

Sustainability Benchmarking Collaborative

Peer-to-Peer Learning

Webinar #7
July 23, 2019

NOTE: Webinar recording available:

<https://thesustainabilityscorecard.com/user/welcome/webinars/>



**CORPORATE
SUSTAINABILITY
SCORECARD™**
BY HEDSTROM ASSOCIATES

Agenda

- **Recap (10 minutes)**
 - Plans Messages from Recent Webinars
 - Latest Website Developments
- **Pulse Check – Quick Update from All (5 minutes)**
- **Member Update & Discussion (20 minutes)**
 - Kathy Gerwig – Kaiser Permanente
 - Discussion (“Pitch Decks” -- Assigning “Highly Relevant”)
- **Workshop – *Taking to the Next Level* (15 Minutes)**
 - Small break-out groups
 - Full group discussion
- **What’s Next (5 minutes)**

2019 Webinar Game Plan

Q1-2019

January 15
February 5
March 5

Q2-2019

April 9
May 7
June 4

Q3-2019

July 23
August 27
September 17

Q4-2019

October 15
November 12

	Q1-2019	Q2-2019	Q3-2019	Q4-2019
Updates	<ul style="list-style-type: none"> Website Updates Analytics Peer Ratings New Excel version 	<ul style="list-style-type: none"> Downloadable graphics Completing Scorecard section-by-section 	<ul style="list-style-type: none"> Simplify structure: <ol style="list-style-type: none"> Rate Analyze Prioritize (Excel v2) Act Easier to Get Started 	<ul style="list-style-type: none"> Broaden Membership Website Updates Analytics
Analysis	<ul style="list-style-type: none"> PG&E Case Study The “G” in ESG 	<ul style="list-style-type: none"> Member sharing (<u>Medtronic</u>, <u>Marriott</u>, <u>Kohler</u>) Example ‘Pitch Decks’ Engaging peers 	<ul style="list-style-type: none"> Member Sharing (<u>Kaiser Permanente</u>, <u>DTE</u>, <u>Ingersoll Rand</u>) Example ‘Pitch Decks’ Best Practices 	<ul style="list-style-type: none"> Member Sharing (<u>PPG</u>, other TBD) Example ‘Pitch Decks’
Workshop	<ul style="list-style-type: none"> Small breakout group discussions Comparison to External Ratings Using Excel sheet 	<ul style="list-style-type: none"> Group discussions Engaging peers to do/update ratings Creating ‘Pitch Deck’ 	<ul style="list-style-type: none"> Annual Planning <ul style="list-style-type: none"> – Priority KSIs – Action Planning Value Analysis Join Options 	<ul style="list-style-type: none"> Small breakout group discussions Annual Planning <ul style="list-style-type: none"> – Priority KSIs – Action Planning

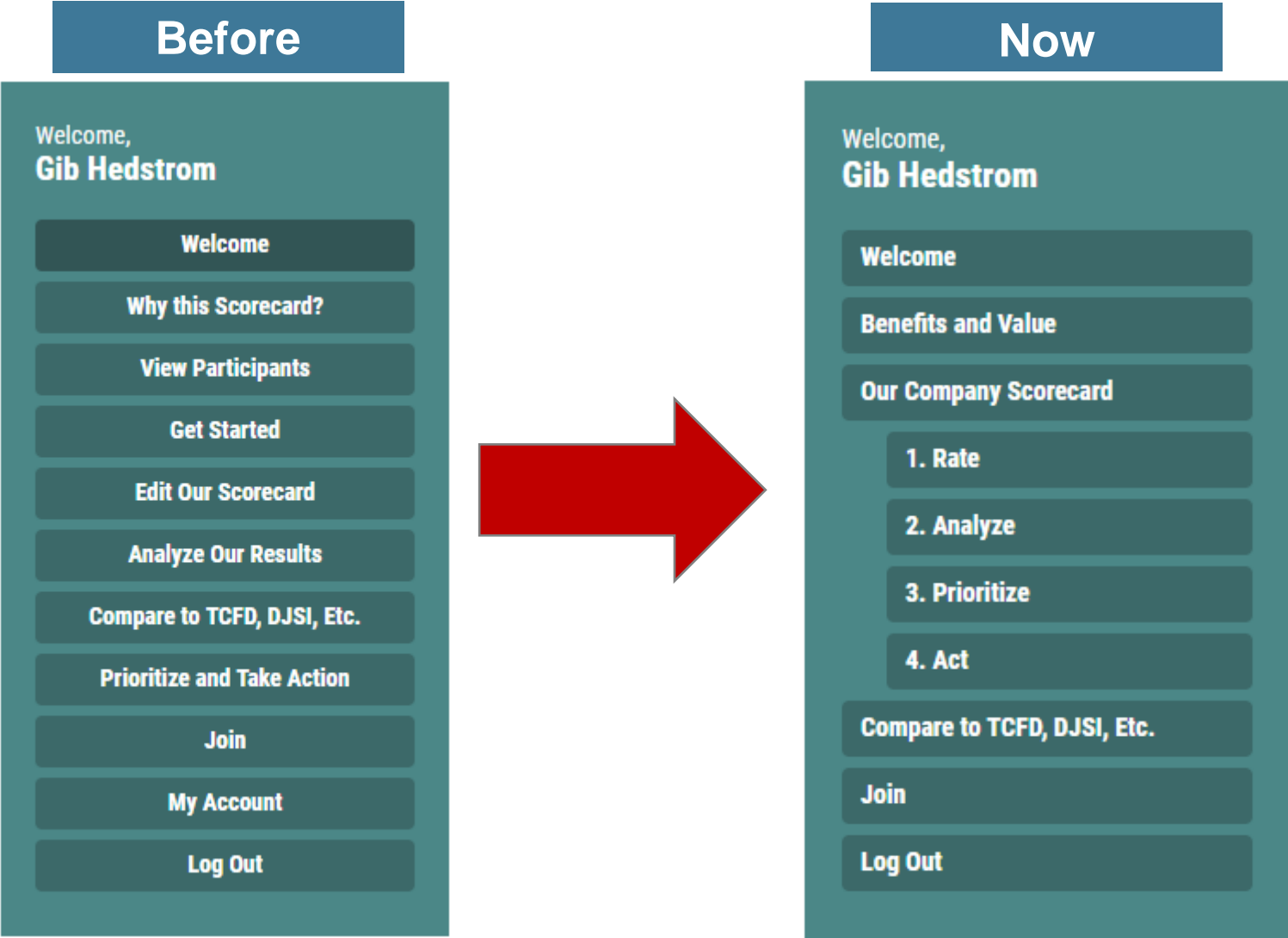
Take-Aways from Last Webinar(s)

