WHAT DOES THE CSRD MEAN FOR U.S. BUSINESSES?

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Overview of the CSRD

01

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Basic Concepts of CSRD Reporting

- The CSRD, adopted in Jan. 2023, significantly expanded prior nonfinancial reporting directive requirements in the EU to include sustainability reporting requirements.
 - "Sustainability" is used in the broadest sense to encompass environmental, social, and governance topics.
- The CSRD is not directly applicable law but needs to be implemented ("transposed") into national laws of EU member states. Gold-plating is possible! Only after national implementation will all details ultimately be known.
- CSRD reporting must be part of the management report, XHTML-Format with XBRL-Tags.
- Limited assurance on full sustainability report required (standards forthcoming) by statutory auditor (feasibility of "reasonable assurance" to be assessed by EU Commission until October 1, 2028).
 - CEAOB issued interim limited assurance guidelines in September.

Overview – CSRD Implementation in EU Member States & EEA States



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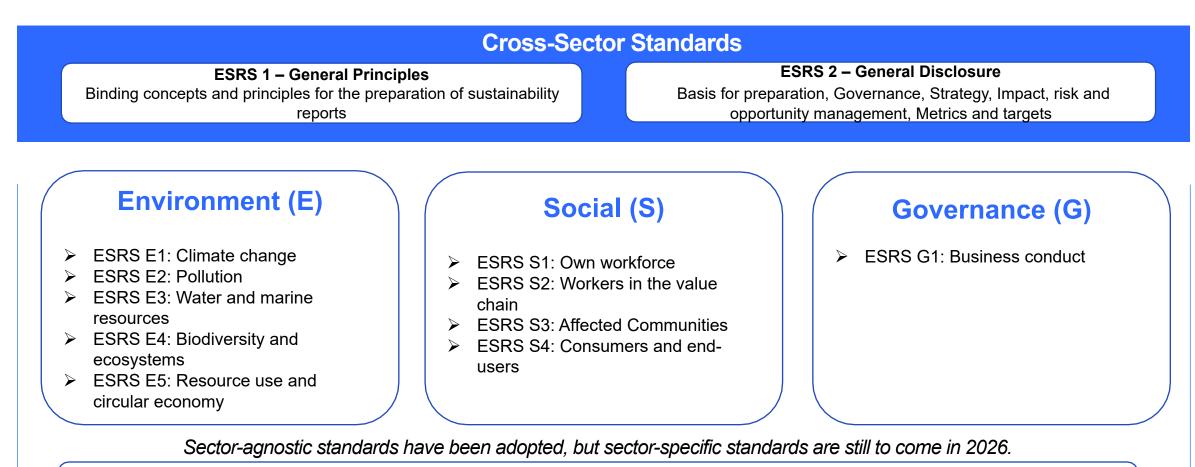
Applicability of CSRD

Determining In-Scope Entities

- EU subsidiaries of non-EU entities in most cases only affected in financial years starting on/after January 1, 2025 (reporting in 2026).
- Reporting obligations will primarily apply to EU "large" undertakings or groups, which meet 2 of the following criteria:
 - (i) balance sheet total > €25M
 - (ii) net turnover > €50M
 - (iii) average number of employees > 250 during financial year (special rules apply to financial institutions and insurance)
- Special rules apply to so-called "Public Interest Entities" (PIE), EU subsidiary with securities admitted to EU regulated market or a regulated entity (bank, insurance): (i) applicability begins for financial year starting on/after January 1, 2024, subject to certain requirements and (ii) lower thresholds apply in following years.

Net turnover is defined as turnover minus sales rebates, VAT and other taxes directly linked to turnover. (Special rules apply to insurance undertakings and credit institutions.)

ESRS: Structure & System of the Standards



Expected sector standards relate to Textiles, Accessories, Footwear, Jewelry / Coal, Quarries & Mining / Road Transport / Food & Beverages / Energy Production & Utilities / Agriculture, Farming & Fisheries / Oil & Gas / Motor Vehicles

EFRAG working paper of Non-EU Sustainability Reporting Standards (NESRS) available

