

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00320	C2 Market/Product	Misalignment Between ESG Client Expectations and GF Deliverables	ESG clients may expect broader impact services than GF is positioned to deliver (e. g., carbon credits, biodiversity services).	Clear match between GF service scope and client expectations	Service scope defined, but market signals broader desires	Align packages to service core (cleanup + reforestation), refer out optional extras
				What Could Go Wrong?		
				Reputational damage or loss of contracts from unmet ESG outcomes		

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							
Broad and varied interpretations of ESG compliance	Client dissatisfaction with narrow scope	Churn, negative reporting, brand erosion	1	1	1	Mitigate	5	1	Winter, David		Open	15Oct25
				H-1 C-1 Q-1 S-1								

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Setup tracking for ESG on the Project - re - tons target/actual and other metrics (eg. upcycle/destroyed)	Jones, James	10May25	Open

Last 10 RM Events (Meetings/Interviews/Workshops).			
Mtg.	Date	Title / Person / Department	Objective
(0 Events held.)			

Comments	History
Top Risk	Summary
Top Risk Mitigation	