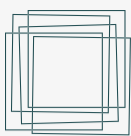


# mindful MATERIALS

# Strategic Plan

# 2023-2025

**Focus, Convene, Unify, Scale**



We've been working for decades to shift the materials market for health and sustainability — independently.

By now it's clear. No one can solve this alone.

**mindful MATERIALS is our collective opportunity to move the needle as an industry.**



The more we learn about the materials we design and build with — the more we see their interconnected and extensive impacts on people, communities and planet.

We see the shining examples of a few companies across the building industry making incredible strides on addressing their material impacts, but for most companies out there, all they see is more — more data, more websites, more outreach — an endlessly branching decision-tree that feels inaccessible.

Countless (and incredible) tools, certifications, databases, initiatives and systems have sprung up independently in an effort to provide an 'easy button' for sustainability, yet we find ourselves fundamentally in the same place: unable to establish safe, sustainable materials as the norm, not the option.

This is our first strategic plan as an organization, since becoming a 501(c)(3) nonprofit in 2022, but it's not our first rodeo. **We are built on over a decade of collective action, collaboration and engagement that have made mM a trusted, neutral home for materials sustainability.**

We see an incredible opportunity over these next three years to build on recent industry momentum, materials pledges, new leadership, and a deep hunger for next steps and accountability.





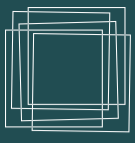
Through our Collaboration Hub, and Frameworks for Acceleration, we plan to **focus** the industry on holistic sustainability, **convene** cross-disciplinary leadership and expertise to build common ground, **unify** the market signal leveraging a common materials language, and **scale** action by activating and connecting sustainability data.

**Our success will not be found through the independent actions of any single company or organization — it will be through the act of bringing those actions together for greater impact.** From architects, to interior designers, nonprofits, tech providers, certifiers, manufacturers, developers, and educators — we each have a critical role to play in delivering on a materials economy that supports climate health, human health, ecosystem health, social health and equity, and circularity.

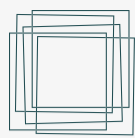
Thank you for your curiosity, your collaboration and your commitment to a better future. Here's to what we build next — **together.**



CEO, mindful MATERIALS



# What We Do



## Our Mission

Inspire, motivate and empower everyone to choose materials that prioritize health holistically.



## Our Vision

A materials economy that respects and protects the health of all people, communities, and ecosystems.

### A Nonprofit

seeking to better people and planet

### A Community

100,000+ across the built environment

### A Holistic Lens

material impacts are interconnected

### A Framework

to contextualize + connect sustainability data

### The Philosophy

we have more impact, together



# What Guides Our Work

WHAT WE DO

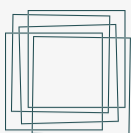
There are no isolated impacts of our decisions. **Consider your actions holistically.**

**Create accessible solutions**, leveraging knowledge and resources of the few, for the benefit of many.

**Assemble diverse perspectives.** Together, they drive profound, purposeful and optimal change.

Collaboration is paramount to sustainability. Work with **trust, transparency and authenticity.**

**Amplify and champion** the work of others before creating something new.



# mM Milestones

## Common Materials Framework v1

CMF v1 is complete, mapping and organizing 600+ data points derived from across 100+ certifications and standards. Framework is formally adopted by AIA as the foundation for its materials pledge metrics.

### HKS Establishes mM Label

Chicago-based design firm HKS establishes internal labeling system to help their designers easily identify products with key sustainability documentation. Label proves popular and HKS makes resources publicly available for firms.

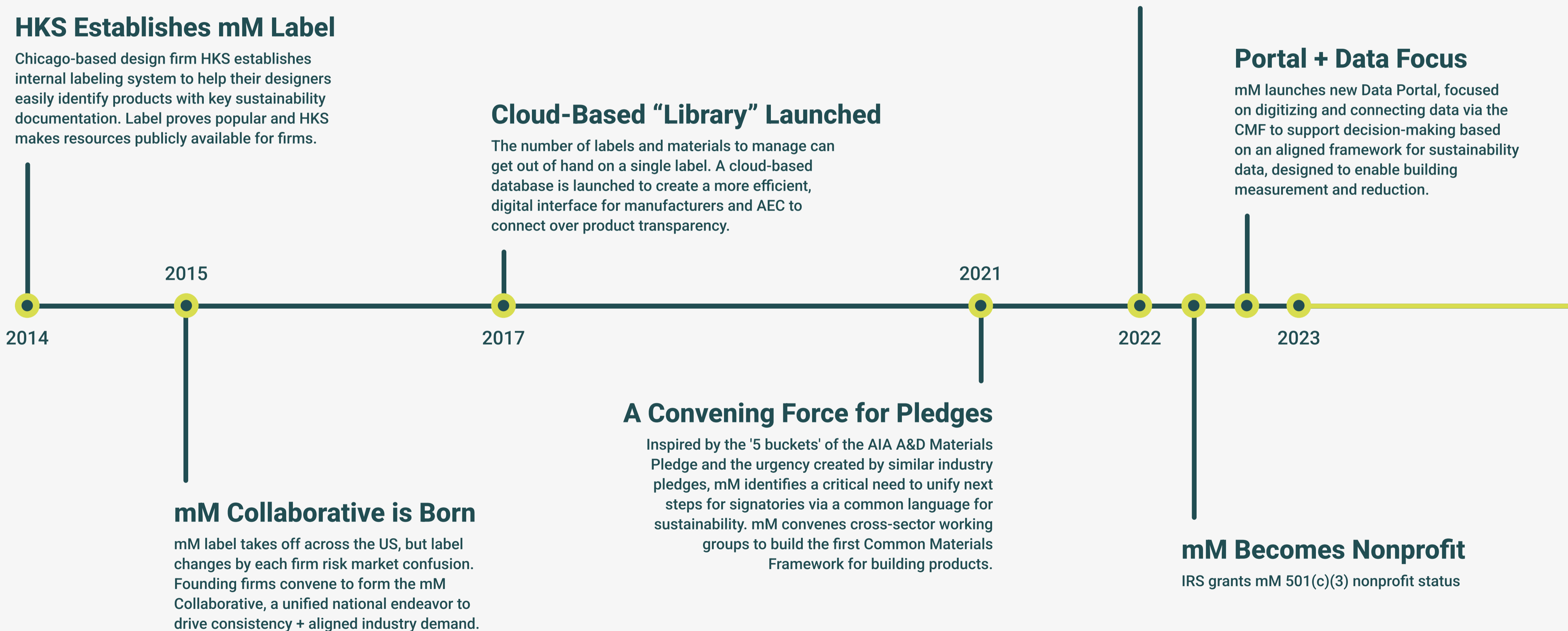
### Cloud-Based "Library" Launched

The number of labels and materials to manage can get out of hand on a single label. A cloud-based database is launched to create a more efficient, digital interface for manufacturers and AEC to connect over product transparency.