Reporting Considerations: How to Report

02

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Reporting Options Overview

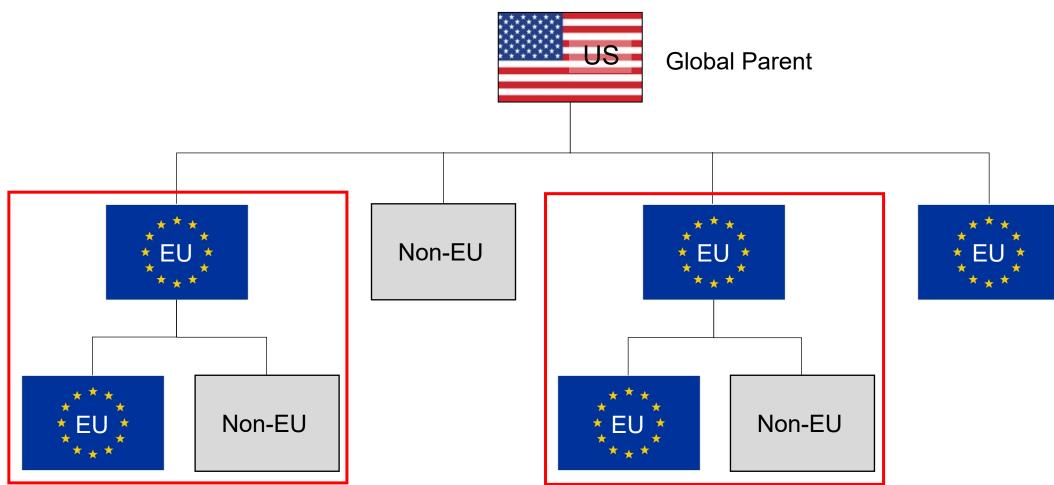
EUROPEAN REPORTING

- <u>Several</u> (consolidated) EU Sustainability Statements by all in-scope EU entities
- One artificially consolidated EU Sustainability Statement of all in-scope EU entities
 - Available until January 2030
- <u>Additional</u> Global Report to EU Sustainability Statement(s)
 - Mandatory for financial years starting on/after January 1, 2028
 - Does not exempt in-scope EU entities form their reporting obligations
 - Non-EU Sustainability Reporting Standards (NESRS) apply (impact materiality only, option to exclude impact outside EU, taxonomy not required)

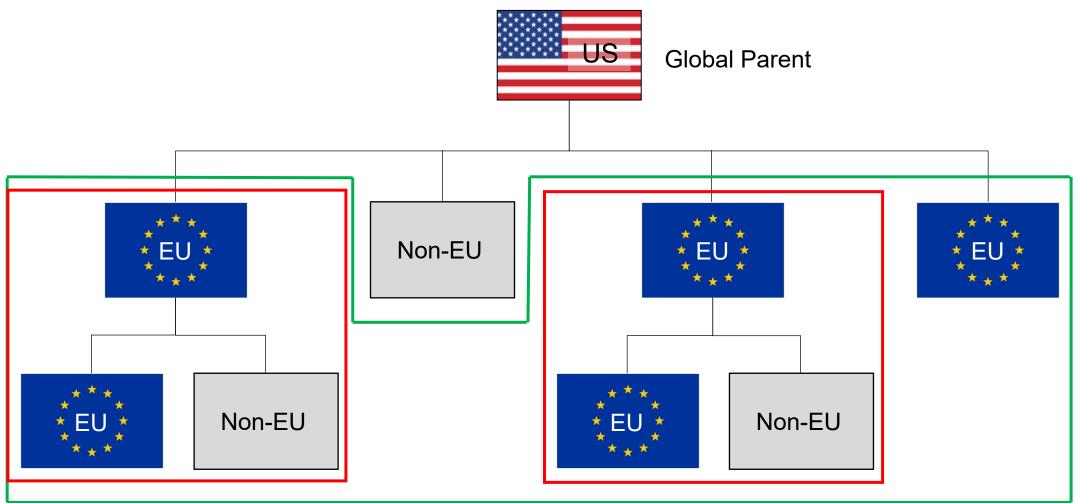
GLOBAL REPORTING

- Global Consolidated Report by ultimate non-EU (US!) parent (voluntary)
 - Does exempt in-scope EU entities form their reporting obligations
 - General Reporting Standards (ESRS) apply; specific reporting standards still outstanding (to be adopted by June 30, 2026)

