BoardPro™

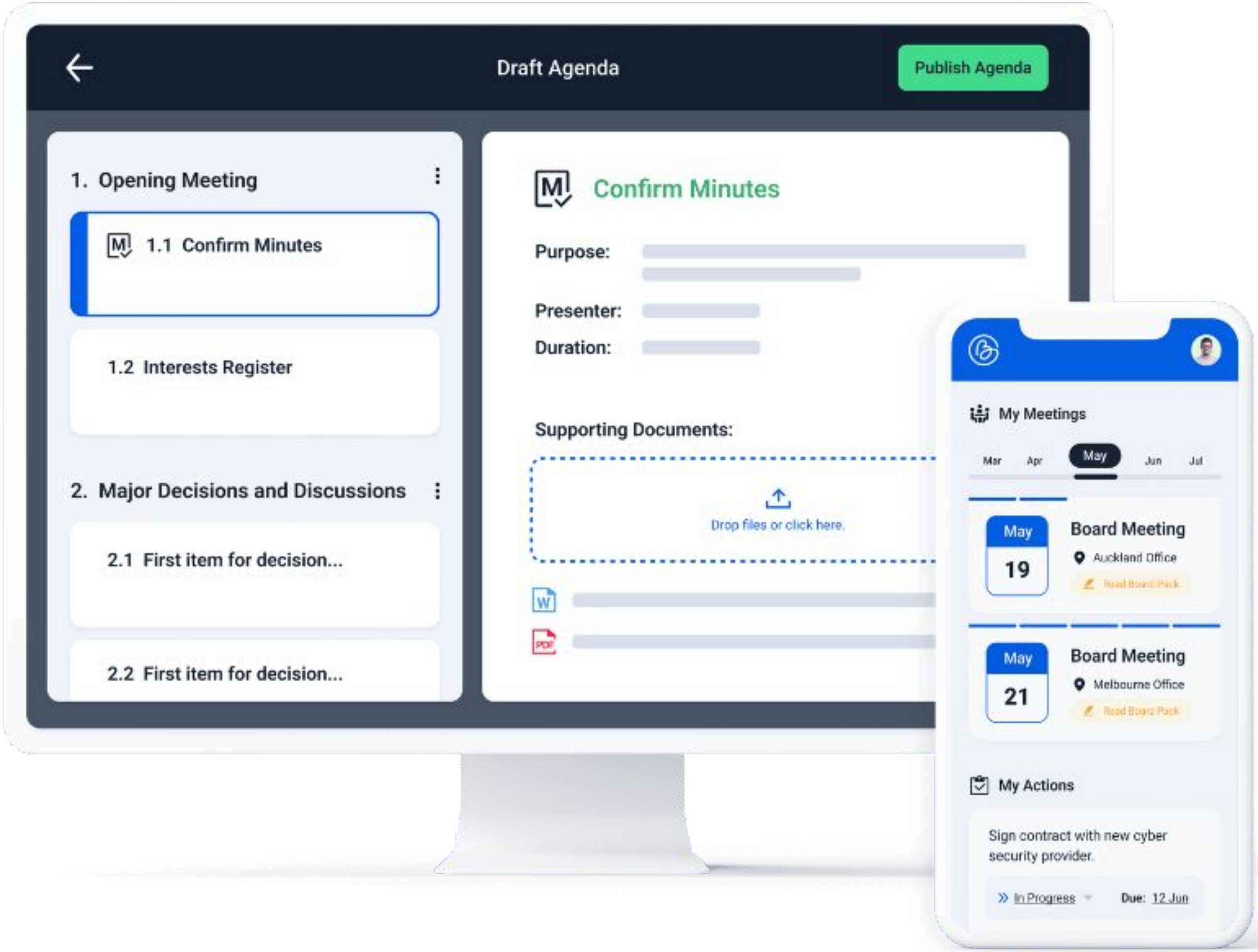
Webinar

Advancing the S in ESG

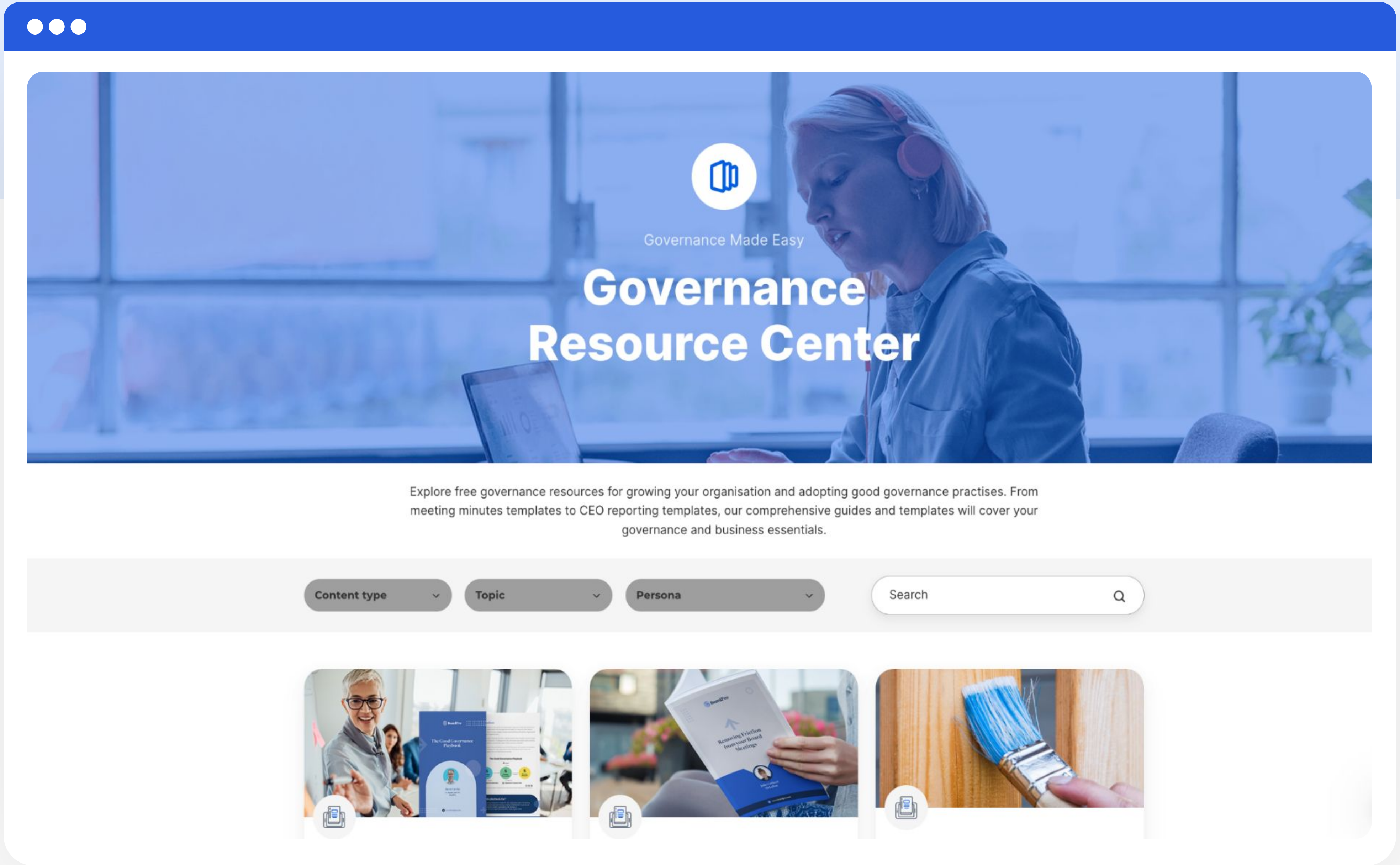
From Rhetoric to Results

With Isobel A. O'Connell

BoardPro™


Draft Agenda
Publish Agenda
1. Opening Meeting
1.1 Confirm Minutes
1.2 Interests Register
2. Major Decisions and Discussions
2.1 First item for decision...
2.2 First item for decision...
Confirm Minutes
Purpose:
Presenter:
Duration:
Supporting Documents:
Drop files or click here.
My Meetings
Mar
Apr
May
Jun
Jul
May
19
Board Meeting
Auckland Office
May
21
Board Meeting
Melbourne Office
My Actions
Sign contract with new cyber security provider.
In Progress
Due: 12 Jun

Making the fundamentals of governance free and easy to implement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Isobel O'Connell

Strategic Partner ESG Risk & Board Director

Sheri Meyerhoffer

Global Governance Expert

Steven Bowman

Managing Director **Conscious Governance**

Agenda

Framing the S for SME Boards

1) ESG evolution: S under-specified and measured

2) S influences impact, risk and opportunity

3) Link the S & G to drive trust and accountability

Key Focus Areas:

- Human & Labour Rights
- DEI
- Supply Chain
- Health & Safety
- Community Relations
- Social License to Operate

Don’t Need a Free Pass; Need Flexibility

ESG Explained: Value, Impact & Debate?

Environmental, Social and Governance (ESG)

A Framework to:

I. Manage strategy
II. Ensure ethical responsibility
III. Drive long-term value & resilience

Why ESG Matters?

