

# ESG SERIES

CSR Leaders: ESG Success Is Built in the Field, Not  
the Boardroom



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# ENVIRONMENTAL (E)

Projects That Create Real Environmental Impact Have 3 Traits:

- Community ownership
- Local ecosystem alignment
- Long-term maintenance planning

Lesson: Plantation drives fail without post-project stewardship models.



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# SOCIAL (\$)

**Stop Counting Beneficiaries. Start Measuring Change.**

**Better indicators include:**

- Income stability after intervention
- School retention rates
- Women's decision-making participation

**CSR maturity begins when output metrics evolve into outcome tracking.**



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# GOVERNANCE (G)

## Strong CSR Governance Prevents Reputation Risk

What works:

- Independent audits
- Third-party impact assessments
- Clear partner accountability frameworks

**Trust grows when systems are stronger than intentions.**



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# WHAT HIGH-IMPACT CSR TEAMS DO DIFFERENTLY

## They invest in:

- Monitoring & Evaluation
- Data systems
- Local partner capacity building

**Impact is engineered, not accidental.**



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*CSR IS NO LONGER ABOUT SPEND UTILISATION.  
IT'S ABOUT BUILDING SCALABLE, SUSTAINABLE  
SOCIAL VALUE*

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