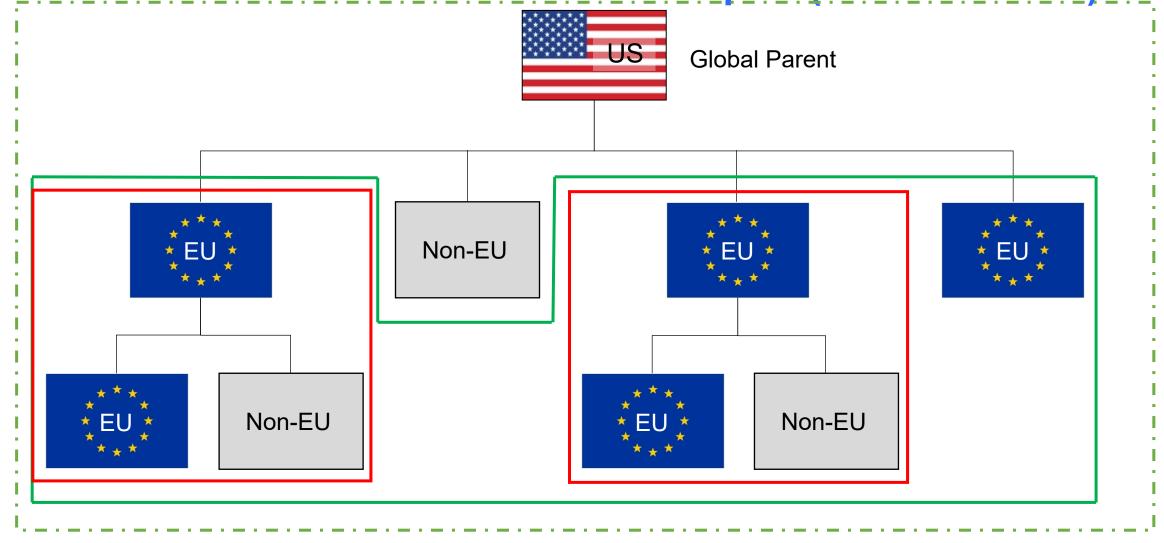
Reporting & Consolidation Options: Separate EU Entity Statements



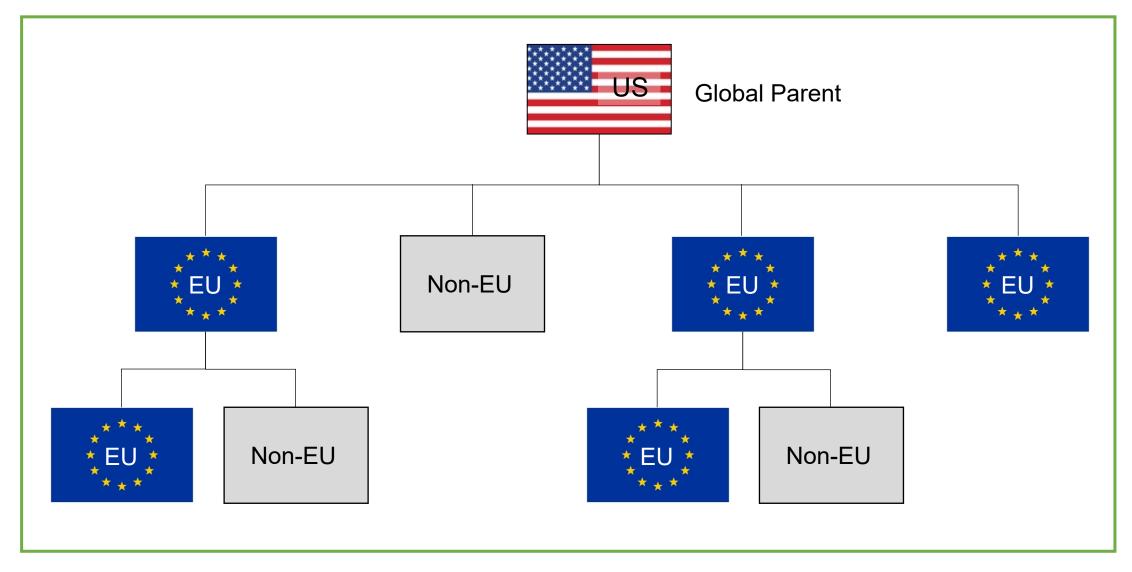
Reporting & Consolidation Options: (Artificially) Consolidated EU Statement



Reporting & Consolidation Options: EU Statement plus Global Report (for FY 2028 on)



Reporting & Consolidation Options: Global Parent Report



European Reporting Considerations

POTENTIAL BENEFITS

- Time to ramp up data collection and reporting processes
- Minimizes exposure to U.S. securities and other laws & U.S. investors (though reporting may still be publicly accessible), including in event of errors or misstatements
- May benefit from decreased U.S. parent-level reporting requirements, but time will tell as non-EU company reporting standards evolve
- EU regulatory review process differs from SEC comment and review process

