



**The  
“ESG 5x5”  
Matrix**  
☑

*In ESG, there are  
5 Themes  
that are likely to  
come with business  
implications across  
a large number of  
industries.*

*To know which ones  
are material, and  
what to do about  
them, business  
managers need to  
proactively follow  
5 Signals.*

↓ 5 Themes		5 Signals →	Government/Regulation	Litigation	Customers	Employees/Investors	Society/Activism
Climate	Higher energy prices / higher prices of business inputs		☑				
	Switch to renewables / focus on energy efficiency		☑				
	Disclose more: carbon footprint, etc.						
	Consider “net zero” / “carbon neutral” commitment						
	Stress tests / climate scenario analysis		☑				
	Expect / contribute to industry-specific policy						
Diversity	Know: what kinds of diversity are there?						
	What kinds can you track / disclose?						
	“Why” diversity? Ethical / Legal / Business performance						
	Expect more regulation / quota						☑
	Consider proactively setting targets						☑
Supply Chain	Who & what is in the supply chain? ESG due diligence						
	Understand human rights issues						
	Understand labor issues						
	Understand environmental / climate issues						
	Expect accountability for things out of your control			☑			
	Be proactive in contributing to solving industry problems						
Waste/Plastic	Reduce single-use plastic						
	Waste/recycling/plastic policy incl. electronic waste						
	More holistic approach to packaging				☑		
	Expect / contribute to EPR / PRO schemes						
Governance	Board fluency / expertise in ESG					☑	
	Provide clarity on company purpose & values – SDGs?						
	Articulate ESG “materiality”					☑	
	Monitor shifting rules and expectations (5 Signals)						
	Understand: expectations not always rational						
	Think in 3 ESG dimensions – Ethical / Financial / Impact						
	Remember: Corporate Governance is “ESG” too						

Sample check marks! For illustrative purposes.