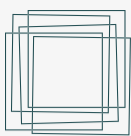
### Portal + Data Focus

mM launches new Data Portal, focused on digitizing and connecting data via the CMF to support decision-making based on an aligned framework for sustainability data, designed to enable building measurement and reduction.

WHAT WE DO







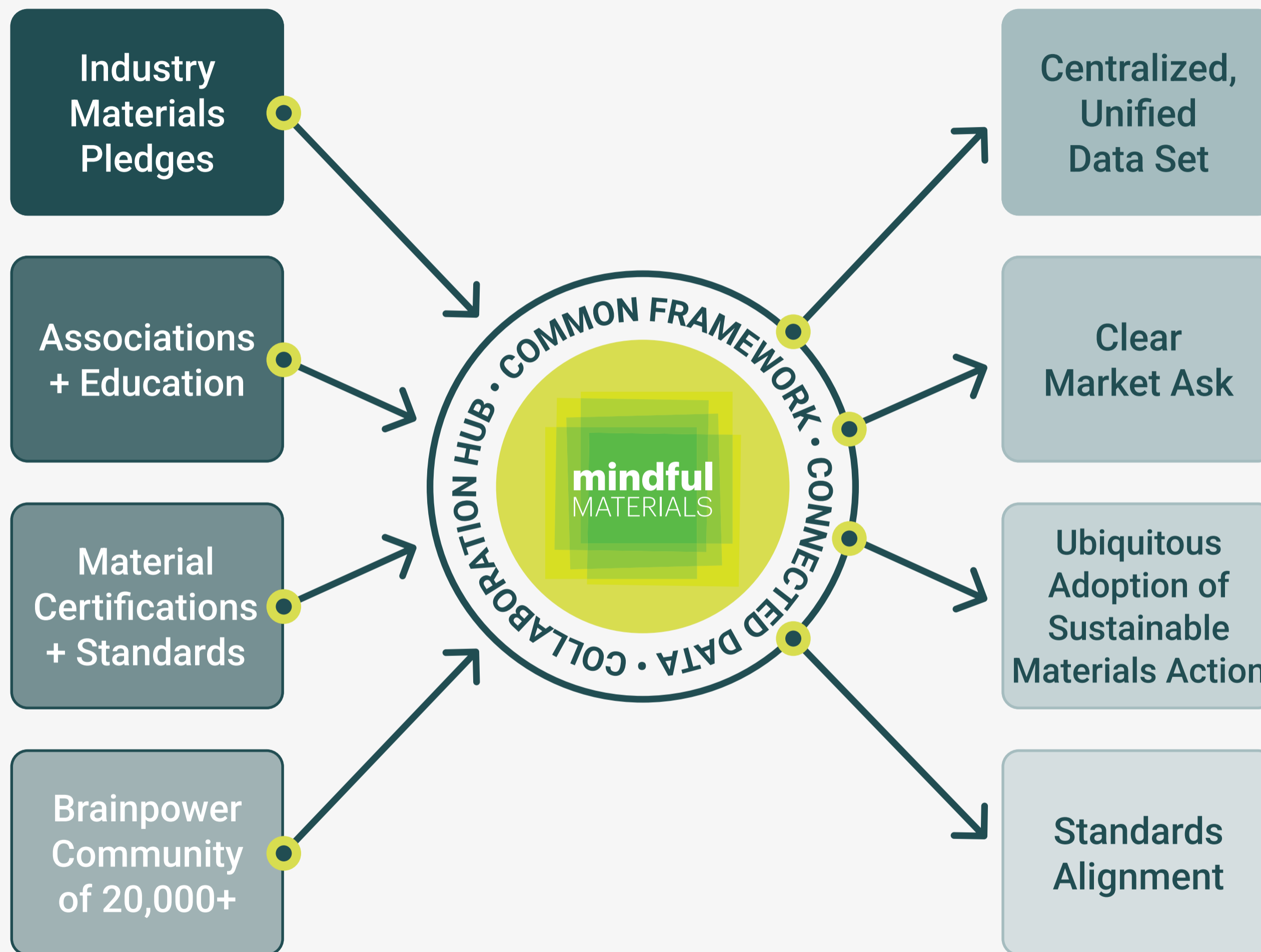
# A Unifying Force

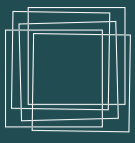
Think of mindful MATERIALS as the UN of Sustainable Materials, bringing people, certifications, standards pledges, organizations, and workflows together to build common ground and alignment.

All so that we can scale the manufacture and use of sustainable materials further, faster, together.

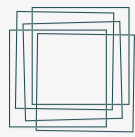
- Resources
- Events + Education
- Forums + Volunteers
- Partnerships