POTENTIAL CHALLENGES

- Not always consistent with global organization segments / business lines
- Sustainability reporting controls may not exist for the data
- Data may be difficult to disaggregate to entity-level
- Local directors will be responsible for sign-off and subject to liability, and may need additional support and education on requirements and risks

Global Reporting Considerations

POTENTIAL BENEFITS

- Disclosure resources and controls may exist at the global-level
- Consistency / efficiency
- Historically report on sustainability matters on a global basis (and will need to do so eventually)

POTENTIAL CHALLENGES

- Increased visibility and litigation risk in the U.S.
- Over-reporting CSRD/ESRS reporting requirements go well beyond SEC rules or California law. CSRD/ESRS require reporting across topics, not just for emissions
- Limited visibility on reporting standards for non-EU entities (envisaged by CSRD) and none on what will be considered equivalent reporting
- CSRD reporting must be part of the management report with assurance by auditor – equivalent outside Europe unclear
- Still need to disaggregate certain information

Reporting Considerations *What to Report: IROs & (Double) Materiality Assessment*

03

CSRD: Double Materiality Assessment

Impacts, Risks and Opportunities ("IROs")

- Identify Impacts, Risks and Opportunities (IROs) related to sustainability matters
- Look in particular at (i) ESRS list, (ii) prior sustainability reports, (iii) international frameworks, such as the OECD Guidelines (iv) stakeholders engagement and (v) question whether anything beyond this could be relevant.

Financial Materiality (outside-in view)

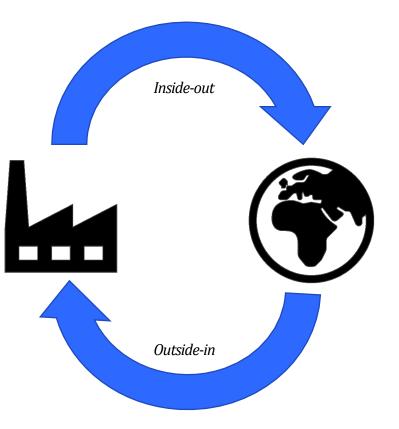
- How sustainability matters create financial risks and opportunities for the company
- Includes business development, financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium- or long-term

Impact Materiality (inside-out view)

 Company's actual or potential impacts (positive or negative) on people or the environment over short-, medium- or long-term

Must report on **both aspects** for all material matters

- Relates to group's own operations and its value chain, including its products and services, its business relationships and its supply chain
- EFRAG published draft FAQ and materiality assessment implementation guidance



Key Differences: SEC Materiality vs. CSRD Double Materiality

Торіс	SEC	CSRD		
Standard	Consideration of material <i>impact</i> on company	Double materiality, <i>impact on company</i> and <i>by company</i>		
Jurisdiction	U.S. requirements for <i>public</i> companies	EU requirements with global implications for <i>public and private companies</i>		
Value Chain	Focused on company's own operations	Assessment across full value chain (inside-out and outside-in)		
Stakeholder(s)	Investors and lenders, the primary users of financial statements	Affected stakeholders and users of sustainability reporting information		

Double Materiality Assessment Approach

The double materiality assessment approach consists of three core tasks as outlined below.

	Stakeholder Engagement and Context of the Organization	Double Materiality Assessment ⁽¹⁾	Reporting and Recommendations
Objective	Define sustainability landscape and develop stakeholder engagement plan:	Identify and assess materiality of ESG IROs along the value chain:	Consolidate and align on results and develop the final double materiality report:
Activities	 Prepare a stakeholder engagement plan: Gain an understanding of the company's progress to date to perform a double materiality assessment, including value chain mapping and topic mapping. Identify an initial list of ESG topics mapped to ESRS. Refine the company's list of identified ESG topics. 	 Establish qualitative and quantitative thresholds for impact and financial materiality. Identify actual and potential impacts, financial risks and opportunities for relevant ESG topics. Assess impact and financial materiality of ESG topics and provide preliminary scoring. Engage with key internal stakeholders to gather information on impacts, risks and opportunities and align on preliminary scoring. Determine list of IROs that meet the impact or financial materiality thresholds. 	 Synthesize Double Materiality Assessment results in terms of implications to ESRS disclosure requirements and the company's sustainability strategy. Align on results with the company's executive team. Provide recommendations for the integration of the double materiality analysis and results into ESG reporting and strategy.
Outputs	Stakeholder engagement plan and materials for stakeholder engagement.	List of material IROs from an impact and financial perspective.	 Final documented double materiality assessment process and results. Basis of preparation report that outlines the process.