- 1. 2nd Half of the Year = Best Time to Update Ratings**
 - Jan – Jun = Reporting (AR & SR) + Ratings (DJSI, CDP, etc.)
 - Jul – Dec = 2020 Planning + Budgeting (summer interns, ways to save \$)
- 2. Make it Easier to Get Started (for New Companies)**
 - Quick demo re instructions
 - Submit Scorecard by Section
- 3. Simplify Structure**
 - 1) Rate (initially – then with broader group of 10-30)
 - 2) Analyze (downloadable graphics are great – continue to fine-tune)
 - 3) Prioritize (engage functional peers – maybe 6 groups x ~25 KSIs each)
 - 4) Act (craft the pitch deck to take “upstairs”)
- 4. Keep the New Tools Coming**
 - Example Pitch Deck
 - Excel Sheet – tailored for distribution internally to various different teams

Website Updates

- **New Simple Structure**
 - Green Menu Box
 - Four Step Process: **Rate → Analyze → Prioritize → Act**
- **Easier to Get Started (new companies)**
 - Just Complete One Section (e.g., Environment)
 - Quick demo re instructions
- **Supporting Tools**
 - Analyze 5-50 separate Excel sheet inputs (minutes vs. a day)
 - Excel Sheet v2.0
 - Ability to hide rows (and parse out selectively to colleagues)
 - Pre-sorted by Function (and ability to tweak)
 - C-suite
 - Business leaders
 - Marketing and Planning
 - Product team
 - Supply Chain
 - Environment
 - Social Team

Simplify...



Our Company Scorecard

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

Our Company Scorecard

1. Rate

2. Analyze

3. Prioritize

4. Act

Compare to TCFD, DJSI, Etc.

Join

Log Out

Our Company Scorecard

Use the Scorecard in four main steps:

1. **Rate** your company (Do it initially starting with one element or section – then finish now or later. Go back and edit often.)
2. **Analyze** the results (Benchmark peers by viewing hundreds of bar charts, rainbow charts, summary bubble chart and more.)
3. **Prioritize** your key areas of improvement (Rate ~10-15% of the ~145 KSIs as “Highly Relevant” – then drill down and analyze each.)
4. **Act** on the key improvement areas that will deliver value to your company – by preparing the C-suite pitch.

Deliver Business Value from Sustainability/ESG

Your peers find that this is the preeminent tool for S&P 1000 companies to deliver business value from sustainability/ESG:

- **Gain internal alignment** (gets a broad cross-section of executives “on the same page”)
- **Save money** (saves FTE headcount, summer internships and consulting fees)
- **De-risk** (assess the magnitude and scale, costs and liabilities of major ESG risks)
- **Innovate for growth** (align resources to grow customers and sales from ESG trends)

Rate My Company

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

Our Company Scorecard

1. Rate

2. Analyze

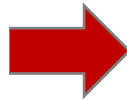
3. Prioritize

4. Act

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Rate My Company

- If you are new, a 2-minute demo will guide you through.
- If you are new and want to just dive in, click on "Get Started." You can complete just one element or one section (~20-30 minutes); you do not have to complete a full Scorecard initially!
- If you want to complete or edit your company scorecard, hit "Returning."