WHAT WE DO





# How We Operate



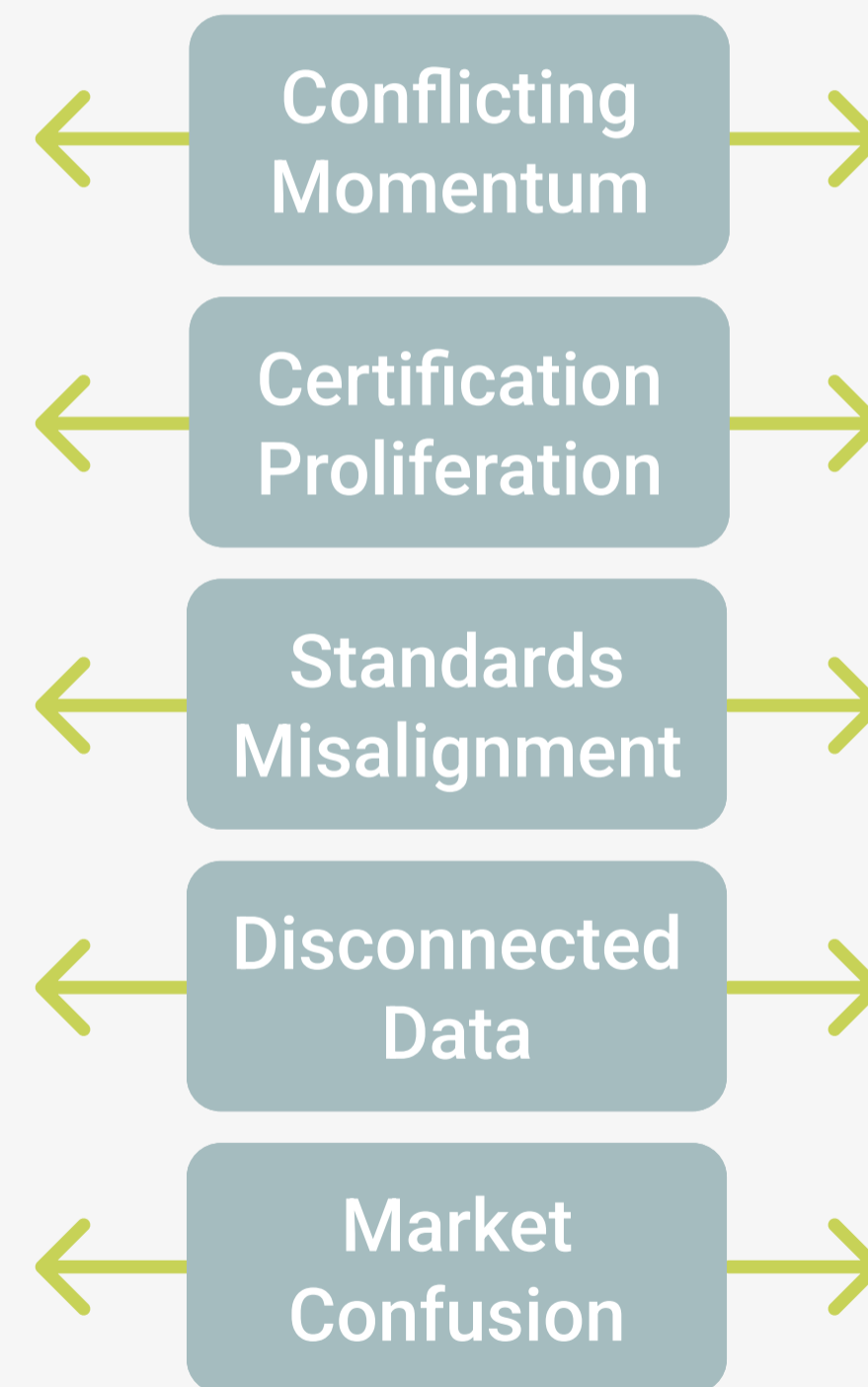
# Minding the Gap

Material sustainability is often considered the most complicated and time-consuming part of many green building certifications – and those projects are often the only time that materials strategy is taken seriously. Material embodied impacts remain too easy to ignore, and too complicated to confidently make decisions.

Working in siloes has produced different definitions, data sets and demand signals, widening gap between the leaders and the rest of the industry. The result? More confusion, and less adoption and impact.

That's why the industry needs a neutral space to convene, learn, and build a common language and aligned foundation.

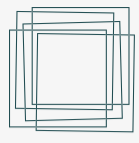
INNOVATORS + EARLY ADOPTERS



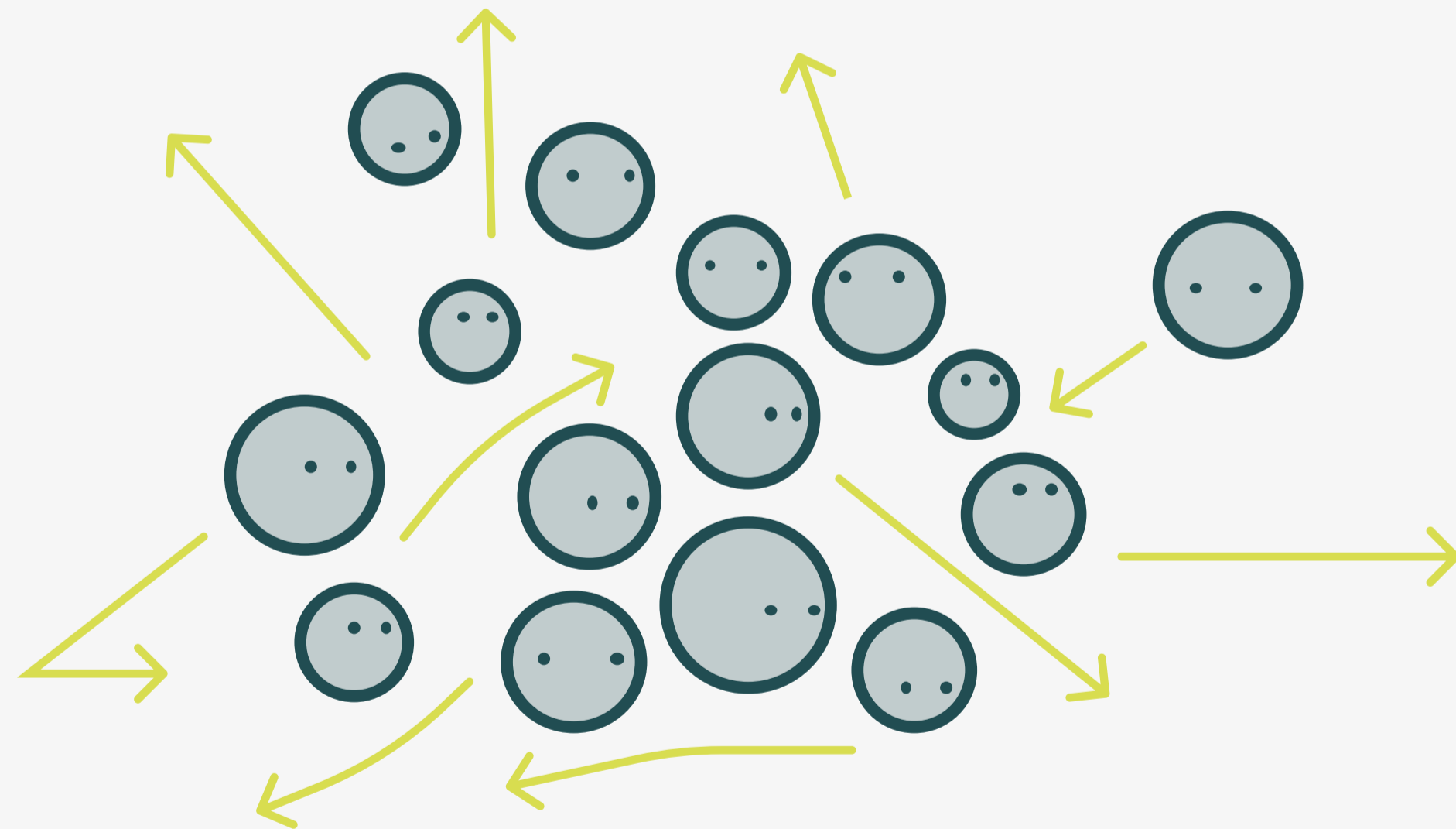
Demand, data, certifications and systems are all built on a different definition of materials sustainability – widening the gap between those who have the resources and knowledge to navigate the complexity, and those who don't.