1 – The Double Materiality Assessment was a robust process whereby the core team held numerous workshops with [...] stakeholders and subject matter experts to develop and score impact, risk and opportunity statements.

Negative Impact Materiality Scale

The negative impact materiality scale was developed based on [insert details].

Numerical scales	0	1	2	3	4	5
Scale	None	Minimal	Low	Medium	High	Absolute
How grave the negative impact is for people or the environment	for people or the		No or minor consequence to people or the environment Moderate short-term consequence to people or the environment Medium-term environment to		 Significant short-term and medium-term consequence to people or the environment Moderate long-term consequence to people or the environment 	Severe short-term, medium- term and long-term consequence to people or the environment
Scope	None	Limited	Concentrated	Medium	Widespread	Global
How widespread the negative impact is on people and the environment	No impact	 <10% of affected population Affects the environment in communities within a single city 	 10%-30% of affected population Affects the environment in communities within a single country or less 	 31%-45% of affected population Affects the environment in communities within a single country or less 	 46%-75% of affected population Affects the environment in communities across a small number of countries in one region 	 76%-95% of affected population Affects the environment across an entire region, multiple regions or worldwide
Irremediable character	Very easy to remedy	Relatively easy to remedy short- term	Remediable with effort (time and cost)	Difficult to remedy or mid-term	Very difficult to remedy or long- term	Unable (irreversible) to remedy or long-term
Whether and to what extent the negative impacts could be remediated: <u>Short term</u> : <1-year <u>Medium term</u> : 1-5 years <u>Long term</u> : 5+ years (negative impacts only)	 No impacts could be nediated: No impact - Short term: Easy to remedy for term: 1-5 years Short term: 5+ years 		 Short term: Moderate to remedy Medium term: Easy to remedy 	 Short term: Very difficult to remedy Medium term: Difficult to remedy Long term: Moderate to remedy 	 Short term: Very difficult to remedy Medium term: Very difficult to remedy Long term: Difficult to remedy 	 Short & medium term: Impossible to remedy Long term: Very difficult / impossible to remedy
Likelihood	Never	Unlikely	Possible	Likely	Very likely	Guaranteed
Likelihood of the negative impact	<5% chance	• 7%-25% chance	• 26%-50% chance	• 51%-75% chance	• 76%-94% chance	 >95% chance

Positive Impact Materiality Scale

The positive impact materiality scale was developed based on [insert details].

Numerical Scales	0	1	2	3	4	5	
Scale	None	Minimal	Low	Medium	High	Absolute	
How grave the negative impact is for people or the environment	No impact	No consequence to people or the environment	 Moderate short-term consequence to people or the environment Medium-term consequence to people or the environment 		 Significant short-term and medium- term consequence to people or the environment Moderate long-term consequence to people or the environment 	Severe short-term, medium- term and long-term consequence to people or the environment	
Scope	None	Limited	Concentrated	Medium	Widespread	Global	
How widespread the negative impact is on people and the environment	No impact	 <10% of affected population Affects the environment in communities within a single city 	 10%-30% of affected population Affects the environment in communities within a single country or less 	 31%-45% of affected population Affects the environment in communities within a single country or less 	 46%-75% of affected population Affects the environment in communities across a small number of countries in one region 	 76%-95% of affected population Affects the environment across an entire region, multiple regions or worldwide 	
Likelihood	Never	Unlikely	Possible	Likely	Very likely	Guaranteed	
Likelihood of the positive impact	• <5% chance	• 7%-25% chance	• 26%-50% chance	• 51%-75% chance	• 76%-94% chance	 >95% chance 	

