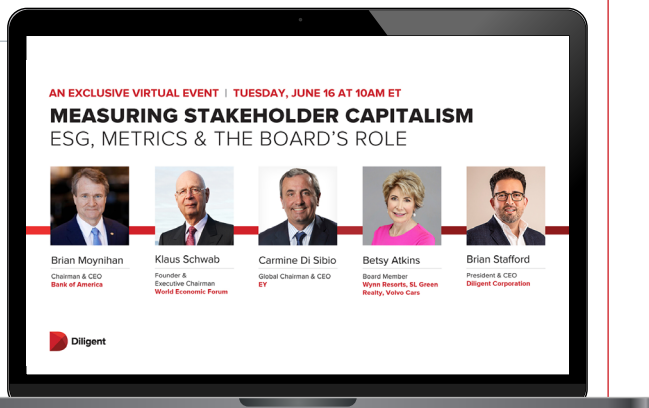


# Operationalizing ESG: A Roadmap for Boards & Their Organizations

After months of piloting, the World Economic Forum published a set of ESG metrics designed to consolidate all existing ESG frameworks (e.g., SASB, GRI) into one set of global standards. Developed by a working group of 140 CEOs, these new ESG metrics attempt to simplify and streamline conversations and disclosures about environmental, social and governance (ESG) issues.

With the support and involvement of the Big Four accounting firms, the World Economic Forum has considered how ESG principles can be operationalized and implemented across companies of all kinds. Diligent, the leading provider of governance software, is committed to educating its global community of board members, executives and governance professionals. Below you'll find recommended resources, tools and next steps:

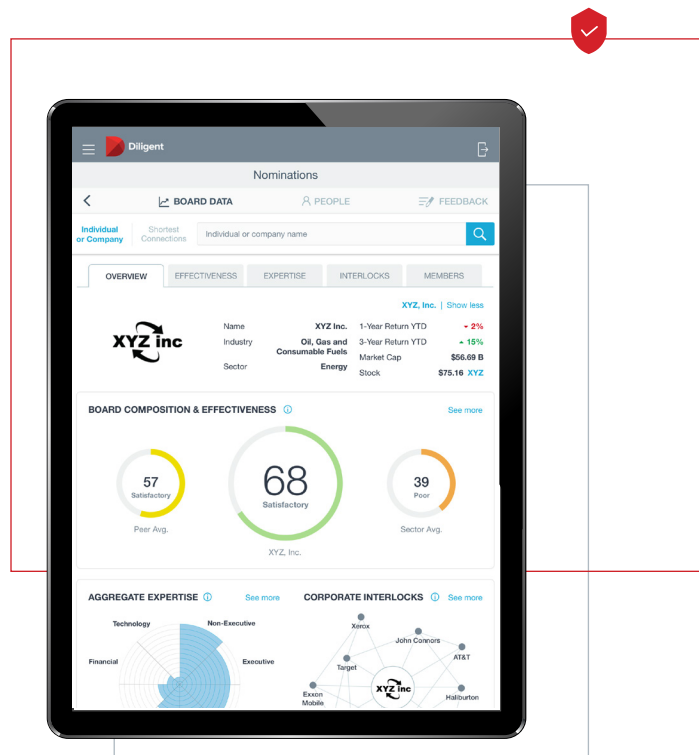


## 1. EDUCATE

- Read the principles.** If you're not familiar with the work of the World Economic Forum, a description of the core metrics is a good place to start. See "Measuring Stakeholder Capitalism: Toward Common Metrics and Consistent Reporting of Sustainable Value Creation." [Read about the ESG metrics here.](#)
- Watch the webinar.** In a virtual panel discussion, leaders of the new metrics including Brian Moynihan, Chairman & CEO of Bank of America, Klaus Schwab, Founder & Executive Chairman of the World Economic Forum, and Carmine Di Sibio, Global Chairman & CEO of EY, explained how board members can prioritize and ultimately operationalize ESG at their own organizations. [Watch the webinar replay here.](#)
- Subscribe to updates.** ESG measures and regulations are evolving constantly. To stay updated on the latest ESG developments, subscribe to Diligent's weekly ESG newsletter. [Subscribe to ESG email updates here.](#)