Why is ESG Controversial?

Boards *must* balance *urgency vs uncertainty* to manage risks.

Regulation & Disclosure

Global ESG mandatory laws shaping disclosure & corporate responsibility:

01

Modern Slavery & Forced Labour Acts

02

Sustainability Standards

03

Workplace Gender & Equality Legislation

04

Due Diligence Laws

05

Supply Chain Laws

- European Union
- United Kingdom
- Germany, France and Netherlands
- New Zealand
- Canada
- Australia

Accountability: Governance & Reporting

Boards must:

01 Integrate S metrics into KPIs, board dashboards & reporting frameworks

02 Establish ESG/ Sustainability committees with an S mandate

03 Align social oversight with enterprise risk management

04 Use independent audits for assurance & credibility

05 Consider scenario planning

Investor, Regulator & Civil Society: Rising Expectations

Signals SME Boards Can't Ignore

Capital Allocation & Deal Flow

Rating Agencies - ESG scoring

Proxy Voting Trends

Quality of relationships with business partners & stakeholders

Social Mismanagement can trigger reputational and operational risks

Lessons from Practice

01 Boards face trade-offs between short and long-term priorities

02 Stakeholder pressure shapes decision-making dynamics

03 Innovation & technology can strengthen social oversight

04 Beyond tick-box compliance reporting being a values test

Emerging Challenges & Call to Action

- Complex supply chains increase social risks
- Harmonised reporting standards & disclosures
- Shareholder activism
- Data & assurance issues
- “Anti” ESG related laws
- Future-ready social governance practices
- Compliance + voluntary reporting = opportunity creation
- Geopolitical tensions
- Greenwashing & crosswashing - misleading claims
- Stakeholder integration

Panel Discussion

Real-world insights on the S in ESG in the Boardroom

Discussion:

01

Lessons learned advancing the S in ESG at board level.

02

Questions for the Panel

03

Audience Questions

Key Takeaways

01

Ask the right questions – not a set and forget approach

02

Keep pace with changing expectations, emerging and non-traditional risks

03

Balancing stakeholder & investor demands

04

Board oversight and transparency are critical levers

Turning rhetoric into results requires leadership from the top

Key Documents

Board Oversight Checklist:

01

Board Checklist

Key Focus Area	Board Oversight Questions	Management Evidence / Reporting	Status (Yes / No / In Progress)
Strategic Alignment & Governance	Has the board defined how local content, social performance, and human rights align with company values and long-term strategy?	Corporate strategy, board-approved policies, annual ESG review	
Local Content & Inclusive Growth	Has the board endorsed measurable goals for local hiring, procurement, and SME participation?	Local content plan and KPIs	
Social Performance & Stakeholder Engagement	Are there structured and transparent engagement processes with communities and stakeholders?	Stakeholder engagement plan, feedback summaries	
Human Rights & Ethical Responsibility	Has the board adopted a human rights policy aligned with the UN Guiding Principles?	Board-approved policy, public statement	
Indigenous Peoples	Are lessons from indigenous engagement integrated into board discussions, risk management, and forward planning?	Board papers, risk register, engagement, policy & legal updates.	
Compliance, Regulation & Jurisdictional Laws	Does management maintain an up-to-date register of applicable laws and regulations (e.g., Modern Slavery Acts, Local Content Acts,	Compliance register, legal updates	

Environmental, Social and Governance Policy

02

Environmental, Social and Governance Policy

Policy Name: Environmental, Social and Governance (ESG) Policy

Policy Description:

ORGANISATION NAME recognises the need to work in a manner that promotes sustainable, ethical and socially responsible operations. This is also required for a complete understanding of our ESG impact when considering both risk and opportunity.

Applies to:

This policy is applicable to all ORGANISATION NAME employees and Board Directors in all its operations and functions including those situations where they are required to work off site. It is also applicable to all potential employees.

Definitions

ABBREVIATED ORGANISATION NAME	ORGANISATION NAME
ESG	Environmental, Social and Governance (goals or obligations).
Environmental	Unsustainable or controversial environmental policies may lead to financial penalties, compromised reputation, competitive disadvantage, and negative implications for growth.
Social	Poor staffing and labour practices or human rights violations may put companies or countries at risk of unrest or upheaval, impairing economic progress.
Governance	Insufficient governance may promote an environment that ignores investor rights and interests while enabling fraud or corruption, limiting our social impact and / or investment returns. It can lead to exacerbation of key business risks.

Relevant policy statements and/or principles

It is the responsibility of ORGANISATION NAME to ensure that it operates in a manner that is environmentally sustainable, socially responsible, and well governed.

Policy document provided by BoardPro and Conscious Governance

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Thank you