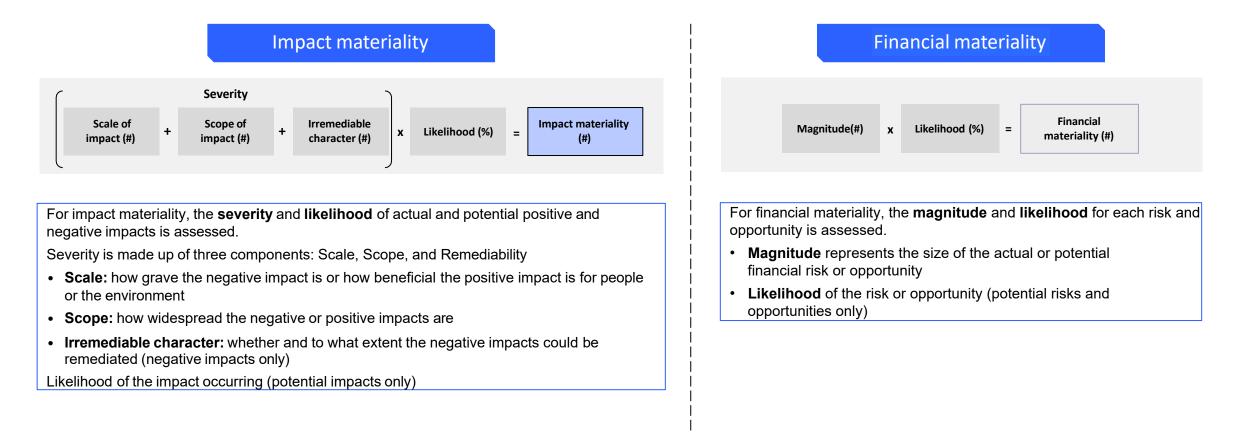
Financial Risk Materiality Scale

The financial materiality scale was developed based on [insert details].

Numerical Scales		0			3	4	5	
Magr	nitude	None	Low	Moderate	High	Critical	Catastrophic	
Quantitative factors		No loss / damage	Less than […] in financial loss / damage	[] to [] in financial loss / damage	[] to [] in financial loss / damage	[] to [] in financial loss / damage	Greater than […]in financial loss / damage	
	Strategic / Market	 [insert company-specific considerations] 	 [insert company-specific considerations] 	[insert company-specific considerations]	[insert company-specific considerations]	[insert company-specific considerations]	 [insert company- specific considerations] 	
Qualitative factors	Reputational / Talent	 [insert company-specific considerations] 	 [insert company-specific considerations] 	 [insert company-specific considerations] 	• [insert company-specific considerations]	 [insert company-specific considerations] 	 [insert company- specific considerations] 	
Qualitativ	Regulatory	 [insert company-specific considerations] 	 [insert company-specific considerations] 	[insert company-specific considerations]	[insert company-specific considerations]	[insert company-specific considerations]	 [insert company- specific considerations] 	
	Operations	 [insert company-specific considerations] 	 [insert company-specific considerations] 	 [insert company-specific considerations] 	[insert company-specific considerations]	 [insert company-specific considerations] 	 [insert company-specific considerations] 	
Likel	ihood/Probability		Unlikely	Possible	Likely	Very likely	Guaranteed	
Likelihood		• <5% chance	• 7%-25% chance	• 26%-50% chance	• 51%-75% chance	• 76%-94% chance	• >95% chance	

Preliminary Scoring on Materiality

The following scoring methodology is used for the purpose of the Double Materiality Assessment:



Impact and Financial Materiality Thresholds

[...] has identified the following materiality thresholds: The determined threshold for impact materiality is 6 and the threshold for financial materiality is 1.8.

[insert "materiality matrix" for impact materiality and financial materiality with different thresholds, similar to the example below]

Financial Materiality

		Likelihood						
		Never	Unlikely	Possible	Likely	Very likely	Guaranteed	
		0%	20%	40%	60%	80%	100%	
	0	0	0	0	0	0	0	
2	1	0	0,2	0,4	0,6	0,8	1	
Magnitude	2	0	0,4	0,8	1,2	1,6	2	
itude	3	0	0,6	1,2	1,8	2,4	3	
n,	4	0	0,8	1,6	2,4	3,2	4	
	5	0	1,0	2,0	3,0	4,0	5	

Explanation Red: Material (≤ 3,2) Orange: Edge Case (≤2,0) Green: Not material

Comprehensive List of Sub-Topics Threshold Analysis

[...] engaged [..] to support with overseeing an extensive process as prescribed in the CSRD regulation to assess double-materiality with [...] employees. The process resulted in a preliminary assessment of [...] sub-topics and [...] entity-specific topics deemed material, which includes [...] sub-topics and [...] entity-specific topics that would still be deemed material if the thresholds for impact and financial materiality were raised to [...] and [...], respectively (from current materiality of [...] and [...], respectively). Additionally, [...] topics were identified as edge cases that fell just below the determined materiality threshold.

