

MRC ESG Tool Pack

30-60-90 Day Starter Plan

For Core Users

Immediate ESG implementation steps for rubber processors, manufacturers, traders, exporters, suppliers, and SMEs beginning their ESG journey.

Designed to convert ESG guidance into practical first actions: assign ownership, collect data, maintain evidence, screen priority suppliers, identify gaps, and approve an improvement plan within 90 days.

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Audience: Core users / early-stage ESG implementers

How to Use This Starter Plan

A practical sequence for the first 90 days of ESG implementation.

Purpose

This starter plan gives Core users a practical first 90 days of ESG implementation. It is intended for companies that need a low-cost way to begin ESG governance, data collection, evidence management, supplier screening, and improvement planning. The plan follows a Develop -> Report -> Track -> Repeat improvement logic and uses the ESG Checklist as a self-assessment and gap analysis tool, not as a formal audit or compliance guarantee.

Expected Day 90 outcome

By Day 90, the company should have a named ESG owner, a basic ESG commitment, a first ESG self-assessment, a gap register, core ESG data records, supplier screening for priority suppliers, and a management-approved improvement plan.

Stage	Main goal	Core outputs
Days 1-30	Set up and diagnose	ESG focal point, commitment statement, evidence folder, quick checklist scan, baseline data request, legal and compliance list, priority supplier list.
Days 31-60	Prioritise and start implementation	Priority ESG topic list, ESG Gap Register, ESG Action Plan, monthly data tracker, supplier screening, SOP update list.
Days 61-90	Track, report, and lock in the routine	Evidence pack, KPI dashboard, ESG Progress Snapshot, supplier due diligence files, corrective action tracker, 6-month improvement plan.

Suggested document contents

- 1. Days 1-30: Set Up and Diagnose
- 2. Days 31-60: Prioritise and Start Implementation
- 3. Days 61-90: Track, Report, and Lock In the Routine
- 4. Suggested Day 90 Success Measures
- 5. Tool Pack Templates to Include
- 6. Appendix A: Starter Plan Master Tracker
- 7. Appendix B: Management Review Notes Template

Days 1-30: Set Up and Diagnose

Goal: Build the basic ESG foundation and understand the company's current position.

Day 30 focus

Focus on ownership, scope, first evidence, and a simple diagnostic. Do not over-engineer the process in the first month.

1. **Appoint an ESG focal point.** Assign one person to coordinate ESG activities. In an SME, this may be the Managing Director, HR Manager, EHS officer, Finance Manager, or another practical owner. Identify department support for HR, EHS, procurement, finance, production, and compliance.
2. **Approve a short ESG commitment statement.** Use a one-page statement covering legal compliance, worker rights, safe working conditions, environmental responsibility, anti-bribery, supplier expectations, and continuous improvement.
3. **Create a basic ESG evidence folder.** Set up folders by ESG pillar: Governance, Environment, Social, Supply Chain, Data, Policies, Evidence, and Management Review.
4. **Define the ESG boundary.** Confirm which site, factory, warehouse, office, product line, workforce group, and supplier categories are included in the first 90-day exercise.
5. **Complete a quick ESG Checklist scan.** Mark each item as Implemented, Partially Implemented, Not Implemented, Not Applicable, Information Unavailable, or Under Review.
6. **Collect basic ESG data for the latest 12-month period where available.** Start with electricity, fuel, water, waste, scheduled waste, workforce headcount, working hours, overtime, wages, OHS incidents, training, grievances, and supplier list.
7. **Prepare a simple legal and compliance list.** Include business licences, MRB-related licences or permits where applicable, environmental permits, scheduled waste requirements, OHS and fire safety records, labour records, tax records, customs records, and customer-specific ESG requirements.
8. **Identify the first group of priority suppliers.** Start with high-spend suppliers, natural rubber suppliers, chemical suppliers, waste contractors, logistics providers, labour agents, and suppliers linked to export or customer ESG requests.
9. **Open a simple worker grievance channel.** This can be a complaint box, HR contact, phone number, QR form, worker representative route, or written log. Keep the process confidential and non-retaliatory.
10. **Hold a Day 30 management checkpoint.** Review early findings, agree top gaps, and confirm who owns the next 60 days of work.