INDUSTRY MAJORITY

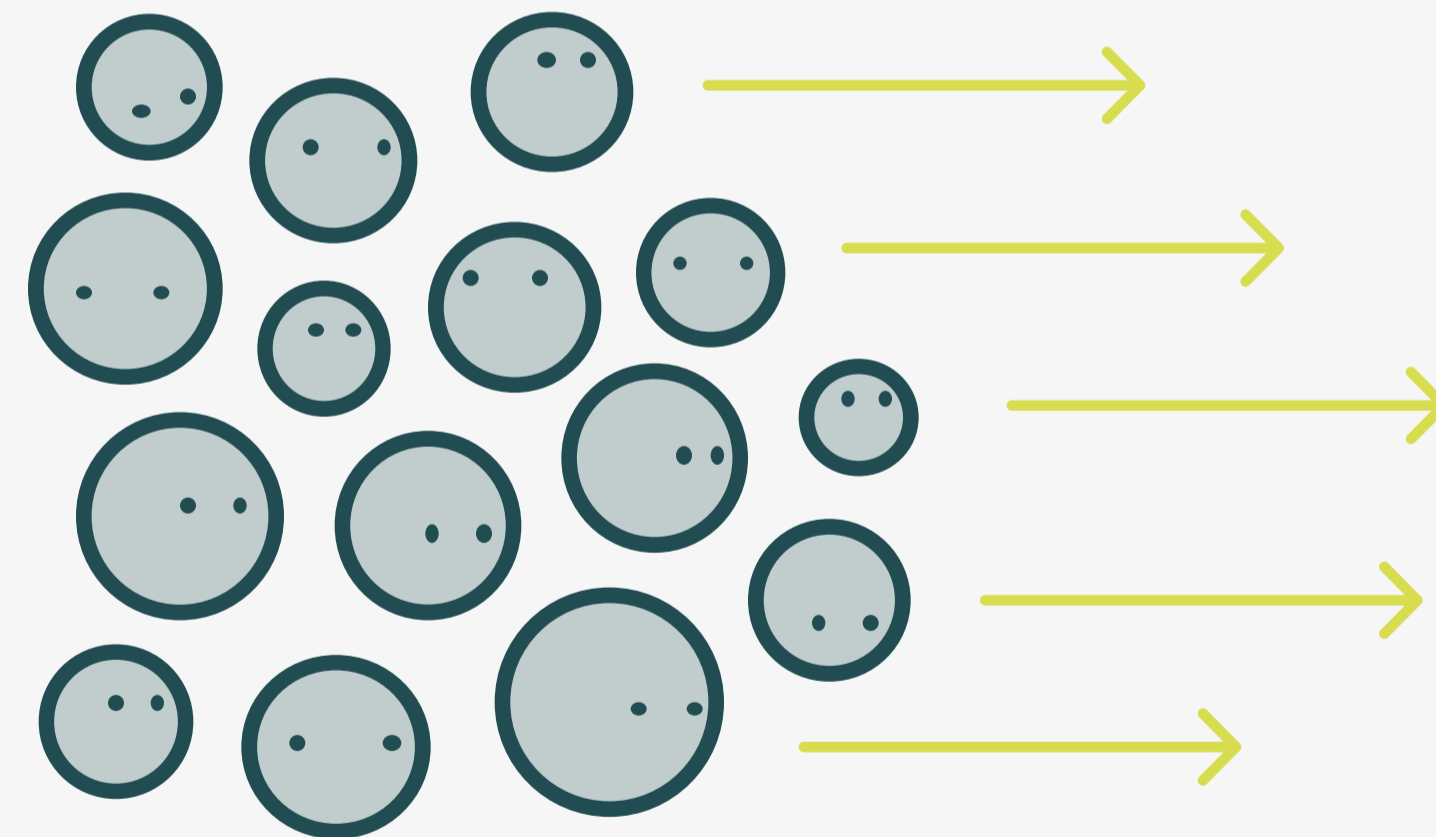
HOW WE OPERATE

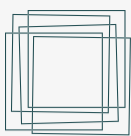


# More Action *without alignment* Yields More Confusion

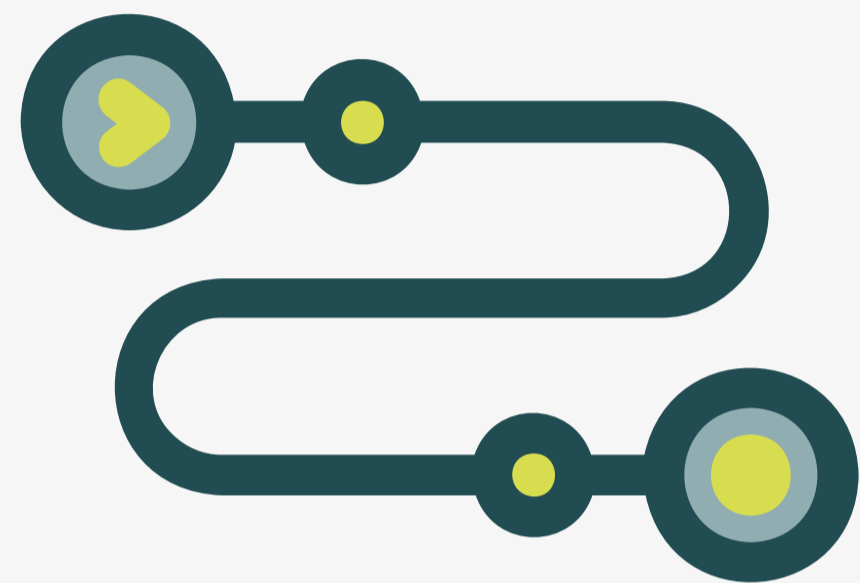


# Aligned Action = More Momentum



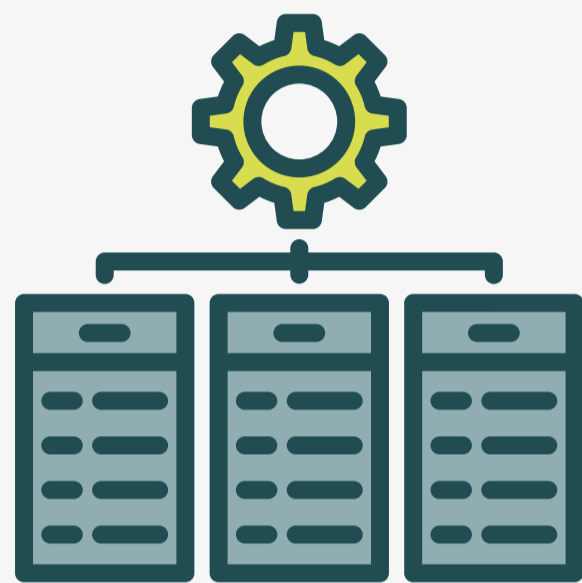


# What We are **Doing**



## Aligned Roadmap

Aligning industry purchasing powers via a unified language to drive clear demand for sustainable products



## Clearer, Better Data

Bringing new clarity and value to third party standards, rapidly scaling the availability of quality sustainability data via third party standards adoption.

