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DECODING THE GREEN FUTURE

Understanding New Climate Legislation Requirements, Interoperability, and Opportunities around Revenue Generation and Cost Reduction

Abstract

This guide aims to clarify the implications of current EU and US sustainability regulations for your business. It provides insights on how to adhere to these regulations and identifies areas of overlap, offering practical guidance for compliance, revenue generation, and cost reduction. All regulatory insights and data in this writing are as of March 18, 2024.

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Introduction

Businesses are entering a new era where alignment with climate, ethical, and workplace standards is increasingly crucial to consumers, employees, and investors alike. With greater global regulation on the horizon, the sustainability landscape, particularly in the EU and US, is becoming increasingly complex. From the Corporate Sustainability Reporting Directive (CSRD) to the California Climate Package, the Sustainable Finance Disclosure Regulation (SFDR), and the SEC Climate Rule, the regulatory framework is expanding rapidly. Despite potential polarization and resistance to these regulations, it's imperative for business leaders to grasp their obligations and timelines. While these rules may appear to primarily affect large firms and specific regions, small and mid-sized companies should not overlook them; they too may face requirements in the future. Furthermore, foreign companies operating in areas with stringent climate disclosure regulations should take immediate notice.

Corporate sustainability, risk, and compliance officers, c-suite leaders, and board members need to understand 1) relevant disclosure requirements 2) when those requirements will be in effect and 3) interoperability and alignment. This guide gives insight on those concerns, as well as:

- An investor's and corporate leader's view on *how current and future sustainability regulations* may impact them.
- Insights into *cost savings and revenue generation*.

Businesses should become familiar with the new requirements sooner rather than later. Early compliance will position companies favorably as they navigate the regulatory landscape and gain social license to operate from consumers and the public.

Relevant Regulations and Timelines for US-based Firms (and Other Regions)

Securities and Exchange Commission Climate Related Disclosures for Investors

On March 6, 2024, the United States Securities and Exchange Commission (SEC) announced their climate rule in the making for two years. It marks a significant move toward corporate climate disclosure, aligning the U.S. with similar regulations in the European Union and already in effect in California (the world's fifth largest economy). The SEC's 3-2 vote saw three Democratic commissioners supporting the rule, while two Republicans opposed it. The rule notably excludes the reporting of Scope 3 emissions. It draws from the TCFD's climate-related disclosure reporting framework.

“The scope of the SEC's rule is less stringent [than] rules proposed or enacted by other jurisdictions since 2023 (California, New York, and Illinois), creating an increasingly complex reporting landscape for companies to navigate.” ¹ Sarah Bratton Hughes, Head of Sustainable Investing, American Century Investments

Here are some key takeaways:

Scope 3 Exclusion: The rule eliminates requiring companies to report Scope 3 emissions, focusing only on direct (Scope 1) and some indirect (Scope 2) emissions deemed "material."

Materiality Decision: Companies will report Scope 1 and Scope 2 emissions only if they consider them "material," allowing flexibility in disclosure.

Exemption for Smaller Companies: Smaller companies are currently exempt from reporting emissions (some information outside of emissions will need to be disclosed fiscal year 2027) while larger companies are to begin reporting emissions from fiscal year 2026.

SEC's Estimate: Around 2,800 U.S. companies are expected to make disclosures, along with about 540 foreign companies operating in the U.S., reporting timelines differ based on company size.

Financial Impact Disclosure: The final rule requires publicly traded companies to disclose anticipated costs associated with transitioning away from fossil fuels, including risks related to climate-related events.

Global Alignment: The SEC's move follows similar climate disclosure rules in California and the European Union, reflecting a broader global trend toward standardized corporate climate reporting. ²

Litigation: The rule is anticipated to face legal challenges, with industry groups criticizing the SEC for potential overreach beyond the agency's mandate. In fact, 10 Republican-led states sued

¹ Sarah Bratton Hughes interview with author (March 18, 2024)

² https://apnews.com/article/climate-change-sec-disclosure-companies-emissions-risks-b5bb510f9167ef396ee2fbc5a02ba1cf?utm_source=cmwnews.beehiiv.com&utm_medium=referral&utm_campaign=what-to-know-about-the-sec-s-new-climate-rule

— the same day the rule was announced — challenging the SEC. Also, shortly after the rule was announced, a U.S. appeals court temporarily halted the rule via a request for administrative stay.^{3 4}