Day 30 outputs

Output	Minimum content
ESG focal point record	Name, role, contact, reporting line
ESG commitment statement	Signed by owner, director, or senior manager
ESG boundary note	Sites, operations, workforce, suppliers included
Evidence folder	Basic folder structure created and populated
Quick ESG Checklist scan	Initial status for applicable ESG topics
Basic ESG data request list	Data owners and source documents identified
Legal and compliance list	Key permits, licences, approvals, deadlines
Priority supplier list	Supplier name, material or service, risk reason
Day 30 management note	Decisions, owners, deadlines

Days 31-60: Prioritise and Start Implementation

Goal: Turn the initial scan into focused ESG actions with owners, timelines, and evidence.

Day 60 focus

Focus on material topics, gaps, action planning, data tracking, supplier screening, and practical controls. This is where the first ESG system starts to become routine.

- Select priority ESG topics.** Use the 29 ESG topics as the starting list, then identify the most relevant topics for the company. Common Core-user priorities include energy and emissions, water, waste, hazardous substances, OHS, workers' rights, forced labour prevention, child labour prevention, supplier traceability, anti-corruption, and regulatory compliance.
- Prepare a simple materiality and risk ranking.** Score each priority topic using practical criteria: severity, likelihood, stakeholder concern, customer relevance, regulatory exposure, and evidence gap.
- Create the ESG Gap Register.** Record what is missing, weak, incomplete, unsupported, or not yet implemented. Include gap type, owner, due date, evidence required, and status.
- Build the first ESG Action Plan.** Convert the top gaps into actions. Each action should have an owner, due date, priority level, expected evidence, and status.
- Start monthly ESG data tracking.** Use a simple spreadsheet for electricity, fuel, water, waste, scheduled waste, OHS incidents, training hours, grievances, and supplier screening progress.
- Implement quick environmental controls.** Start with meter readings, switch-off practices, compressed air or water leak checks, waste segregation, scheduled waste record checks, chemical labelling, SDS availability, spill kit checks, and safe storage photos.
- Review labour and OHS basics.** Check employment terms, age records, wage and overtime records, payslips, attendance, grievance access, induction records, PPE records, incident logs, emergency contacts, and fire equipment records.
- Begin supplier screening.** Send a short supplier ESG form to priority suppliers. Request business registration, relevant licences, material origin information, supplier declarations, certifications where available, and basic labour and environmental commitments.
- Update key SOPs or workplace instructions.** Add ESG checks to procurement, supplier onboarding, chemical storage, waste handling, HR onboarding, grievance handling, OHS, customer ESG responses, and document control.
- Hold a Day 60 management review.** Confirm priority topics, approve the ESG Action Plan, approve low-cost resources needed, and escalate urgent legal, labour, safety, environmental, or supplier gaps.

Day 60 outputs

Output	Minimum content
Priority ESG topic list	Applicable and material topics for the first implementation cycle
ESG Gap Register	Gaps, root causes, owners, due dates
ESG Action Plan	Corrective actions and improvement actions
ESG data tracker	Monthly data fields and source documents
Evidence register	What evidence exists and what is missing
Supplier screening form	Sent to priority suppliers
Supplier Code or ESG expectations note	Communicated to priority suppliers
Updated SOP list	SOPs requiring ESG updates
Day 60 management minutes	Approved priorities and resources

Days 61-90: Track, Report, and Lock In the Routine

Goal: Produce the first ESG implementation snapshot and prepare the next improvement cycle.

Day 90 focus

Focus on evidence, reporting readiness, supplier files, claims control, management approval, and the next six-month improvement plan.

