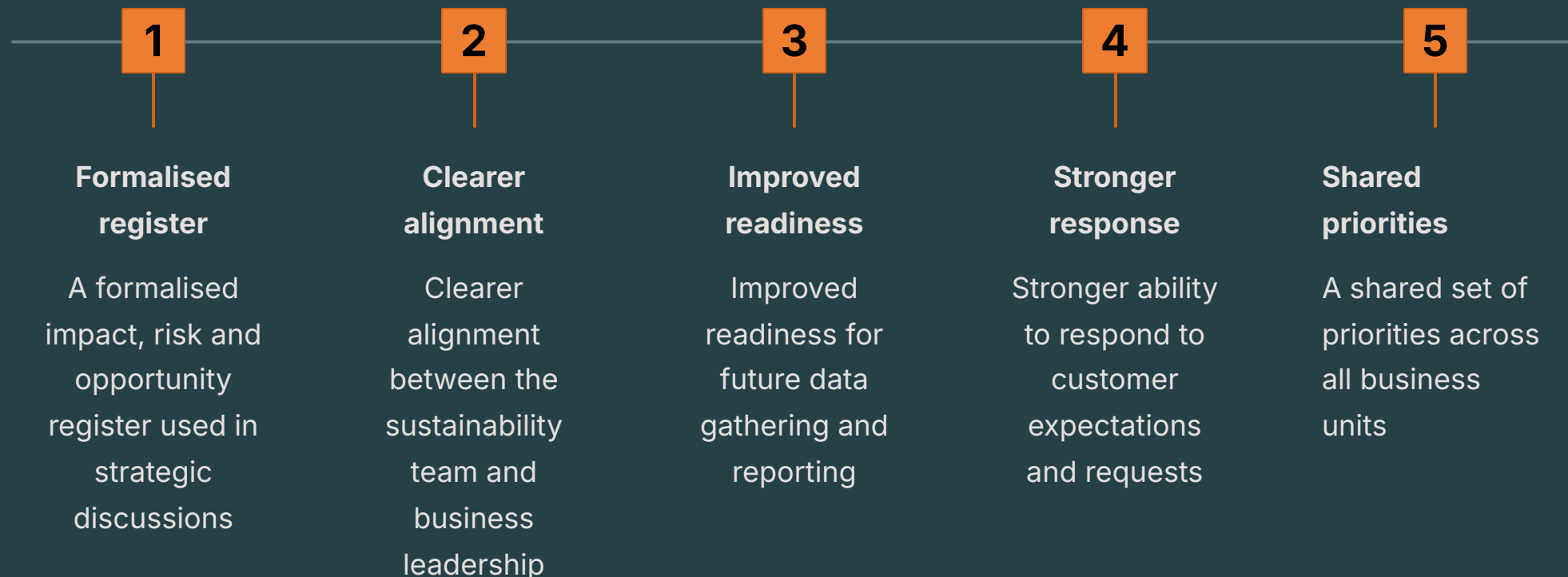
Leadership Support Enabled Impact

Leadership support was a major enabler of the DMA's success. This support extended to the CEO, Michael Flynn, whose involvement helped set the tone across the organisation. Daniel had a clear mandate to lead the process and was positioned within the senior team to make decisions and ensure follow-through.

"Having leadership support has been essential. The message from the top has always been clear: this work matters. That backing gave me the mandate to make decisions and ensured people across the business engaged with the process."

– Daniel Blanchfield, Group Sustainability Manager

Outcomes



Critical Success Factors

FLI Global's DMA has helped shift sustainability from a set of individual actions to a joined up, strategic approach. With strong leadership, thoughtful engagement and the right tools, the company has built a process that reflects its values and supports its long-term goals.

1**Do it thoroughly the first time**

The team chose to pursue a best-practice route, even when simpler paths were available.

2**Stakeholder involvement is essential**

Engagement across all parts of the organisation, and with external partners, delivered more useful insights and stronger alignment.

3**Leadership buy-in makes a difference**

Senior-level support ensured the process stayed on course and helped create space for honest discussions.

4**Having the right partner matters**

Future Planet's combination of software and expert guidance made the process easier and more effective.

5**Structure creates long-term value**

The DMA has provided a lasting foundation that will support decision-making and reporting into the future.



"The DMA will shape our strategy. It's not only a report. It's the basis for how we move forward."

– Daniel Blanchfield, Group Sustainability Manager

Partners in **Sustainable** Business Transformation



FLI Global is an environmental services and technologies business focused on providing innovative and sustainable solutions to the protection of air, land and water. With operations spanning precast concrete, wastewater treatment, land remediation and more, FLI Global integrates sustainability into every aspect of its business, from strategy and operations to culture and governance.



The software platform that guides sustainable performance. **Future Planet** helps organisations connect their sustainability strategy to measurable impacts, risks and opportunities (IROs), driving action that creates resilience and long-term value.

www.futureplanet.com