Phase-in Approach: Rule timeline will be phased in for all registrants, with the compliance date conditional upon the status of the registrant. Registrants considered large accelerated filers (LAF's) have the earliest phase in dates. Below chart contains LAF phase in dates, as per SEC.gov:

Compliance Dates under the Final Rules¹

	Disclosure and Financial Statement Effects Audit		GHG Emissions/Assurance			Electronic Tagging	
	All Reg. S-K and S-X disclosures, other than as noted in this table	Item 1502(d)(2), Item 1502(e)(2), and Item 1504(c)(2)	Item 1505 (Scopes 1 and 2 GHG emissions)	Item 1506 - Limited Assurance	Item 1506 - Reasonable Assurance	Item 1508 - Inline XBRL tagging for subpart	
LAFs	FYB 2025	FYB 2026	FYB 2026	FYB 2029	FYB 2033	FYB 2026	5

“This [rule] should signal to capital markets and corporates that climate and ESG reporting is not going away – it’s only going to increase in time.”⁶ Alison Jouts, Principal, ESG Global Advisors

³ [https://www.reuters.com/sustainability/climate-energy/republican-led-states-say-they-will-sue-us-securities-regulator-over-climate-2024-03-06/?utm_source=cmwnews.beehiiv.com&utm_medium=referral&utm_campaign=what-to-know-about-the-sec-s-new-climate-](https://www.reuters.com/sustainability/climate-energy/republican-led-states-say-they-will-sue-us-securities-regulator-over-climate-2024-03-06/?utm_source=cmwnews.beehiiv.com&utm_medium=referral&utm_campaign=what-to-know-about-the-sec-s-new-climate-rule#:~:text=March%20%20(Reuters)%20%2D%20Ten,Exchange%20Commission%20approved%20the%20rules)

⁴ <https://www.wsj.com/articles/u-s-appeals-court-temporarily-halts-sec-climate-disclosure-rules-456f2f4c?mod=djemSustainableBusinessPro>

⁵ <https://www.sec.gov/files/rules/final/2024/33-11275.pdf>

⁶ Alison Jouts interview with author (March 14, 2024)

Corporate Sustainability Reporting Directive (CSRD)

The Corporate Sustainability Reporting Directive (CSRD) builds on sustainability reporting standards kicked off by Non-Financial Reporting Directive (NFRD) and expands the scope of reporting companies.

Highlights:

- **Broader Reporting Scope:** Encompassing environmental matters, social responsibility, human rights, anti-corruption measures, and board diversity.
- **Double Materiality:** Companies must report on how environmental and social matters influence their development, embracing the concept of "double materiality." Financial and Impact Materiality.
- **Method of reporting:** Report format is to be machine readable and digitally tagged.

- Assurance: Limited assurance moving into reasonable assurance.
- Compliance Criteria: Entities meeting two of the following three conditions:
 1. €50 million in net turnover,
 2. Balance sheet total assets greater than €25 million,
 3. 250 or more employees.

Dates:

- January 2025- Entities already compliant with the NFRD directive must report on 2024 data, with annual reporting after.
- January 2026 - All large entities not currently subject to NFRD reporting, including large EU subsidiaries of U.S. companies or U.S. companies listed on a regulated market in the European Union, must report on 2025 data, and annually after.
- January 2027 - Listed small and medium enterprises (SMEs), SME subsidiaries of U.S. companies listed on a regulated market in the EU, small and non-complex credit institutions, and captive insurance entities must report on 2026 data, and annually after.

CSRD GENERAL SCOPING

The CSRD applies to all large and most listed companies in the EU, including their subsidiaries. Companies outside the EU with securities listed on an EU-regulated market must also comply with the CSRD.

Large Company: Must meet two of the following, for each of the last two consecutive years:

- > 250 employees;
- > €50M (formerly €40M) net turnover (revenue);
- > €25M (formerly €20M) total assets.

Listed Company in the EU-Regulated Market

- Listed companies in the EU include companies with listed securities (including debt and equity) on an EU-regulated market.
- Note that 'micro-companies' are excluded.