- 1. Close urgent gaps.** Prioritise gaps involving legal compliance, worker safety, forced labour risk, child labour prevention, serious environmental risk, supplier traceability, customer ESG requests, or unsupported ESG claims.
- 2. Compile the first ESG evidence pack.** Store source documents for priority topics, including policies, licences, utility bills, fuel records, water records, waste receipts, scheduled waste documents, SDS, incident logs, training records, payroll samples, grievance records, supplier forms, and management approvals.
- 3. Prepare a basic ESG KPI dashboard.** Include energy use, fuel use, water use, waste generated, scheduled waste, OHS incidents, training completed, grievances received and closed, supplier screening coverage, and action plan closure status.
- 4. Prepare a first ESG Progress Snapshot.** Create a short internal summary covering governance, priority topics, actions completed, data collected, gaps remaining, supplier screening status, and next actions.
- 5. Screen priority suppliers and create supplier files.** For each priority supplier, keep a supplier profile, legal status documents, ESG declaration, traceability records, origin evidence where relevant, certifications, risk rating, and corrective actions.
- 6. Check ESG claims before external use.** Do not claim fully traceable, deforestation-free, ethical recruitment, zero forced labour, low carbon, or sustainable unless the evidence is available and approved.
- 7. Hold a Day 90 management review.** Review the dashboard, approve the evidence pack, confirm unresolved risks, decide the next six-month priorities, and assign resources.
- 8. Set the next six-month improvement plan.** Select a small number of realistic next steps, such as improving emissions tracking, expanding supplier screening, strengthening grievance handling, improving scheduled waste evidence, reviewing recruitment practices, or preparing a customer ESG response pack.

Day 90 outputs

Output	Minimum content
ESG Progress Snapshot	2-5 page internal summary
ESG KPI dashboard	Basic metrics and status indicators
Evidence pack	Documents supporting priority ESG topics
Supplier due diligence files	Priority supplier records and risk status
Corrective Action Tracker	Open, closed, delayed, escalated actions
Management review minutes	Decisions, approvals, next actions
6-month ESG Improvement Plan	Owners, timelines, resources, expected evidence

Suggested Core User Success Measures by Day 90

Use these measures to check whether the first 90 days have created a credible foundation.

Area	Suggested Day 90 target
Governance	ESG focal point appointed and ESG statement approved
Records	Evidence folder and evidence register created
Checklist	Initial ESG Checklist completed for applicable topics
Data	At least 12 months of available electricity, fuel, water, waste, workforce, OHS, and supplier data collected
Risk and gaps	Gap Register and ESG Action Plan approved
Supplier management	Priority supplier list completed and first supplier screening started
Labour and OHS	Basic worker records, grievance channel, OHS incident log, and training records checked
Environment	Utility, waste, chemical, and spill-related evidence collected
Reporting readiness	First ESG Progress Snapshot prepared
Management oversight	Day 30, Day 60, and Day 90 review notes or minutes retained

Tool Pack Templates to Include

These templates make the starter plan usable as an implementation pack.

Template	Used in
ESG Commitment Statement	Days 1-30
ESG Focal Point and RACI Template	Days 1-30
ESG Boundary Note	Days 1-30
Quick ESG Checklist Scan	Days 1-30
ESG Data Request Sheet	Days 1-30
Legal and Compliance Register	Days 1-30
ESG Gap Register	Days 31-60
ESG Action Plan	Days 31-60
ESG Evidence Register	Days 31-60
Supplier ESG Screening Form	Days 31-60
Supplier Code / ESG Expectations Note	Days 31-60
ESG KPI Dashboard	Days 61-90
ESG Progress Snapshot Template	Days 61-90
Corrective Action Tracker	Days 61-90
Management Review Minutes Template	Days 30, 60, and 90

Minimum management records

The minimum ESG management outputs should include governance structure, roles and responsibilities, ESG policy or commitment statement, risk and opportunity register, data ownership matrix, evidence register, ESG action plan, meeting minutes, and updated procedures.

Appendix A: Starter Plan Master Tracker

Use this as a working tracker during the 90-day implementation period.

