**Chapter 4 — Discussion Questions**

**The Dos and Don’ts of Navigating ESG / Sustainability in Asia**

**A. Core Discussion Questions (Conceptual & Applied)**

**Q1**

What distinguishes a credible ESG policy from one that is primarily symbolic or reputational?

**Q2**

Why can highly ambitious ESG targets increase risk for companies operating in Asia?

**Q3**

How does materiality analysis improve both the design and communication of ESG policies?

**Q4**

What role do internal incentives and employee buy-in play in determining whether ESG policies succeed or fail?

**Q5**

How can companies balance transparency with caution when communicating ESG progress and setbacks?

**Q6**

What are the practical risks of greenwashing and greenhushing, and how do they differ?

**Q7**

How should boards and senior management oversee ESG policy implementation differently from traditional compliance policies?

**Q8**

From an investor perspective, what signals indicate that a company’s ESG strategy is credible and executable?

**B. Perspective-Based / Role-Specific Discussion Prompts**

**For corporate boards**

How should boards challenge management ESG proposals without discouraging ambition or innovation?

**For sustainability and IR teams**

How can ESG communication remain accurate and balanced under pressure from multiple stakeholders?

**For investors**

How should investors respond when ESG commitments appear misaligned with operational reality?

**For regulators**

How can policy frameworks discourage misleading ESG claims without penalising good-faith experimentation?

**Chapter 4 — Quiz Questions**

**Part A: Multiple-Choice Questions**

**Q1**

Which feature most strongly supports the credibility of an ESG policy?

A. Use of aspirational language  
B. Alignment with peer commitments  
C. Clear materiality assessment and accountability  
D. Frequency of sustainability reporting

**Q2**

Why can overly ambitious ESG commitments create additional risk for companies?

A. They reduce employee motivation  
B. They attract less investor attention  
C. They increase exposure to reputational and regulatory scrutiny  
D. They delay operational improvements

**Q3**

What is the primary purpose of a materiality assessment in ESG policy design?

A. To meet disclosure requirements  
B. To prioritise issues based on business relevance and risk  
C. To improve corporate branding  
D. To align with global peer practices

**Q4**

Which outcome is most likely when ESG targets are disconnected from internal incentives?

A. Faster ESG implementation  
B. Increased operational efficiency  
C. Superficial compliance and weak execution  
D. Stronger regulatory compliance

**Q5**

Which statement best describes **greenhushing**?

A. Exaggerating ESG achievements  
B. Selectively reporting positive data  
C. Avoiding communication of ESG efforts due to perceived risk  
D. Outsourcing ESG reporting to consultants

**Q6**

From an investor perspective, which signal most strongly indicates credible ESG execution?

A. Lengthy sustainability reports  
B. Frequent public ESG commitments  
C. Consistent progress linked to governance and incentives  
D. Alignment with every global ESG framework

**Part B: Short-Answer Questions**

**Q7**

Why is board-level oversight critical for effective ESG policy implementation?

**Q8**

Identify two practical steps companies can take to reduce greenwashing risk while maintaining transparency.