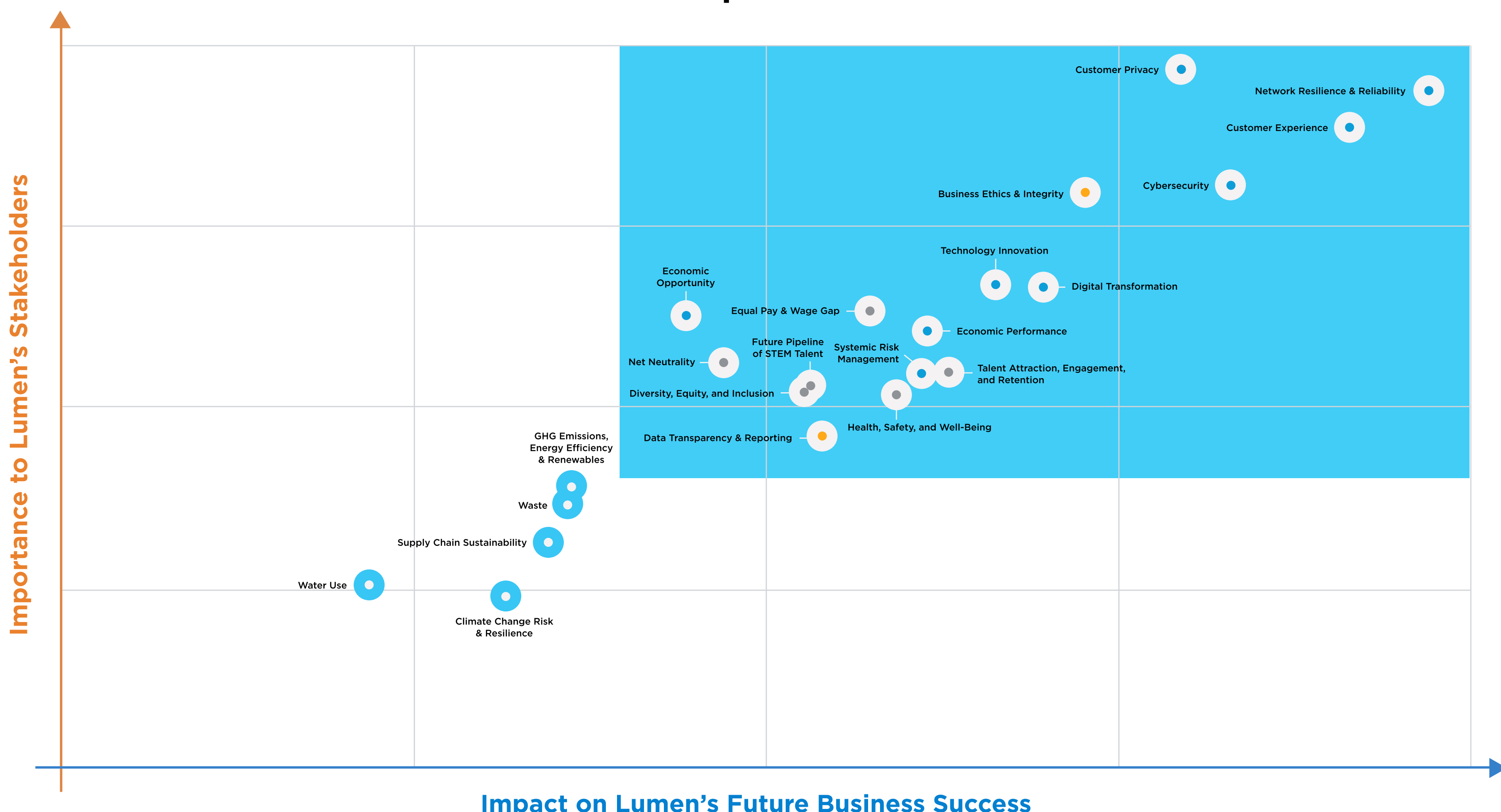In 2021, Lumen conducted our inaugural "materiality" assessment,* an analysis and validation process to guide how we prioritize the sustainability and environmental, social, and governance (ESG) issues that matter most to our stakeholders and our future. Working with an independent consultant, we conducted a peer and industry benchmarking review of sustainability topics that are common to the communications and technology industry. We assessed international standards and guidelines, such as the Sustainability Accounting Standards Board (SASB), the Taskforce for Climate-related Financial Reporting (TCFD) and the Global Reporting Initiative (GRI). We also engaged stakeholders including employees, community partners, customers, governmental agencies and regulators, investors, suppliers, as well as Lumen's Board of Directors and senior leadership team.

The chart below shows how specific issues rank when measured by importance to Lumen's stakeholders and the impact on our business success. The key takeaway is that Lumen's best sustainability impact opportunities are already integrated into our long-term vision and business strategy. For more information, visit the Lumen sustainability page.