- January 2029 - U.S. companies with €150M of operations in Europe and at least one large subsidiary branch must report on 2028 data, and annually after.⁷
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CSRD GENERAL SCOPING

Non-EU Companies : Non-EU companies that meet the criteria listed below must also comply with the CSRD:

- Companies that have substantial activity, defined as generating more than €150M turnover in the EU for the last two consecutive years;
- At least:
 - One EU subsidiary that meets general scoping of the CSRD; or
 - One branch that generated net turnover greater than 40M in the preceding financial year.

Disclaimer: Sidebar information is as of Jan 2024 Alison Joutsi interview with author.

⁷ https://watershed.com/platform/climate-disclosures/csrd?gclid=CjwKCAiA7t6sBhAiEiwAsaieYgvy39t5KoqfJxYo0fYuuoYdtmTSu3wIsIMUm5m6_8MIzB0LeGL7xBoCLtAQAvD_BwE&utm_content=676917421607&utm_term=150193095987&utm_medium=ppc&utm_source=google&utm_campaign=17937657802https://www.pwc.com/us/en/services/esg/library/eu-corporate-sustainability-reporting-directive.html

⁸ <https://www.cooley.com/news/insight/2023/2023-10-20-eu-changes-csrd-thresholds-to-reduce-sustainability-reporting-burden>

California Climate Package

California passed two bills in October 2023—SB 253 and SB 261—requiring climate risk and greenhouse gas disclosures for certain companies operating in the state. Here is an overview:

SB 253, "Climate Corporate Data Accountability Act"

Companies with over \$1 billion in total annual revenue conducting business in California must disclose and gain assurance over their Scope 1, 2, and 3 GHG emissions annually, with a preference for using the GHG Protocol as a disclosure framework. Compliance begins in 2026, and phased-in assurance requirements start the same year. Non-compliance or violations may lead to penalties of up to \$500,000.

SB 261, "Climate-related Financial Risk Act"

Entities with over \$500 million in total annual revenue doing business in California must publish a TCFD-aligned climate risk report biannually to comply with SB 261. The deadline for compliance is on or before Jan. 1, 2026. Failure to comply or violations may result in penalties of up to \$50,000.⁹

"Ongoing awareness of investee companies' sustainability and climate reporting requirements will be essential for investors to make informed decisions in this evolving regulatory landscape." ¹⁰ Trysha Daskam-Smith, Managing Director & Head of ESG Strategy, Silver Regulatory Associate

Sustainable Finance Disclosure Regulation (SFDR)

The SFDR supports transparency in the sustainable investment market. It applies to firms in the financial services industry, such as institutional investors. Its purpose is to prevent misleading environmental claims (i.e. "greenwashing") against investment products and to increase investment into sustainable products to accelerate the transition to a low-carbon economy. It defines 'sustainable' investment products.

⁹ <https://www.cooley.com/news/insight/2023/2023-09-19-california-ghg-emissions-and-climate-risk-bills-near-finalization>

¹⁰ Trysha Daskam-Smith interview with author (March 15, 2024)

The SFDR mandates three groups or categories based on their levels of sustainability and product features. Financial market participants (FMPs) subject to these regulations are required to comply with specific disclosure obligations.

The SFDR requirements are linked to the EU Taxonomy by including environmentally sustainable economic activities as defined by the Taxonomy Regulation in the definition of “sustainable investments” in the SFDR.

The SFDR came into effect in March 2021, with FMPs disclosing:

- Sustainability risks policy
- Integration of sustainability risks into investment decisions and investment advice
- Principal adverse impacts (PAI) of investment decisions on sustainability factors at entity level (or an explanation of no consideration of PAI at entity level)
- Consistency of remuneration policies with the integration of sustainability risk ^{11 12}

Regulations’ Relevance: Business Units, Sustainability Officers and Boards

If your company is in scope, it is prudent to begin looking at double materiality, impact and financials, as well as carbon footprint now. The sooner the sustainability office (or where the sustainability function lives within your organization) begins assessments and information gathering, the better positioned you’ll be for reporting and assurance requirements to come.

For key stakeholders outside of the sustainability office, it is important to deliver the highest quality data and information around legal, compliance, accounting, procurement, and other areas. Delivering high quality non-financial material information is not just the job of one person. Whether you’re on a formal committee, or you input data into sustainability software, the onus is on each member of the team to deliver the best information so investors and other external stakeholders can have comparable, and decision useful insights.

