

# First 90 Days Checklist

## Is your company ready for you and for sustainability?

As you begin in your new role, inventorise the organisation's sustainability maturity and get a bird's eye view on the status quo – what has been done before you, existing commitments, governance structures, and more. Do this before or in parallel with strategy development, and ideally before you take on the role to understand the fit!

<b>Your role</b>	<ol style="list-style-type: none"><li>1. What were the drivers to establish the CSO role?</li><li>2. Where in the organisation is the role housed and who are you reporting to?</li><li>3. What is management's understanding of the scope of the role and its limitations?</li><li>4. What is the full 'wishlist' for this role coming from stakeholders across the business? How is it connected to material topics?</li></ol>
<b>Company</b>	<ol style="list-style-type: none"><li>5. What does the organisation do? Why does it exist and how does it create value?</li><li>6. How does this relate to sustainability?</li><li>7. Where is the company in its lifecycle, e.g., starting up, scaling, optimising, in crisis, expanding?</li><li>8. Who are the organisation's investors and shareholders? What is their level of awareness of sustainability and their understanding of its relevance to the business?</li></ol>
<b>Sustainability maturity</b>	<ol style="list-style-type: none"><li>9. Does a sustainability strategy exist and are there roadmaps to support its execution?</li><li>10. Is it based on a (double) materiality assessment?</li><li>11. To what extent are sustainability goals integrated into business plans, KPIs, incentives and behaviours?</li></ol>

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<p><b>Knowledge and awareness</b></p>	<p>12. What is the organisation's collective sustainability knowledge?</p> <p>13. How is sustainability work communicated to employees?</p> <p>14. If you were to ask an employee by the water cooler about the top three material sustainability issues, would they know?</p>
<p><b>Team</b></p>	<p>15. Is a sustainability team in place, and is it fit for purpose, e.g., expertise and capacity?</p> <p>16. What immediate critical skills and tasks do you need to hire for that can't be sourced internally?</p> <p>17. What functions need to be upskilled on sustainability as they will have to assume ownership in the future, e.g., legal, finance, internal audit?</p>
<p><b>Projects and programmes</b></p>	<p>18. What sustainability-related activities, projects, and programmes exist?</p> <p>19. Who owns them, who executes on them, and what budget is attached to them?</p> <p>20. How are these activities related to material topics?</p>
<p><b>Budget</b></p>	<p>21. What budget exists for sustainability or what is the current spending on sustainability?</p> <p>22. If the function is new, does the organisation understand and appreciate that it will need to set aside a budget for sustainability?</p> <p>23. Is there sustainability funding "hidden" in other areas of the business?</p>

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<p><b>Public statements</b></p>	<p>24. Has the organisation made any sustainability-related claims on its website, across its products, sustainability reports, press-releases, blog posts, or other marketing and communication materials?</p> <p>25. If so, how are these claims supported by evidence and related to material topics?</p>
<p><b>Reporting</b></p>	<p>26. What reporting obligations does the organisation fall under in the jurisdictions where it operates?</p> <p>27. What additional voluntary reporting has the organisation committed to in the past? Is it value-adding?</p> <p>28. What is the state of ESG data collection and reporting? What data collection processes, tools, behaviours and discipline exist?</p> <p>29. What is the state of internal controls for ESG data, and the audit history?</p>
<p><b>Policies</b></p>	<p>30. What sustainability policies exist?</p> <p>31. How do principles in the existing policies support or contradict sustainability objectives?</p>

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