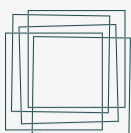


## Engaged Community

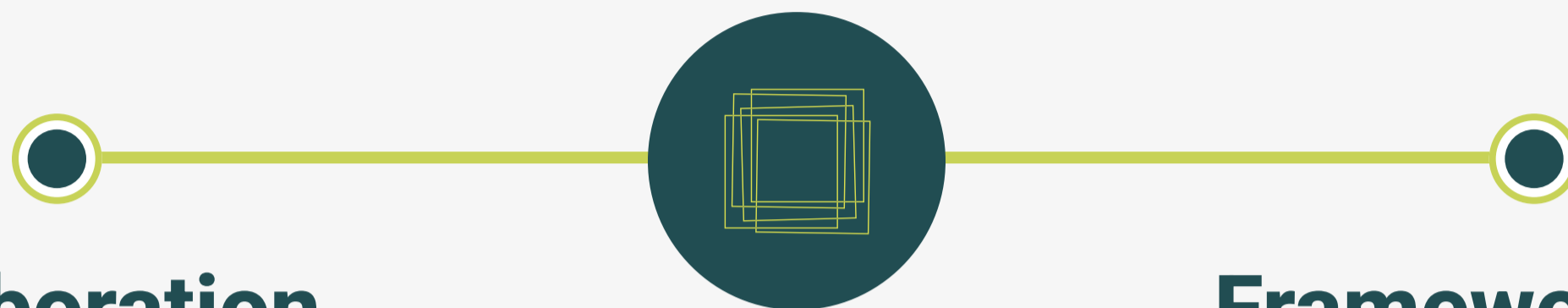
Fostering a community of diverse stakeholders with the knowledge to demand and enable materials action.



HOW WE OPERATE

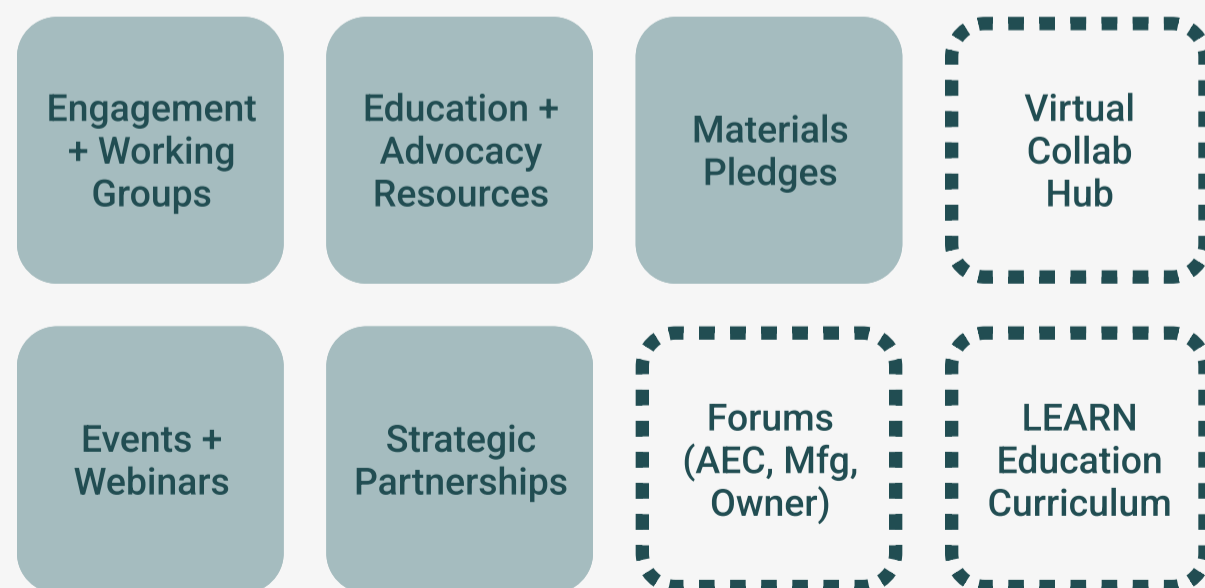


# Our Levers



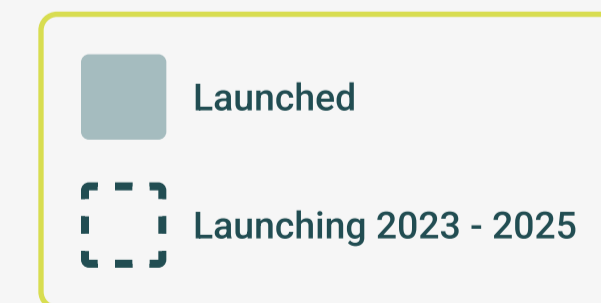
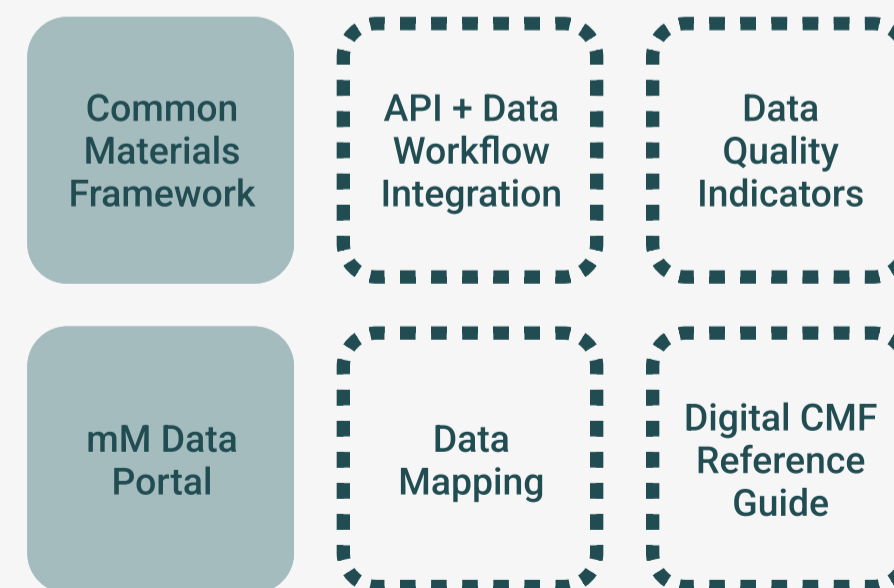
## Collaboration Hub

Our community is the core of **driving change through collective action**. The hub represents the cross-functional expertise, events, resources and education we build and leverage to align the community around shared material challenges.

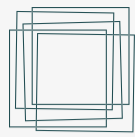


## Frameworks for Acceleration

Our work goes **beyond convening to actively remove key barriers to adoption**. The mM CMF and Data Portal are connecting, aligning and activating sustainability data. You use it to make better decisions consistently, wherever you do your best work.