As a stakeholder example, venture capitalists, or VCs, that don’t have controlling investments in companies are not well positioned to deeply influence their firms to progress on sustainability reporting. But some VCs are making the choice to invest in those firms that have a focus on climate and social issues at their core — and those firms may deliver higher transparency.

¹¹ <https://normative.io/insight/sfdr-explained/>

¹² <https://www.impactinstitute.com/financial-sustainability/principal-adverse-impact-pai-in-sfdr-regulation-explained/>

“There are VCs that are invested in companies that are seeking actively to reduce their impact on climate/ to reduce their emissions. And for those companies, it would be very reasonable to assume that they could provide emissions reporting” says Trysha Daskam-Smith, Managing Director & Head of ESG Strategy, Silver Regulatory Associate.¹³ She goes on to say consumer brands, food products and others might have more difficulty with emissions reporting because they may not view their emissions as a significant business risk, and as a result, may not be able to report or provide transparency on their scope 1, 2, or 3 emissions.

Given the board’s role, it is their fiduciary duty to have a clear handle on the business model, as well as identify and address risk. Data around impacts of environmental, biodiversity, and human rights issues on your company — and how your company may be impacting them — is necessary to mitigate risks. Boards’ levers, such as management pay alignment to sustainability goals, work best when they are equipped to measure risks and opportunities. “My favorite questions to ask Chief Sustainability Officers are: 'Who do you report to?' and 'How often do you speak to the board?' This tells me right away how a company thinks about sustainability,” says Sarah Bratton Hughes, Head of Sustainable Investing, American Century Investments speaking from an active investor’s perspective.¹⁴ She goes on to say that sustainability needs to be synonymous with innovation, and it needs to be a journey that can be articulated clearly and in hard dollar terms.

Corporate officers and boards would benefit from clarity on how asset managers, asset owners, and other FMPs may view a security as a fit in their sustainable investment portfolios. They can see their firm from the FMP’s point of view and identify areas for improvement.

Revenue Generation and Cost Savings Potential

From a corporation’s perspective, access to capital and reduced cost of capital may be a benefit of compliance with regulations that support climate, governance, environmental, and social goals.

Increased energy efficiencies as well as improved water and waste recycling processes can bring about cost savings. An Arabesque and Oxford University study points out that these sorts of corporate policies not only create cost efficiencies but may lead to operational and stock performance improvements. Other areas that may see improvement because of sustainable practices are operational cash flows, mean sales growth, and pre-tax profit.¹⁵

Information gathering, reporting, tracking and meeting assurance requirements for some of the regulations will all require money. There’s no doubt about that. But there may be a long-term benefit at play when companies make the decision to transition into sustainable operations, and

¹³ Trysha Daskam-Smith interview with author (February 1, 2024)

¹⁴ Sarah Bratton Hughes interview with author (February 1, 2024)

¹⁵ <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>

products, and deliver transparent reporting on key materiality factors. “It is going to require some capital on the organization’s part. But I think what’s required is a shift in corporate mindset. When we’re thinking about ESG data, it is helping you actively manage your risks and opportunities more effectively, so you’re going to generate more long-term value for your stakeholders,” says Alison Joutsi, Principal, ESG Global Advisors.¹⁶ She adds that in the case of assurance specifically, the cost could yield improved quality of data as well as higher ratings with ratings agencies. These can result in long-term value for the organization.

Specific sectors are seeing opportunities to build new products, with substantial revenue opportunities on the horizon. Tomorrow’s energy companies could lead the way with innovative products, according to Kathryn McDonald, Co-Founder and Head of Investments at Radiant Global Investors. “We should look at who is in the value chain for solar, wind, geothermal or green hydrogen.”¹⁷ She points out that companies who are building products focused on new energy sources are attractive to investors who are looking at sectors ranging from tech, to materials, to industrials. One key point to recognize is revenue may be a longer-term play; she suggests investors lean more into those longer-term projects that may yield substantial value.

Individuals, consumers, and employees have greater access to your sustainability practices. As our society moves toward greater allegiance to sustainable practices, people will want to work with and buy products from companies that have sustainable operations. This leads to top talent — especially in a tight labor market — bringing innovative ideas and creating goods and services that customers want. This also leads to customers recognizing when companies’ values align with theirs and choosing to buy from the brands they align with most.

Alignment Between Regulations

For companies subject to both the CSRD and California rules, reporting obligations are expected to complement each other.