A1. 90-day action tracker

Stage	Action / task	Owner	Due date	Evidence required	Status
Days 1-30	Appoint ESG focal point and backup owner			Appointment record / email / minutes	[] Not started
Days 1-30	Approve ESG commitment statement			Signed statement	[] Not started
Days 1-30	Complete quick ESG Checklist scan			Completed checklist file	[] Not started
Days 31-60	Prepare ESG Gap Register and Action Plan			Gap register and action plan	[] Not started
Days 31-60	Send supplier ESG screening form to priority suppliers			Email records / completed forms	[] Not started
Days 61-90	Prepare ESG KPI Dashboard and Progress Snapshot			Dashboard and snapshot report	[] Not started
Days 61-90	Hold Day 90 management review			Minutes and approved next plan	[] Not started

A2. ESG data request sheet

Data area	Data owner	Source document	Period covered	Frequency	Evidence location
Electricity consumption		Electricity bills / meter logs	Latest 12 months	Monthly	
Fuel consumption		Fuel invoices / generator logs / vehicle fuel records	Latest 12 months	Monthly	
Water use		Water bills / meter readings	Latest 12 months	Monthly	
Waste and scheduled waste		Waste receipts / consignment notes / vendor reports	Latest 12 months	Monthly	
OHS incidents and training		Incident log / training records / PPE records	Latest 12 months	Monthly / quarterly	
Workforce and labour data		Headcount / contracts / payroll / working hour records	Latest 12 months	Monthly	
Supplier screening progress		Supplier list / forms / declarations / certifications	Current year	Monthly	

A3. ESG gap register

Gap / issue	ESG topic	Priority	Root cause	Owner	Due date	Evidence to close
		High / Medium / Low				
		High / Medium / Low				
		High / Medium / Low				
		High / Medium / Low				
		High / Medium / Low				

Appendix B: Management Review Notes Template

Use this for Day 30, Day 60, Day 90, and future ESG review meetings.

Item	Notes
Meeting date	
Review stage	Day 30 / Day 60 / Day 90 / Other
Participants	
Key ESG risks or gaps discussed	
Decisions made	
Resources approved	
Actions assigned	
Escalations required	
Next review date	

B1. Day 90 ESG Progress Snapshot outline

Section	Suggested content
1. Governance	ESG focal point, management oversight, policies or commitment statement, review meetings.
2. Boundary and scope	Sites, operations, workforce groups, suppliers, and reporting period covered.
3. Priority ESG topics	Material or priority topics selected, rationale, and key risks.
4. Data collected	Electricity, fuel, water, waste, OHS, workforce, training, grievances, supplier screening.
5. Actions completed	Completed quick wins, SOP updates, supplier screening, evidence improvements.
6. Gaps remaining	Open gaps, delayed actions, unresolved risks, data limitations, evidence gaps.
7. Supplier status	Priority supplier coverage, risk ratings, missing documents, corrective actions.
8. Next six-month plan	Approved actions, owners, deadlines, resources, and expected evidence.

Appendix C: ESG Claims Control Checklist

Use before responding to customers, auditors, financiers, or external stakeholders.

Claim type	Evidence required before use	Approval check
Fully traceable	Supplier list, purchase records, delivery orders, batch or lot records, production records, traceability register, customer shipment records.	<input type="checkbox"/> Evidence reviewed <input type="checkbox"/> Management approved
Deforestation-free	Supplier mapping, origin evidence, geolocation or sourcing area information where required, legality evidence, supplier declaration, risk assessment.	<input type="checkbox"/> Evidence reviewed <input type="checkbox"/> Management approved
Ethical recruitment / no forced labour	Recruitment policy, agent agreements, worker interviews or records, no-fee evidence, document access process, grievance records.	<input type="checkbox"/> Evidence reviewed <input type="checkbox"/> Management approved
Low carbon / emissions reduction	GHG calculation workbook, electricity and fuel data, emission factor sources, reduction initiative records, methodology note.	<input type="checkbox"/> Evidence reviewed <input type="checkbox"/> Management approved
Sustainable sourcing	Responsible sourcing policy, supplier code, supplier screening, certificates where applicable, risk review, corrective actions.	<input type="checkbox"/> Evidence reviewed <input type="checkbox"/> Management approved

Claims control rule

Do not make broad ESG claims unless the evidence is current, complete, traceable to source documents, and approved by the responsible manager.

End of 30-60-90 Day Starter Plan