HOW WE OPERATE

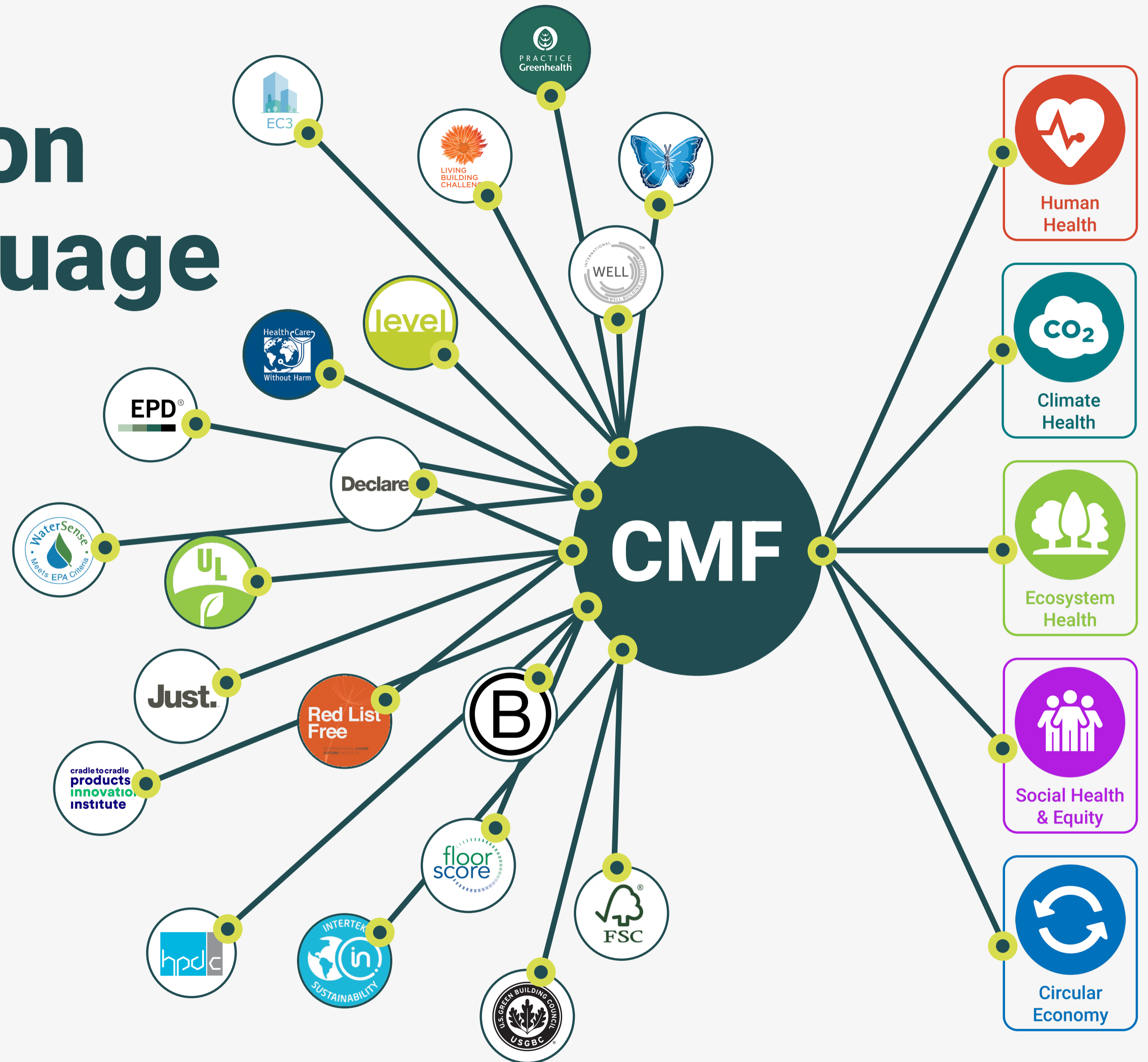


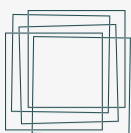
# CMF: A Common Materials Language

The Common Materials Framework (CMF) is the outcome of the most detailed cross-stakeholder industry effort to-date to analyze and contextualize over 100 of the most common building product and material certifications and disclosures.

The framework gives structure to over 650 data 'factors' identified within these programs relevant to material sustainability, organizing them within 5 'buckets' of health and sustainability, thus defining the broad categories first identified in the AIA A&D Materials Pledge. This framework gives us a 'common language' that can be adopted by anyone or any platform, to understand and demonstrate the embodied impacts of products.

HOW WE OPERATE





# A Foundation for Action

Eventually, you'll use the mM Common Materials Framework (CMF) every day to make decisions – but you might never know it's there. It's designed to live behind the scenes in your favorite workflow tool(s), organizing, aligning and connecting data.

Scoring projects for their material impacts is the future – but it doesn't work without a solid foundation.

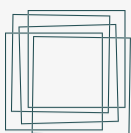
The mM CMF enables the advanced functionality employed by procurement tools, ESG systems, product databases.

**We don't set the metrics.  
We make them possible.**

HOW WE OPERATE







# Connecting People with Purpose

We are always working to grow and deepen opportunities to bring diverse perspectives together to listen, learn, advocate and align. mM facilitates Engagement Groups, Working Groups – and launching 2023: the Forums. Each has a distinct, but complementary purpose where mM community can find their place and turn intent into action.

## Engagement Groups

Our biggest convenings, Engagement Groups are opportunity for peer-to-peer learning and connection, education and exploration of materials sustainability – no matter where you are in your journey.

## Working Groups

With a more focused scope, joining a Working Group is one way to more directly support mM’s strategic initiatives – from evolving the CMF, to building an organizational network, or developing critical materials resources or education.

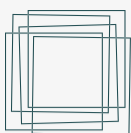
## Forums

Forums were envisioned as an accelerator for the creation and adoption of solutions, assembling industry leadership to build common ground and break down silos within and across sectors. Forums represent the deepest level of engagement with, and investment in, mM.

The Forums will accelerate adoption of the Common Materials Framework and sustainability principles, and distill the collective learnings of leadership into resources and best practices for broader industry adoption.