The SEC’s climate rule does not have a Scope 3 reporting requirement, only looking at Scope 3 if emissions are material or if there are GHG emission targets or goals that include Scope 3.¹⁸

For SB 253, starting in 2026, companies are required to initiate reporting on their direct and indirect emissions (Scopes 1 and 2). However, reporting for indirect, full value chain emissions (Scope 3) is not mandated until 2027 (on 2026 data).

Compared to California’s regulation, the CSRD features a lower revenue threshold. Starting in 2026, large EU companies, including subsidiaries of non-EU entities (whether listed or not),

¹⁶ Alison Joutsi interview with author (February 1, 2024)

¹⁷ Kathryn McDonald interview with author (February 1, 2024)

¹⁸ <https://www.sec.gov/files/rules/final/2024/33-11275.pdf>

must report on 2025 data if they meet at least two of the following criteria: a balance sheet total exceeding 25 million euros, a net turnover surpassing 50 million euros, or an average of more than 250 employees throughout the financial year. Non-EU parent companies must report in 2029 on 2028 data. The EU is made up of 27 member states, so staying on top of the specific state(s) your subsidiary is in and how that state interprets CSRD is a key exercise.

Those who oppose providing Scope 3 disclosures — which include value chain elements such as suppliers and customers — call out that garnering resources for that level of disclosure will be a hardship for smaller companies. The California climate legislation requires third parties to audit disclosures and CSRD requires limited assurance. So when reporting GHG emissions data, know there may be additional items needed when meeting these new regulations related to Scope 3.

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Harmonization Challenges and Opportunities

Businesses rarely see regulation as a positive. In the case of climate regulation, not having it — or having it overturned by courts — could have challenging impacts for businesses. The concept of ‘substituted compliance’ might be at play. For example, if the SEC can show it has comparable disclosure as CSRD, then US-based businesses may only need to comply with the SEC’s regulation. ²²

International Sustainability Standards Board and European Sustainability Reporting Standards Interoperability

The International Sustainability Standards Board (ISSB) is voluntary but seeks to create a "global baseline" for ESG reporting. ISSB is progressing with alignment between the European Sustainability Reporting Standards (ESRS), which is the body that outlines CSRD rules. ISSB uses the Task Force on Climate-Related Financial Disclosures (TCFD) framework as a foundation, and has a focus on financial materiality, differing from ESRS focus on double materiality taking into consideration investors as well as other stakeholders. As the focus on ISSB is building, we see the growing importance of robust climate reporting for companies worldwide.