Lumen Impact Matrix

Importance to Lumen's Stakeholders (vertical axis)

Impact on Lumen's Future Business Success (horizontal axis)

Plotted items: Customer Privacy, Network Resilience & Reliability, Customer Experience, Cybersecurity, Business Ethics & Integrity, Technology Innovation, Digital Transformation, Economic Opportunity, Equal Pay & Wage Gap, Economic Performance, Future Pipeline of STEM Talent, Systemic Risk Management, Net Neutrality, Talent Attraction, Engagement, and Retention, Diversity, Equity, and Inclusion, Data Transparency & Reporting, Health, Safety, and Well-Being, GHG Emissions, Energy Efficiency & Renewables, Waste, Supply Chain Sustainability, Water Use, Climate Change Risk & Resilience

Impact Opportunity Topics

Category	Topic	Description
Business Resilience & Innovation	Digital Transformation	Support development of cutting-edge technologies to simplify and accelerate a new age of digital work.
	Customer Privacy	Protecting and respecting the privacy rights of our customers during the capture, storage and transfer of personal information. (strong policies and controls in place)
	Customer Experience	Maintain a positive customer experience while using our products.
	Responsible Marketing & Sales	Fair and responsible marketing communications and access to product information to allow our customers to make informed decisions.
	Economic Opportunity	Investment in infrastructure and services that supports sustainable growth and creates economic opportunity
	Technology Innovation	Investing in new and innovative technologies that provide solutions and support customers' ability to contribute to a sustainable world.
	Economic Performance	Direct economic value generated and distributed such as net revenues, wages and benefits and shareholder
	Cybersecurity	Providing a safe and secure online experience for children and adults, including preventing fraud, identity theft, exploitation and cyber attacks.
	Network Resilience & Reliability	Provides continuous operation in the face of challenges to normal operations
	Systemic Risk Management	The organization's overall approach to assessing and managing business resilience and risk across the business
	Responsible Supply Chain	Manage contract compliance and labor issues in our supply chain and source from diverse suppliers to support economic development in traditionally underrepresented groups
	Sustainable Project Design	Reducing the lifecycle environmental impact of products and network equipment.
Governance	Disaster Response & Relief	Leveraging our technology and resources to assist in disaster preparedness and response efforts.
	Political Influence	Maintaining transparency about our political engagement and consistency between our responsible business and public policy positions.
	Data Transparency and Reporting	Efforts to provide clear and comparable business and sustainability information in an accessible manner.
	Intellectual Property (IP) infringement	Infringement or violation of intellectual property rights, such as copyrights, patents, trademarks, industrial designs, and trade secrets.
	Geopolitical Risk	Risk associated with wars, terrorist acts, and tensions between states that affect the normal and peaceful course of international relations.
	Business Ethics and Integrity	Maintaining integrity through ethical business behavior, including zero corruption, extortion, bribery or other illegal sales practices.
	Tax contributions	Fulfilling taxation responsibilities to the economies in which we operate.
Social	Digital Divide	Extending high-quality and affordable communications access (e.g. reliability, speed, bandwidth, price) to underserved locations
	Diversity Equity & Inclusion	Actively promote diversity and equity at work, and striving for a workplace that is representative of the communities in which we work and avoid incidents of discrimination
	Community Engagement	Investing (monetary & volunteer hours) in communities, individuals, and local economies by preparing them for the opportunities of today and tomorrow.
	Health, Safety, and Well-being	Promoting total worker health through employee benefits and protecting employees from risk of injury.
	Human Rights	The organization's exposure to human rights issues and its policies and procedures related to risk and impact assessments in investments (e.g. UN Declaration on Human Rights).
	Labor Rights & Relations	Managing labor issues such as working hours, health and safety, remuneration, sexual harassment, freedom of association and collective bargaining.
	Freedom of Association & Expression	Maintaining the freedom to seek, receive and impart information and ideas without prior authorization.
	Net Neutrality	Enabling broadband customers to take advantage of all the internet has to offer through full access, full speed, fair handling of traffic, full information and high-quality service.
	Equal Pay & Wage Gap	Equitable pay between women and men, justification for high executive compensation, and fair wages for lower level employees.
	Future Pipeline of STEM Talent	Promoting access to high-quality science, technology, engineering and math education, as well as entrepreneurial skills development.
	Talent Attraction, Engagement, and Retention	Approach to employment or job creation through hiring, recruitment, development, retention and related practices.
Environment	GHG Emissions & Air Quality	Reducing emissions of greenhouse gasses ;Reducing emissions of air pollutants that have significant impacts on air quality.
	Climate Change Risk & Resilience	Strengthen resilience and adaptive capacity to manage risks presented by climate-related hazards and natural disasters.
	Electronic Waste Management	Appropriately manage the full lifecycle of electronic waste.
	Waste	Total waste, including hazardous waste, generated, diverted from disposal, and reused.
	Energy Efficiency & Renewables	Energy consumption and efficiency within the organization and percentage of energy use sourced from renewable energy sources.
	Water Use	Water consumption and efficiency within the organization.
	Supply Chain Sustainability	Managing environmental impacts in our supply chain, such as water use, energy use, wastewater, waste disposal, emissions, etc.
	Responsible Land Use	Using land resources sustainably and responsibly, respecting the land rights of local communities and minimizing impacts on biodiversity.
	Circular Economy	Decouple business growth from the growth of carbon intensity and material use and optimize our business process for a cycle of use and reuse.