



Responsible Business

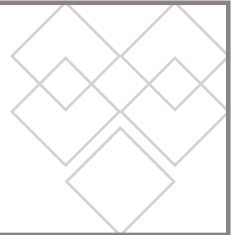
2026



PROFILED:

MICHAEL GREEN

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LATHAM & WATKINS LLP

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★ 2026

PERSONAL BIOGRAPHY

Michael Green advises clients on sustainability, environmental, social and governance (ESG) and environmental risks and opportunities across transactional, regulatory and litigation matters. Drawing on deep experience with European and global regulatory regimes, he guides private equity and strategic clients through deals, addressing ESG disclosure, climate change, value chain and human rights impacts, and crisis management. He provides counsel on environmental liability, contamination and compliance matters, and has advised on landmark ESG and climate change litigation and greenwashing investigations. A recognised thought leader, he writes, speaks and innovates regarding ESG risk tools and solutions, and participates in leading industry initiatives on environmental and sustainability laws.

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Q&A WITH MICHAEL GREEN

Can you describe your approach to tackling complex legal challenges? What principles or philosophies guide your work?

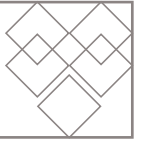
◆ My approach starts with understanding a client's commercial objectives, so that any advice translates complex legal and regulatory concepts into clear, actionable and appropriate solutions. I love football and my favourite players always seem to have longer to play the ball and see the game three steps ahead – I try to do the same for my clients. Given the pace of regulatory and policy change on environmental, social and governance (ESG) and sustainability matters, I sometimes feel like my client's guidance counsellor; I help them to prioritise practical, forward-looking guidance that anticipates developments and enables them to be the star with their own colleagues. Collaboration is central to what I do. I work closely with colleagues across environmental, corporate, energy and contentious disciplines internationally to deliver joined-up advice, and I believe in innovation to support the delivery of ever-higher quality advice.

What qualities and values do you believe are essential for building strong, trusting relationships with clients?

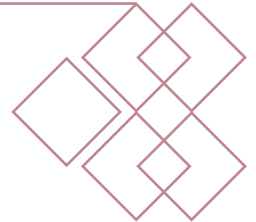
◆ Building strong, trusting client relationships starts with a genuine understanding of a client's business, sector pressures and long-term objectives. In ESG and environmental law, where the regulatory landscape shifts constantly, clients need advisers who are proactive and who translate complexity into clear, actionable guidance. Integrity is non-negotiable. Clients must know that my advice reflects their best interests, even when that means delivering an unwelcome answer. Equally important is responsiveness and reliability, showing up consistently, meeting deadlines and being accessible when issues arise unexpectedly. Finally, empathy and humility matter – listening carefully, acknowledging commercial realities

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alongside legal risk, understanding the circumstances of the individuals we are engaging with and remaining open to challenge so that we can build the kind of mutual respect that sustains a relationship over years, not just a single transaction.



**Looking ahead, what are your predictions for this area of the market?
What key developments are on the horizon?**

◆ Looking ahead, I expect the ESG landscape to be defined by consolidation and pragmatism rather than retreat. Change and development are never linear and we need to be the constant for our clients in times of turbulence. Regulatory fragmentation is pushing some companies toward ‘highest common denominator’ compliance strategies rather than jurisdiction-by-jurisdiction approaches. Greenwashing and greenhushing litigation risk will intensify as regulators and claimants scrutinise both overstated and understated climate claims. I also anticipate growing convergence between ESG and core commercial risk: energy transition financing, critical minerals supply chains, biodiversity and nature-related disclosure will move from voluntary frameworks toward harder legal obligations. Finally, private equity and infrastructure investors will keep driving demand for credible ESG plans as a value creation and preservation lever, not just a compliance exercise, meaning sophisticated ESG counsel will increasingly sit at the commercial table rather than on its periphery. ■

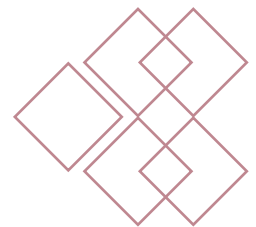
**“GREENWASHING AND GREENHUSHING LITIGATION RISK WILL
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**REPRESENTATIVE ENGAGEMENTS**

- ◆ Advising multinationals and private equity firms on ESG, sustainability and environmental diligence for numerous cross-border transactions and across a range of sectors.
- ◆ Assessing and advising multiple Fortune 500 companies, large private companies and sovereign funds on CSRD/CSDDD readiness, global sustainability disclosure strategy and regulatory direction of travel.
- ◆ Defending a greenwashing-related securities class action and SEC investigation, advising on sustainability disclosures and lifecycle assessment.
- ◆ Delivering ongoing ESG legal due diligence across multiple acquisitions and embedding sustainability risk mitigation into deal execution.
- ◆ Advising a global consumer group on a greenwashing investigation before the European Commission, leading to a successfully negotiated outcome.
- ◆ Providing sustainability reporting advice to a global commodities trader, including managing human rights and modern slavery risks and controversies, and embedding sustainability and human rights considerations in supply chain management.
- ◆ Advising a global chemicals manufacturer on emissions trading schemes, environmental liabilities and issues associated with PFAS.

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