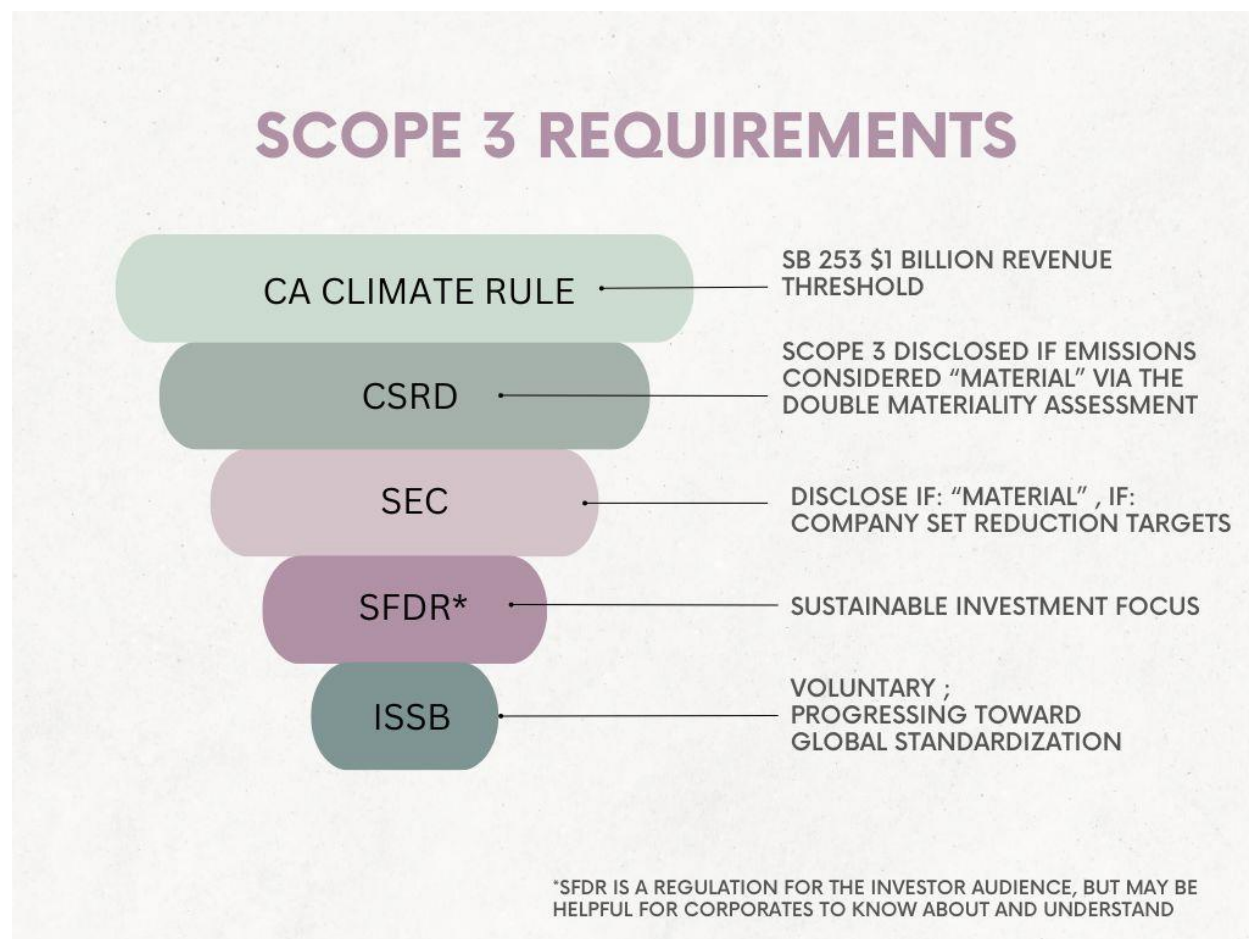
¹⁹ <https://www.cooley.com/news/insight/2023/2023-09-19-california-ghg-emissions-and-climate-risk-bills-near-finalization>

²⁰ <https://www.thomsonreuters.com/en-us/posts/esg/california-climate-reporting-law/>

²¹ <https://www.insideenergyandenvironment.com/2023/11/calculating-and-reporting-greenhouse-gas-emissions-a-primer-on-the-ghg-protocol/>

²² <https://www.forbes.com/sites/maryfoley/2023/12/12/ignore-the-secs-esg-agenda-at-your-own-risk/?sh=3c421a97436a>

Another substantive difference between ESRS and ISSB is the level of assurance. Since ISSB is voluntary, assurance is also voluntary. ESRS is mandatory and mandates third-party assurance.²³
²⁴



²³ <https://www.ifrs.org/news-and-events/news/2023/07/european-comission-efrag-issb-confirm-high-degree-of-climate-disclosure-alignment/>

²⁴ <https://sustainability-academy.org/what-you-need-to-know-about-the-interoparability-between-the-issb-and-the-esrs/>

Conclusion

The demand for expertise in regulations, reporting, and assurance has never been more pronounced. Understanding global requirements, best practices, and benchmarking is essential. Clarity on geopolitical dynamics and global policy, influencing public perceptions and corporate adoption of climate disclosure, is also imperative. However, beyond these factors, there is an even greater need emerging – for companies prepared to tackle tomorrow’s challenges head-on.

Now, more than ever, stakeholders seek companies that have fully integrated sustainability into their operations across all business units, adhering to best practices and standards. These companies excel by offering products and services that prioritize environmental and nature preservation and employee wellbeing. Crucially, such firms must also resonate with consumers' values and needs. This alignment is central to their ongoing evolution, value creation, and leadership in sustainability.

