**DRAFTING ESG ACTION PLANS - TEMPLATE AND GUIDANCE**

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| **[Reference standard]** | **Actions**  ***(examples)*** | **[Priority**  **Low, Medium, High]** | **Responsibility** | **Deadline** | **Completion indicator** | **[Cost]** |
| IFC Performance Standard 2 | *Implement an occupational health and safety (OHS) plan to guide all activities on Project site during site preparation, construction and operation. This includes at a minimum:*   * *job and task-specific hazard analysis and controls for all activities;* * *use and provision of personal protection equipment (PPE);* * *appropriate safety training for all personnel;* * *review and approval of contractors’ OHS plans;* * *oversight of contractor OHS performance; and* * *recording incident statistics.* | *High* | *Head of EHS Unit* | *Prior to construction. Maintain throughout construction and operations.* | *OHS plan.*  *OHS statistics and training records.* | *[XXX]* |
| IFC Performance Standard 3 | *Develop and implement emissions control plan for the concrete batch plant (air and water),* | *Medium* | *Head of EHS unit* | *Prior to plant operations.*  *Maintain throughout operation of the plant.* | *Emissions control plan* | *[XXX]* |
| [STANDARD] | [ACTION 3] |  |  |  |  |  |
| [STANDARD] | [ACTION 4] |  |  |  |  |  |
| [STANDARD] | [ACTION 5] |  |  |  |  |  |

**ELEMENTS OF GOOD ACTION PLANS**

A good ESG Action Plan should be specific, measureable, achievable, realistic and time-delimited (‘SMART’). Elements of good ESG Action Plans:

* ***Include concise (but suitably detailed), accurate and clear descriptions of the actions*** to be implemented. Very high level actions should be avoided (e.g. ‘manage waste’).

In some cases, one risk can require several actions to ensure appropriate risk management and/or capitalisation on opportunities (e.g. appropriate occupational health and safety management may require: (i) preparation of written management plans and procedures; (ii) delivery of a training programme; and (iii) purchase of protective equipment.

* ***Contain actions designed to address specific ESG gaps/opportunities*** and not simply an overarching action for the company to put in place an ESG management system.
* ***Set realistic and clear timelines*** for the completion of the actions required with the emphasis on achieving compliance with the applicable regulations and the fund’s standards as soon as possible.
* ***Prioritise the actions*** so that those aimed at addressing the most relevant gaps are prioritised.
* ***Include clear indicators of completion*** for each of the actions (e.g. installation of a wastewater treatment system, documented, anti-corruption policy).
* ***Clear allocation of responsibility*** for each of the actions/tasks.
* In some cases, a cost estimate may be included.
* Where appropriate, include a reference to the relevant standards (e.g. a specific IFC Performance Standard).