Forums launch April 2023 with 40+ companies



# Bringing It All Together

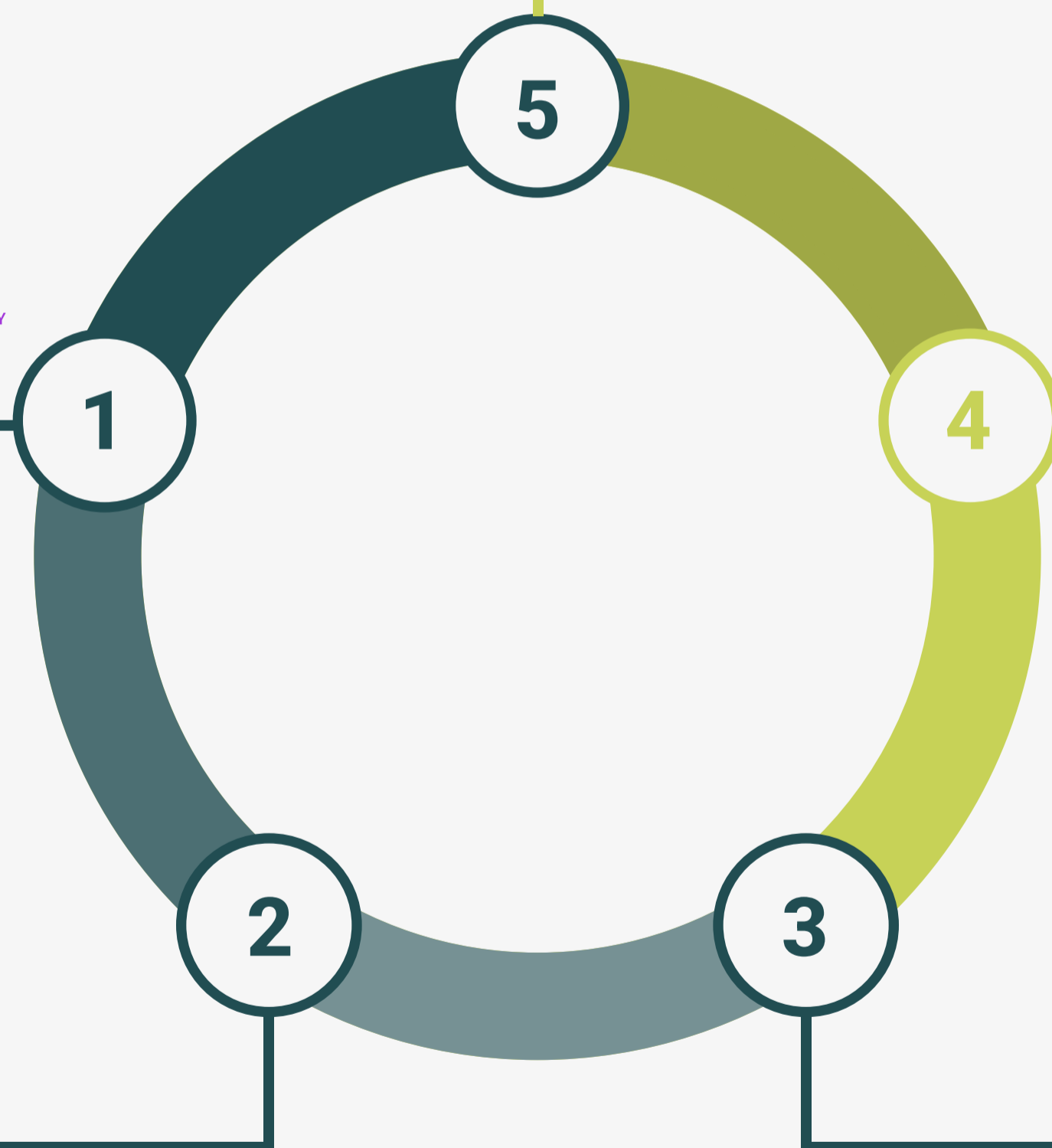
Driving the proliferation of cleaner, complete data.

HOW WE OPERATE

## An Evolving Framework for Holistic Sustainability

The mM CMF is a key mechanism for pre-competitive alignment on materials strategy, acting as an organizational rubric for sustainability data. Its digitization enables consistent understanding of how certifications and standards support impact and adoption drives industry alignment.

- CLIMATE HEALTH
- HUMAN HEALTH
- ECOSYSTEM HEALTH
- SOCIAL HEALTH + EQUITY
- CIRCULARITY



## Feedback, Innovation + Standards Alignment

Growing use of the CMF pushes standards to align and workflow tools to adopt the CMF to allow benchmarking and measurability. Manufacturers see meaningful ROI trends for sustainability investment, and product innovations shift availability.

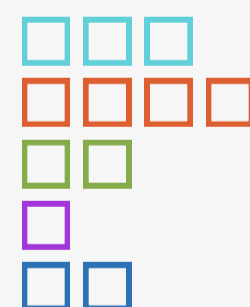
## Project Measurement + Impact Reduction\*

Complete, quality product data in a common format means better product decisions and better buildings. From there, Users can better establish benchmarks (good, better, best), score buildings, compare progress and use workflow tools to reduce embodied building impacts.



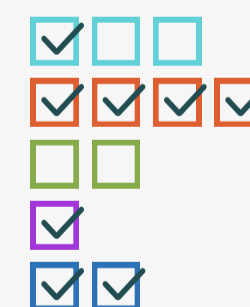
## Industry Forums Send Clear, Aligned Signal

Forums publicly signal unification via adoption of the Materials Pledges + CMF; release aligned resources; and establish aligned CMF 'data set' demand (evolving over time) providing with clear data quality + completeness needs to support project consideration.

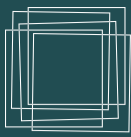


## Manufacturers Clean + Pursue 'mindful' Data Set

Manufacturers work to gather the 'mindful' data set signaled by Forums. Early adopters work to clean up their data sets; delayed adopters pursue necessary standards + certifications. mM Portal rewards progress, indicating products with data completeness + quality standards.

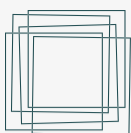


\*THIS STEP IS ENABLED BY MM WORK, BUT OUTSIDE ITS WORK PRODUCT



2023-2025

# Strategic Priorities + Initiatives



# Strategy Overview

mindful MATERIALS harnesses collective demand to build scalable solutions to our shared material sustainability challenges.

STRATEGIC PRIORITIES + INITIATIVES

## Focus

The embodied impacts of building materials are multi-faceted, interconnected and global. **We elevate the importance of holistic materials sustainability** for every product and every project.

## Convene

Market shift doesn't happen in a vacuum. **We provide a neutral space** (certification-agnostic) that assembles cross-functional expertise to understand and solve problems, together.

## Unify

Energy in a lot of different directions yields no momentum. **We build + translate common ground** into a clear market signal so that our work drives aligned action and meaningful change.

## Scale

There are very practical limitations to growth. **We're working to activate, translate, and connect data flows using a common framework** to help you make more informed decisions about materials everywhere you work.



PRIORITY 01

**Convene Community to  
Build **Common Ground****

PRIORITY 02

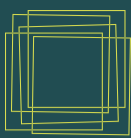
**Grow Knowledge,  
Demand + **Capabilities****

PRIORITY 03

**Activate, Connect +  
Contextualize **Data****

PRIORITY 04

**Deepen Organizational  
Purpose + **Resiliency****



# 01 Convene Community to Build Common Ground

CROSS-DISCIPLINARY ENGAGEMENT

UNIFIED ACTION

COLLECTIVE IMPACT

SHARED RESOURCES

Facilitating an aligned ask is central to our purpose. This requires fostering cross-functional community and a shared vision. We will expand and diversify meaningful opportunities for individuals and companies to connect within and across their sectors, to share best practices and amplify resources. Leveraging a certification-neutral space and the Common Materials Framework, we can align community action for greater collective impact.