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Corporate Sustainability Due Diligence Directive (CSDDD or CS3D) : The directive requires big companies to be accountable for their whole supply chain, and they could face legal action if human rights issues arise. As of the end of 2023, asset managers, banks, and insurers are temporarily excluded but might be included later. France’s Duty of Vigilance and Germany’s Supply Chain Due Diligence are examples of EU countries working on due diligence. These efforts focus on checking a company’s operations, supply chain, vendors, and overall environmental and human rights risks. The draft proposal got approval from the EU Parliament on June 1, 2023. The process is expected to be finished by early 2024, and EU member states will probably have two years to turn the directive into law in their regions.^{25 26}

European Financial Reporting Advisory Group (EFRAG) : EFRAG partners on efforts around International Financial Reporting Standards’ alignment with European Union needs. EFRAG helped create European Sustainability Reporting Standards to simplify corporate sustainability.²⁷

European Sustainability Reporting Standards (ESRS) : ESRS simplifies how companies report on sustainability. They make reports more transparent, comparable, and accountable by standardizing structures, data processes, and formatting. ESRS is like a guide for creating sustainability statements. ESRS1 outlines general requirements, while ESRS2 details what companies should report, covering topics like governance, strategy, management, metrics, and targets. These standards align with EU policies and

²⁵ <https://plana.earth/policy/eu-corporate-sustainability-due-diligence-directive-csddd>

²⁶ <https://www.dlapiper.com/en-us/insights/publications/2021/03/human-rights-due-diligence-legislation-in-europe>

²⁷ <https://www.ifrs.org/news-and-events/news/2023/07/european-comission-efrag-issb-confirm-high-degree-of-climate-disclosure-alignment/>

contribute to global standard-setting efforts. Think of ESRS as the technical rules for the CSRD, specifying what to disclose and how to disclose it.^{28 29}

European Taxonomy : The taxonomy guides investments towards activities needed for the transition, goals of the European Green Deal. It categorizes economic activities based on criteria supporting net zero by 2050 and other environmental objectives.³⁰

European Union Green Deal: The Green Deal aims to make the EU a modern, efficient, and competitive economy, through: Zero greenhouse gas emissions by 2050; Economic growth without using up too many resources; Ensuring no one is left behind and benefitting people and planet in the climate transition.³¹

Limited Assurance : This assurance leans more on what the company's management says for information. It involves less checking of original documents compared to reasonable assurance. It also means a less detailed understanding of processes and controls, and less scrutiny of the data and topics included in the report.³²

Non-Financial Reporting Directive (NFRD): NFRD is a key element of the EU's initiative to promote responsible business, covering over 11,000 companies. It mandates the public release of documents covering specific non-financial information. The CSRD expands on what the NFRD covers and aims to offer non-financial data that is more reliable, easy to access, and consistent.^{33 34}

Reasonable Assurance : This assurance is a strong level of confidence regarding significant errors, though not an absolute certainty. It acknowledges the small possibility that significant errors may not be caught or prevented promptly.³⁵

Contributors

Sarah Bratton Hughes

Trysha Daskam-Smith

Alison Joutsi

Kathryn McDonald

²⁸ <https://www.cooley.com/news/insight/2023/2023-08-11-eu-adopts-long-awaited-mandatory-esg-reporting-standards>

²⁹ <https://www.getsunhat.com/blog/esrs-cross-cutting-standards>

³⁰ https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en

³¹ https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en

³² <https://www.bdo.com/insights/assurance/which-level-of-assurance-is-best-for-your-esg-reporting>

³³ <https://plana.earth/policy/non-financial-reporting-directive-nfrd>

³⁴ <https://kpmg.com/nl/en/home/topics/environmental-social-governance/corporate-sustainability-reporting-directive.html>

³⁵ <https://www.bdo.com/insights/assurance/which-level-of-assurance-is-best-for-your-esg-reporting>

Author

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She is the author of *Gambling on Green* and *Corporations Compassion Culture*, which was nominated for the Financial Times Business Book of the Year Award (Wiley Publishing).

She serves on the Ceres President's Council, is a Fundamentals of Sustainability Accounting (FSA) credential holder and is an Oxford University IMAGINE Fellow.

About Climate Money Work

Climate Money Work provides Fractional Chief Revenue and Sustainability Officer services guiding firms in developing commercial strategies for sustainability partnerships and products for corporate and institutional investor audiences. Using our expertise and research, we craft strategies to align with net-zero goals, regulations, and standards while managing risks effectively. We offer support to corporate and institutional investor clients, delivering valuable insights and solutions for revenue generation, sustainability reporting, ESG data, thought leadership, and corporate branding, catering to both internal and external stakeholders.

Contact Us

Thank you for your support!

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