

# Templates and Tools

## 1. Stakeholder Mapping Template (Asia-Specific)

**Purpose:**

Help students identify, prioritise, and manage stakeholders in complex Asian ESG contexts where influence is often informal, relational, and state-linked.

**Template**

**Step 1: Identify Stakeholders**

List all relevant stakeholders across categories:

- Corporates (management, board, controlling shareholders)
- Investors (local institutions, foreign asset managers, SOEs)
- Regulators (central, provincial, sectoral)
- Employees and supply-chain workers
- Communities and NGOs
- Media and public opinion leaders

**Step 2: Assess Influence vs. Interest**

Stakeholder	Level of Influence (Low–High)	Level of Interest (Low–High)	Nature of Influence
Example: Provincial regulator	High	Medium	Licensing, inspections
Example: Local NGO	Medium	High	Media pressure

### Step 3: Engagement Strategy

- **Manage closely:** High influence / high interest
- **Keep satisfied:** High influence / low interest
- **Keep informed:** Low influence / high interest
- **Monitor:** Low influence / low interest

#### Asia-specific prompt:

Which stakeholders exercise *informal power* (e.g. family owners, state agencies, party committees)?

## **2. ESG Materiality Matrix Template (Asia-Adjusted)**

### **Purpose:**

Move beyond generic materiality by incorporating regulatory asymmetry, supply-chain risk, and social license considerations.

### **Template**

#### **Axes**

- X-axis: Importance to Business Performance
- Y-axis: Importance to Stakeholders

#### **Issue Identification (example categories):**

- Climate transition risk
- Physical climate risk
- Supply-chain labour standards
- Product safety / data security
- Board independence
- Political and regulatory risk

**Materiality Assessment Table**

ESG Issue	Business Impact	Stakeholder Concern	Time Horizon	Regional Driver
Forced labour risk	High	High	Immediate	Export regulation
Climate disclosure	Medium	High	Medium	ISSB adoption

**Instructor prompt:**

Which issues are *material locally* but *immaterial globally* — and why?

### **3. Boardroom Briefing Template (10–15 Minutes)**

#### **Purpose:**

Train students to communicate ESG issues concisely to Asian boards that are often risk-averse and time-constrained.

#### **Template**

##### **I. Issue Summary**

- What is the issue?
- Why does it matter *now*?

##### **II. Business Risk and Opportunity**

- Financial exposure
- Regulatory or market access risk
- Reputational risk

##### **III. Peer Benchmark**

- What are competitors doing?
- Regional vs global peers

##### **IV. Recommended Action**

- Immediate actions (next 6–12 months)
- Medium-term strategy

##### **V. Decision Required**

- Board approval?
- Budget?
- Governance change?

**Asia-specific guidance:**

Frame ESG not as values-based, but as resilience, cost and access to capital.

#### 4. “How to Talk to Investors” Checklist

##### **Purpose:**

Prepare corporates for ESG-related investor meetings, earnings calls, and engagements.

##### **Checklist**

Before the meeting:

- Can we explain *why* ESG matters to our business model?
- Do we understand investor expectations (local vs global)?
- Are our disclosures consistent across channels?

During the meeting:

- Can management link ESG to risk management and strategy?
- Are trade-offs acknowledged (not over-promised)?
- Can we explain regional constraints credibly?

After the meeting:

- Were follow-up data requests documented?
- Are commitments tracked internally?
- Is accountability assigned?

## **5. “Questions Investors Will Ask” – Cheat Sheet**

### **Purpose:**

Help students anticipate real-world investor scrutiny.

### **Common Questions**

#### **Governance**

- Who really controls the company?
- How independent is the board in practice?
- How are executive incentives linked to ESG?

#### **Environment**

- What climate risks affect your operations and supply chain?
- How credible are your transition targets?

#### **Social**

- How do you monitor labour practices beyond tier-1 suppliers?
- How do you handle grievances in weak-rule-of-law jurisdictions?

#### **Regulatory**

- How exposed are you to sudden policy shifts?
- How are you preparing for mandatory disclosures?



## **6. Supply Chain ESG Risk Checklist (Asia-Focused)**

### **Purpose:**

Turn abstract human-rights discussions into operational analysis.

### **Checklist**

- Do we have visibility beyond tier-1 suppliers?
- Are recruitment fees and working hours monitored?
- Are grievance mechanisms accessible and trusted?
- Are suppliers exposed to climate disruptions?
- Do we stress-test supply chains geopolitically?
- Do we have escalation protocols for violations?

### **Instructor extension:**

Ask students to classify each risk as preventable, mitigable or unavoidable.

## 7. Asian Regulatory Comparison Table (Teaching Version)

### Purpose:

Enable comparative analysis across Asian markets.

Market	ESG Disclosure	Enforcement	Key Risk
Japan	Mandatory (TCFD/ISSB-aligned)	Strong	Box-ticking
China	Hybrid / state-aligned	Selective	Policy shifts
India	Mandatory (BRSR)	Improving	Capacity gaps
ASEAN	Mixed	Uneven	Regulatory fragmentation
Hong Kong	Mandatory climate	Moderate	Dual-class shares

### Discussion prompt:

Where does regulation enable markets — and where does it distort them?