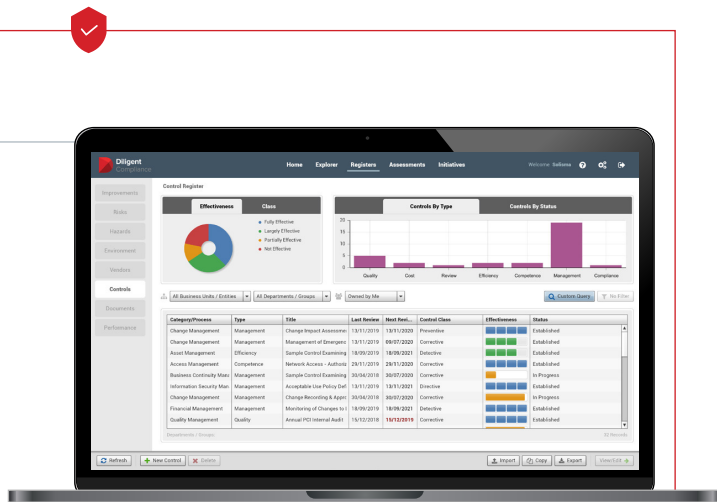
## 2. PREPARE

- Begin discussions.** It's time for boards to begin discussing ESG and operationalizing core environmental, social and governance principles if the company hasn't already. Share the proposed set of [principles and metrics](#) with your board and dedicate recurring time on the board agenda.
- Start benchmarking.** How does your organization rank on important governance metrics? Data for the "G" in ESG is most readily accessible for public companies — and often a good place to start. Diligent data partner CGLytics delivers a Governance Health Score & Assessment that's based on 13 attributes of board effectiveness. Organizations can see how they rank against their peers and where investors might identify red flags. [Learn more about governance benchmarking.](#)



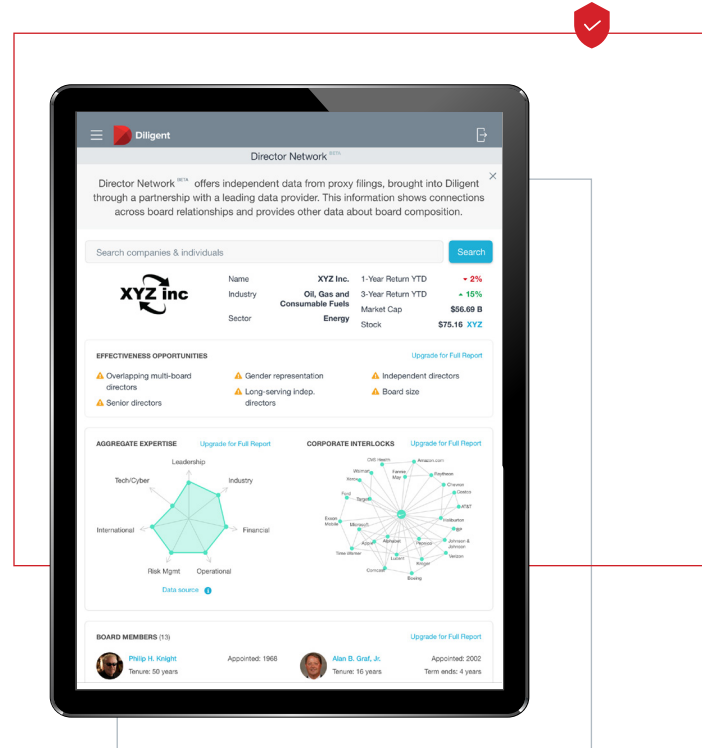
## 3. MONITOR

- Track framework attributes.** Released in late 2020, the World Economic Forum's ESG metrics are available in Diligent Compliance, a new tool that allows organizations to monitor risk and regulatory requirements. The Diligent Compliance platform tracks obligations, recommends corrective action, and even enables predictive modelling across ESG attributes. [Learn more about tracking framework attributes.](#)
- Keep updated on regulatory developments.** What kind of regulatory action is expected to follow across various countries? How can organizations stay abreast of these developments? Diligent Governance Intel is among the leading platforms for curating news, public filings and regulatory updates based on a very specific set of company criteria. [Learn how to receive regulatory updates tailored to your company, region and industry.](#)



## 4. ACT

- Look behind the KPIs.** It's critical that organizations understand the systems that drive these ESG metrics. According to EY CEO Carmine Di Sibio, "Metrics are just outcomes...What you really have to think about, first of all, is what's your [long-term] strategy as an organization?" In other words, what is your organization doing to identify the operations, people and processes that impact these metrics and design a system for better outcomes? Institutional investors will be looking for answers on this topic in the months ahead. [More information on investor expectations.](#)
- Focus on board diversity.** Without a diverse board, organizations will find themselves falling short on ESG. Diversity in thought, skill sets, gender, race and age are now a baseline for any board wondering how it can future-proof itself for the challenges ahead. The Director Network, a free offering with the Diligent platform, elevates diverse board candidates with a database built through association partnerships and referrals from Diligent's global board community. [Learn more about Director Network and Diligent's Modern Leadership initiative.](#)



Interested in learning more about Diligent's ESG solutions?

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- Unlimited user training

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