E1 Climate Change	E2 Pollution	E3 Water and marine resources	E4 Biodiversity and ecosystems	E5 Circular Economy	S1 Own Workforce	S2 Workers in the value chain	S3 Affected communities	S4 Consumers and end-users	G1 Business conduct	Entity-specific topics
Climate change adaptation	Pollution of air	Water	Direct impact drivers of biodiversity loss	Resource inflows, including resource use	Working conditions	Working conditions	Communities' economic, social and cultural rights	Information- related impacts for consumers and / or end- users	Corporate culture	[]
Climate change mitigation	Pollution of living organisms and food resources	Marine resources	Impacts on the state of species	Resource outflows related to products and services	Equal treatment and opportunities for all	Equal treatment and opportunities for all	Communities' civil and political rights	Personal safety of consumers and / or end-users	Protection of whistleblowers	
Energy	Pollution of water		Impacts on the extent and condition of ecosystems	Waste	Other work- related rights	Other work- related rights	Rights of indigenous peoples	Social inclusion of consumers and / or end-users	Animal welfare	
	Pollution of soil		Impacts and dependencies on ecosystem services					Political engagement		
	Substances of concern		Explana	Explanation					Management of relationships with suppliers including payment practices	
	Substances of very high concern			Blue: Material topic Red: Edge case topic			Corruption and bribery			
	Microplastics			Green: Material topic even if impact and financial materiality thresholds were raised [Note: Highlights are only exem				ly exemplary]		

Materiality Analysis Process Considerations

- Ensure proper documentation of materiality assessment to facilitate review by auditor and ensure legally compliant assessment. Process and outcome will be disclosed and subject to auditor review.
- Establish a "single source of truth" for all ESG data and statements, including press statements, tender documentation and non-EU reporting.
 - Ensure compatibility with potential additional reporting requirements.
- Collect the right people legal, financial reporting, internal audit, HR, IR, and others are likely to be involved.
- Management will have ability to review and exercise discretion regarding results.
 - Also, processes conducted in 2024 will need to be repeated to inform reporting in 2026 – so may enhance the process going forward with lessons learned.

Drafting Issues

- Structure of the Sustainability Statement
 - General Section (ESRS 2) vs. Topical ESRS
 - Disclosure of Policies
 - IRO Process vs. Outcome of the IRO Process
 - Strategy (SBM 3)
- Use of phase-in provisions
 - Total Exemptions regarding several topical ESRS depending on number of employees (< 750) of the reporting company for first (two) year(s) of preparation
 - General, partial Exemptions regarding specific disclosure requirements for the first years of preparation
- Voluntary reporting of not required aspects?
 - E.g., participation or investments in climate initiatives

Reporting Considerations *Process Issues & Risk Mitigation*

04

Risk-Related Considerations

- Maintain legal privilege where appropriate and be thoughtful when working with consultants.
 - Concerns and risks will differ from U.S. v. non-U.S. perspective
- Alert reporting team for legal sensitivities (greenwashing) this is not marketing! Ensure "litigation resilience" as legal challenges, regulatory scrutiny, and applicable regulations are increasing.
- Consider and be prepared for implications for non-EU reporting requirements and stakeholders:
 - CSRD reporting will result in the publication of highly detailed information on a broad range of sustainability matters
 - Consistency (or not) with past positions in voluntary reporting
 - Scrutiny by U.S. regulators for perceived inconsistencies in positions and reporting

Penalties

- Penalties will vary by jurisdiction as each member state is responsible for CSRD enforcement and the CSRD leaves open the specific penalties/sanctions
- As an example, France provides for monetary fines and other penalties for a failure to report as well as criminal penalties (e.g., up to €375,000 fine and up to 5 years imprisonment) if an appropriate assurance provider is not appointed or the assurance provider's audit is obstructed.
- Additional liabilities could include:
 - civil or criminal liability (e.g., for false, incomplete, or misleading information)
 - auditor liability
 - reputational damage
- EU entities can be expected to **use** "**best efforts**" to obtain sustainability report information from the non-EU entity

Considerations for Current Sustainability Reporting and Practices

COMMON QUESTIONS

- Maintain, abandon, or revise voluntary sustainability report?
 - Consider advisory firm and shareholder expectations and past commitments
 - Shareholder proposals continue to focus on ESG (both for and against initiatives) and may seek CSRD-topical disclosures
 - But upcoming administration may reverse course on ESG disclosures and proposals
- Replacing ESG reporting materiality assessment with double material topics?

