

# The General Counsels Guide to Building an ESG Program



Christine Uri 

**You know that building an ESG program is a top priority.**

**But you don't know how to start.**

**I have been in your shoes.**

**When I was a Chief Legal Officer starting an ESG program . . .**

**I felt overwhelmed by the task.**

**I wasn't sure I could do it.**

**But I succeeded with ESG.**

**And you can too.**

**Here is the step-by-step guide  
I wish someone had handed  
me on Day 1.**

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# Decision

## Launch an ESG Program

ESG requires commitment from the top.

The decision should identify the primary drivers for the program.

# Potential ESG Program Drivers

- ✓ Comply with regulations
- ✓ Respond to investor demands
- ✓ Manage risk
- ✓ Remain competitive in the marketplace
- ✓ All of the above

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# Leadership

## An Essential Ingredient

ESG requires executive level leadership.

One executive should be accountable for success with the support of the team.

# Leadership Options



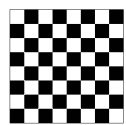
Chief Sustainability Officer



Chief Financial Officer



Chief Legal Officer



Chief Strategy Officer



~~Chief Marketing Officer~~



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# Team

## It Takes a Village

ESG touches every part of a company.

Build a cross-functional task force.

# Task Force Members

Include senior representatives from:



Sustainability



Finance



Legal / Compliance



Risk



Strategy



Sales



Operations



Human Relations

# Ask the Task Force

- ? What ESG work is already being done across the company?
- ? What are the ESG pain points in their department?
- ? What opportunities could the company capture by improving its ESG performance?

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# Expertise

## Help Required.

You won't be able to do it alone.  
Outside experts are needed in some  
areas.

# Potential External Experts

Depending on your program needs and internal resources, consider whether you need experts in one or more of these areas:

-  Training the board, executive team, and task force on ESG
-  Building the business case and roadmap for ESG
-  Carbon measurement and reduction plans
-  Regulatory compliance
-  ESG reporting frameworks
-  Technology to support carbon data tracking and ESG reporting

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# Data Collection

## Know your Starting Point

Regulators, investors, and clients expect transparent reporting on ESG.

This requires data from across the organization.

# Data Required

The most challenging and most important data to gather will be your **carbon emissions**. This includes:

## Scope 1



Direct emissions from your operations factories, transportation etc.

## Scope 2



Indirect emissions from the use of energy at all your locations

## Scope 3



Indirect emissions from your suppliers and products

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# Action

## The Key to Success

Identify the ESG actions with  
highest ROI.

Prioritize two to four focus areas.



# Starting Points

If not already done, these things are a must for investor and client expectations as well as regulatory compliance.

- ✓ Create a verifiable carbon footprint.
- ✓ Implement initial carbon savings opportunities.
- ✓ Incorporate ESG into supplier selection and management.

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# KPIs and Reporting

## Share your Journey

Choose a reporting framework..

Consider compatibility with new regulations, investor expectations, and client requests.



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# Repeat

## Build a Business Process

ESG isn't a one time project.

Companies must build ESG practices into  
how they operate every day.

# Ask Yourself

- ? Am I building a process that can be repeated even if the individuals change?
- ? Will I be able to collect data the same way next year?
- ? Will our reporting be able to capture improvements year over year?

# Recap – Launch an ESG Program with these Steps

- Make a Decision
- Choose a Leader
- Build a Team
- Bring in Experts
- Collect Data
- Identify Initial Actions
- Define KPIs and Reporting
- Build a Repeatable Process

**And when all else fails . . .**

**Just Start!**



**If you an in-house legal leader  
struggling with ESG . . .**

**I can help.**

**Send me a DM and let's see  
how we can work together.**

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