

General Data

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**Company's latest sustainability
report shows a decline in
performance.**

**Company's latest sustainability
report omits previously included
ESG data.**

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**News article highlights
stakeholder concerns and
potential regulatory risk.**

**ESG rating agency flags poor
performance in targeted metrics.**

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Stakeholders includes: Superannuation funds, fund managers, international investors, local communities, NGOs, government regulators, Indigenous communities, unions, employees.

Major protest outside headquarters garners national attention.

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**Board nominates director who
publicly dismissed climate change
as a hoax.**

**Whistleblower reveals internal
emails exposing misconduct.**

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**Fund manager states the company
ranks lowest in ESG among its
peers over 3 years.**

**Internal audit identifies grievance
mechanism and oversight gaps.**

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**Indigenous Land Council publishes
counter-report challenging
company's land claims.**

**Investigative article exposes
political donations to pro-
development candidates.**

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Viral customer videos show unsafe conditions in supplier factories.

Competitor publishes verified net-positive impact report.

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**FOI request reveals regulator
flagged serious ESG risks but
failed to act.**

**Company dropped from major
global sustainability index.**

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Media analysis shows ESG controversy eroding online brand sentiment.

Union-led shareholder advisory highlights fiduciary risks from ESG mismanagement.

ForestCo Data

ForestCo Data

**Satellite imagery shows increased
clear-felling near critical habitats.**

**Independent audit identifies
threatened species habitat at
risk.**

ForestCo Data

FreshMart Data

**Local Indigenous communities
report no formal consultation on
land use.**

**Modern Slavery Index ranks
company below industry
average.**

FreshMart Data

FreshMart Data

Worker interviews reveal 16-hour shifts, passport confiscation, verbal abuse.

Government inquiry targets supply chain practices in supermarket sector.

FreshMart Data

General Action

**Prime Minister chastises
FreshMart and investors on
national TV.**

**Write to company IR outlining
issues and seeking response.**

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**Write to CEO outlining concerns
and requesting a meeting.**

**Write to Chair requesting a
direct meeting.**

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**Request meeting with department
head and IR team.**

**Request senior leadership
meeting including CEO.**

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Convene meeting of concerned investors via broker network.

Invite company to a multi-stakeholder ESG workshop.

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Wild card

Create your own action strategy.

File a shareholder resolution.

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**Nominate director(s) with ESG
credibility.**

**Vote against director(s) or
entire board slate.**

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Call an Extraordinary General Meeting (EGM).

Publicly voice concerns through strategic media engagement.

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**Divest (use selectively as
escalation).**

**Ask targeted ESG questions at
the AGM.**

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**Launch positive deviance
campaign via company's customer
base.**

**Commission and publish
independent benchmarking
report.**

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**Threaten legal proceedings over
ESG negligence.**

**Seek injunction to halt ESG–
related harm.**

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**Purchase national newspaper ad
raising public pressure.**

**Propose sector-wide ESG
standard via investor alliance.**

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**Request shareholder register and
coordinate investor outreach.**

**Join industry associations to
influence broader practices.**

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**Organise joint investor–company
site visit.**

**Engage credit rating agencies
to embed ESG risk in
assessments.**

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**File FOI to uncover government–
company communications.**

**Partner with think tank to
showcase ESG leadership gaps.**

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**Commission Indigenous-led
stakeholder mapping.**

**Present ESG scenario modeling
at investor roadshows.**

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Engage proxy advisors to support resolutions or oppose board.

Launch campaign appealing to fund beneficiaries' responsible ownership.

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**Fund and broadcast a
documentary on the ESG issue.**

**Request meeting with
company's external auditor on
ESG disclosure.**

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ForestCo Action

**Publish independent shadow ESG
report using alternative data.**

**Commission environmental
impact assessment by third
party.**

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**Partner with Traditional Owners
to co-design sustainability
standards.**

**File shareholder resolution
demanding project pause
pending stakeholder consent.**

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**Lobby government for stronger
environmental protections.**

**Submit feedback to
government project
consultation processes.**

FreshMart Action

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**Lobby regulators to mandate
human rights due diligence.**

**Engage with NGOs, unions, and
victim groups for further
information.**

FreshMart Action

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**Request independent audit of
supply chains.**

**Collaborate on grievance
mechanisms with civil society.**

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**Run media campaign urging
adoption of industry-leading
practices.**

**Collaborate on industry-wide
third-party grievance
mechanism.**

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General Challenge

**Mobilise fund members to write
letters of concern.**

**Company publicly denies
allegations and dismisses
concerns.**

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**Crucial stakeholder unexpectedly
withdraws support.**

**Regulatory policy shifts or
delays affect engagement
strategy.**

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**Internal asset managers question
the strategy's efficacy.**

**NGO campaign targets super
funds, urging members to
divest.**

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**PM condemns campaign as "woke
mind virus" and threatens fund
inquiries.**

**Company restructures to
remove ESG oversight from
governance.**

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**Media op-ed supports company,
authored by ex-politician advisor.**

**Political interference delays
regulatory enforcement.**

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**Company sues whistleblower,
suppressing disclosures.**

**Cyberattack on NGO delays
strategy execution.**

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Leak reveals your fund invested in worse ESG offender.

Commodity price spike makes poor practices more profitable.

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**Key internal ESG ally resigns,
weakening access.**

**Company offers partial
reforms, demands investor
support.**

General Challenge

ForestCo Challenge

**Minister praises company's
economic impact, undermining
pressure.**

**Local press frames
environmentalists as anti-jobs.**

ForestCo Challenge

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**Company sues NGO for
defamation.**

**Pro-development state
government elected.**

ForestCo Challenge

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**Footage shows company workers
gassing native species.**

**NGOs travel to Japan to lobby
ForestCo's major customers.**

ForestCo Challenge

FreshMart Challenge

**NGO dumps a tonne of woodchips
in your office lobby.**

**Major supplier threatens to
exit if reforms are imposed.**

FreshMart Challenge

FreshMart Challenge

**Public protest outside store
escalates media scrutiny.**

**Competitor launches "slave-
free supply chain" marketing
campaign.**