RECOMMENDATIONS

- Monitor for new risks that may require updates to SEC reporting
- Be thoughtful regarding statements on the website and in SEC filings – significant liability can attach, and the SEC has been increasingly active regarding these statements (e.g., comment letters and enforcement action)

Considerations for Current Reporting and Practices (General)

- Prepare for a mindset shift avoid focusing on one report or questionnaire at a time – prepare a holistic strategy that aligns messaging across public disclosures – and understand:
 - Knowledgeable stakeholders
 - ESG reporting obligations and opportunities
 - Reporting approach and timeline
- Review early voluntary reports that apply the ESRS
 - Mandatory CSRD reports being published in 2025
- Educate stakeholders on what to expect and how to prepare
- Staff the reporting team appropriately and invest in building out internal controls and data quality

Outlook: Other Reporting Regimes on the Horizon

05

More to Come in Europe ... Corporate Sustainability Due Diligence Directive (CSDDD)

- CSDDD applies to (phased in approach financial years 2027 through 2029):
 - EU companies or groups with (i) > 1000 employees plus net worldwide turnover > EUR 450 million or (ii) franchise/licensing with royalties > EUR 22.5 million plus net worldwide turnover > EUR 80 million.
 - NON-EU companies or groups with (i) net <u>EU turnover > EUR</u> 450 million or (ii) franchise/licensing with royalties > EUR 22.5 million in EU plus net turnover > EUR 80 million in EU.
- Establishes obligations including (i) to prevent, mitigate and bring to an end/minimize such adverse impacts and (ii) to set-up a plan to ensure compatibility with the Paris Agreement (limitation of global warming to 1.5 degrees Celsius) for certain companies.
 - CSRD report on transition plan satisfies requirement.
- Establishes civil liability for damages if the company intentionally or negligently fails to comply with its obligations.
- Injured party allowed to authorize a trade union or NGOs to bring forward actions to enforce the rights of the alleged injured party.

EU Taxonomy

EU taxonomy is a classification system which is intended to create a **uniform understanding for determining "ecologically sustainable economic activities"** within the European Union in order to facilitate corresponding financial decisions by market participants.

Ecologically sustainable economic activities are those which make a **substantial contribution** to at least one of defined six climate environmental objectives:

- 1. Climate protection;
- 2. Adaptation to climate change;
- 3. Sustainable use and protection of water and marine resources;
- 4. Transition to a circular economy;
- 5. Prevention and reduction of pollution;
- 6. Protection and restoration of biodiversity and ecosystems.

In order to **qualify** as **environmentally sustainable** an economic activity must meet 4 overarching conditions:

- 1. Making a substantial contribution to at least one environmental objective;
- 2. Doing no significant harm to any of the other five environmental objectives;
- 3. Complying with minimum safeguards; and,
- 4. Complying with the **technical screening criteria** set out in the Taxonom delegated acts.

Companies subject to CSRD reporting obligations have to report in their annual reports to what extent their activities are **covered by the EU Taxonomy** (Taxonomy-eligibility) and comply with the criteria set in the Taxonomy delegated acts (Taxonomy-alignment).

Global Voluntary & Mandatory Reporting Landscape

The International Sustainability Standards Board (ISSB) standards

- The ISSB standards **build on the framework of the Task-Force for Climate-Related Financial Disclosures (TCFD)** for climate-related governance, strategy, risk management, and metrics and goals
- Incorporates industry-specific standards promulgated by the Sustainability Accounting Standards Board (SASB); standards have been enhanced to help reporting companies prepare for ISSB
- Relies on financial materiality, not double materiality, to inform reporting
- Developed to align with ESRS, but differences remain
- Companies are expected to transition to ISSB (from TCFD/SASB reports) beginning with reports for the fiscal year beginning Jan. 1, 2024
- Numerous jurisdictions announced intention to incorporate ISSB into local law (or are already doing so)

• SEC and California reporting standards

• Both standards are the subject of ongoing litigation but would require reporting on greenhouse gas emissions and climate-related risk and governance

UK reporting standards

- Current standards require climate-related risk and governance reporting for certain entities (e.g., UK CFD reports)
- Labour Party platform includes mandating transition plan for certain entities (e.g., FTSE 100)

CDP questionnaire

This voluntary questionnaires seeks detailed disclosure regarding climate-related governance, practices, risk considerations, and strategy
as well as emissions. The requests are meant to align with voluntary reporting standards (e.g., SASB, TCFD, ISSB) and participation in
the survey may be requested by customers or others in your supply chain

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