Advance clear and robust **communication** building broad awareness and clarity on mM's mission, scope and partners.

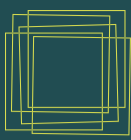
Expand, deepen and **celebrate** volunteer engagement to support our mission, via diversified pathways for in-person and virtual collaboration.

Leverage the **collective genius** and experience of the community to build resources and advocacy tools for industry-wide adoption of the Common Materials Framework.

Launch **Catalyst Forum Groups** convening materials leaders from Owner, AEC, and Manufacturing sectors to facilitate cross-sector alignment, shared resources, and to amplify a clear and unified demand signal.

Expand **event presence** in collaboration with partner organizations, inspiring awareness and sparking action to act on materials holistically.

Expand **industry partnerships** to help contextualize disparate initiatives, tools, certifications and standards via the CMF and amplify their reach and impact.



## 02 Grow Knowledge, Demand + Capabilities

LEARNING OPPORTUNITIES

KNOWLEDGE SHARE

AWARENESS AND ADVOCACY

To accelerate change, we must give people the knowledge and tools they need to integrate and advocate for sustainability in their work. We will leverage educational partnerships and industry expertise to build resources and achievement recognition opportunities, quickly and effectively expanding access to best practices and articulating the opportunity afforded by alignment around a common framework.

STRATEGIC PRIORITIES + INITIATIVES

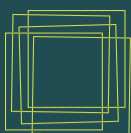
Expand knowledge & learning partnerships to grow distribution opportunities, offer holistic educational content and expand access to quality learning.

Build foundational education on the mM CMF, integrating Partner Research, growing clarity on what the CMF is, how it supports pledge commitments, and its application in practice.

Establish mM LEARN plan and framework to ensure that future knowledge and education frameworks are robust and expansive

Launch a free digital, interactive CMF Reference Guide, building trust in framework rigor and enabling users to quickly map certifications, standards and data points to impact areas.

Launch learning recognition programs (i.e. mM Ambassadors), expanding capacity to train materials professionals and build a shared vision '24-25



# 03 Activate, Connect + Contextualize Data

SCALABLE SYSTEMS

CERTIFICATION MAPPING

DATA ECOSYSTEM

WORKFLOW INTEGRATION

For the Common Materials Framework to work as a holistic indicator in industry practice, it must be visible and functional wherever materials decisions are made. This requires alignment of data behind the scenes, and integration of the framework into front end workflow tools. We will work with partners to scale a data ecosystem that streamlines the inputs, centralizes translation via the CMF, and connects the knowledge output in a way that enables anyone to make more informed decisions with ease.

Advance **CMF digitization**, integrating new data input options for manufacturers and working with certification and standards bodies to digitize new data points.

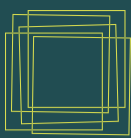
Partner with workflow tools to **integrate CMF knowledge** into major systems where materials are researched, specified, and procured. '24-25

**Conduct certification and standards data mapping** to allow for easy translation between the CMF impact areas and certification data points, amplifying certification value.

Invest in expanded **visualization of the Common Materials Framework** to elevate the importance and clarity of a holistic approach. '24-25

**Leverage community input and Forum guidance** to establish and incentivize data completeness and quality targets, supporting users in identifying products that allow them to measure building embodied impacts in key areas.





# 04 Deepen Organizational Purpose + Resiliency

GOVERNANCE

HIRING + CAPACITY

CULTURE

TRANSPARENCY

To fulfill our charitable purpose, mM must work internally to strengthen and expand our capacity, operational effectiveness, and deepen our culture in line with our guiding principles. We will seek to grow accountability of mM to the public through the guiding principles of: transparency, stewardship, good governance, fiscal responsibility, inclusive culture, environmental and social justice.

STRATEGIC PRIORITIES + INITIATIVES

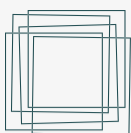
Build + publicly share mM's **first Strategic Plan** with our global community and partners resulting in greater clarity on our mission, metrics for success, and opportunities for engagement and collaboration.

Pursue a more diversified, **resilient business model**, integrating education, donations and grant funding.

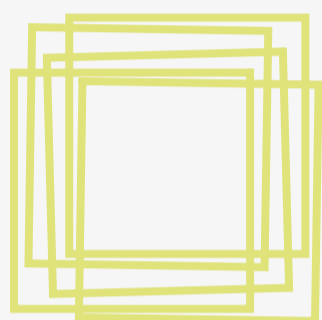
**Finalize governance & 501(c)(3) Reqs, Board of Directors development, and DEI Strategy** in line with Common Materials Framework, enabling an engaged staff and BOD working collaboratively with transparency and trust to support the success of mM and our community.

Hire for **strategy-aligned positions**; support staff growth and development, expanding capacity and capabilities in line with our strategic priorities. '24-25

Create **IMPACT Annual Business Report** detailing progress to strategic priorities for greater public accountability.



# What This Means for You



## mindful MATERIALS

**Collaboration. Growth.  
Complementary Impact.**

mM and its partners support a diverse, expanded community that is engaged and valued. Strong partnerships across all leading industry associations in the built environment keep materials top of mind when it comes to sustainability.

The nonprofit conducts its internal operations with the same commitment to holistic good as it pursues its external mission. A growing staff support a resilient business model for greater impact.



## Users

**Better Data. Building  
Benchmarks.**

Measuring building impact based on holistic embodied impacts is possible for key data points, thanks to broad adoption of the CMF, now widely used in daily practice to evaluate material selections.

Signatories to industry-wide material pledges have doubled and expanded materials education is available through mM + partners. Greater education and awareness fuels greater demand for transparency and optimization across all product categories.



## Manufacturers

**Clarity. Consistency.  
Confidence.**

More consistent adoption of rigorous certifications and standards, thanks to a clear market signal demanding data quality and completeness. Focus shifts toward innovation and optimization.

Demonstrating compliance with building rating systems material requirements is more streamlined and logical, and this data can be entered in one place to become available in multiple leading workflow tools via the CMF.



## Global Community

**Awareness.  
Advocacy.**

Awareness of the holistic embodied impacts of building materials has grown alongside increased demand for products with positive impacts. These products, and their benefits, are accessible to more occupants and project types, including public and affordable housing projects.

Adoption of the CMF and sustainability principles optimizes and secures supply chains that responsibly address their impacts to climate health, human health, ecosystem health, social health and equity, and support a circular economy.

# Let's make **mindful** the norm, not the option.

Find out how you can help us achieve our strategic goals, and how they help you to meet yours at [mindfulmaterials.com](https://mindfulmaterials.com)