View Demo

Get Started

Returning

BACKGROUND DOCUMENTS

Two background documents (each with all rating criteria) can be helpful:

- Click [here](#) for a **downloadable file**.
- Click [here](#) to request an **Excel** file for use by your company only.

Get Started

Before

Scorecard

Your Name (Required) Company / Business unit you are rating (Required)

Industry Sector (Required)

Select the industry sector and subsector that most closely defines your company. If applicable, subsectors will be displayed after a sector has been selected. We use the Global Industry Classification Standard (GICS). If you are not sure of your sector or subsector, check [here](#).

Note: This selection, like all ratings in the Scorecard, can be revised later.

<input type="radio"/> Energy	<input type="radio"/> Materials
<input type="radio"/> Industrials	<input type="radio"/> Consumer Discretionary
<input type="radio"/> Consumer Staples	<input type="radio"/> Health Care
<input type="radio"/> Financials, Insurance, Real Estate	<input type="radio"/> Information Technology
<input type="radio"/> Telecommunication Services	<input type="radio"/> Utilities
<input type="radio"/> Real Estate	<input type="radio"/> Not Sure

General Information:

- Track Scorecard Progress:** Track your Scorecard Progress on the lower left (17 pages to complete).
- Save and Submit:**
 - Hit **Save** at the bottom of each page. (Do not hit the **Back** button unless you have saved.)
 - If you do **NOT** finish in one sitting, go to last page (on Scorecard Progress in lower left - click final circle under Social); click **Submit**.
 - Next time, Log in using the SAME BROWSER.
- On the Run?** If you would like an [Excel Scoring Worksheet](#) - to complete at your leisure, click [here](#) and Gib will send you one.
 - Click here for a [downloadable file \(Benchmarking Templates - March 2019\)](#).
 - This is especially helpful when multiple people from the company are involved in contributing to the company self-assessment.
 - Once you complete the Excel worksheet (or marked PDF), have a colleague update the assessment on line.
- Highly Relevant button (very important):** We suggest ~10-15% of all criteria (KSI's) are highly relevant to any company. Many participants find it easiest to go back and add the highly relevant ratings after first completing (a first pass of) the Scorecard; only takes ~10-15 minutes.
- NA:** Should be reserved for truly not applicable to your industry sector or company.
- Don't Know:** Suggest you make an educated guess; otherwise, click **Don't Know** and edit later.
- Comment on a KSI:** If you think the wording of the KSI or descriptors should be improved, click this box - sends an email to Gib Hedstrom.
- Asterisks:** Some words or phrases with an asterisk (*) will be defined (via a hover function). [Definitions are included in both books ("Sustainability - A Guide for Boards and C-Suites" and "Sustainability: What It Is and How to Measure It").
- Edit the Scorecard:** After you submit at the end of the final page, you (or a colleague with your login credentials) can go back in and edit the Scorecard.

Now

Rate My Company

Your Name (Required) Company / Business unit you are rating (Required)

Industry Sector (Required)

Select the industry sector and sub-sector that most closely defines your company. If applicable, sub-sectors will be displayed after a sector has been selected. We use the Global Industry Classification Standard (GICS). If you are not sure of your sector or sub-sector, check [here](#).

Note: This selection, like all ratings in the Scorecard, can be revised later.

- Energy
- Industrials
- Consumer Staples
- Financials, Insurance, Real Estate
- Telecommunication Services
- Real Estate

NEXT >

Company Info to Add

- Revenue
- Public/Private
- HQ Location

Rate My Company

Select a page (element) to start with.

Click on one of the dots below to select a page.

Governance and Leadership



Strategy and Execution



Environmental Stewardship



Social Responsibility



Get Started

Now

New Scorecard users can hit SUBMIT after each Section (e.g., Environment) – and then see the analytics.

Coming next week: submit after only one Element

The screenshot displays a scorecard interface with the following elements:

- Environmental Stewardship:** Indicated by three circles, the first two are grey and the third is green.
- Social Responsibility:** Indicated by three grey circles.
- Reusability (14.9):** A slider control with a value of 1.0.
- Product Water-Use Efficiency (14.10):** A slider control with a value of 1.0.
- Packaging (14.11):** A slider control with a value of 1.0.
- End-of-life Product Responsibility (14.12):** A slider control with a value of 1.0.
- Navigation:** A [Back](#) link and two buttons: **SAVE** and **SUBMIT NOW**.

Prioritize “Highly Relevant” KSIs

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

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Log Out

Prioritize

It costs money/resources to move up the maturity curve. So pick your spots!

Once you have completed your Scorecard and analyzed the results, you will identify the “right” Highly Relevant KSIs. These will form your action plan.

How Many “Highly Relevant” KSIs should we have?

- We recommend tagging ~10-15% of the KSIs as Highly Relevant
- That equates to 1-2 per each of the 17 elements – on average

Suggested breakdown of Highly Relevant KSIs by Section:

- Governance: ~8-12 highly relevant KSIs
- Strategy: ~4-6 highly relevant KSIs
- Environment: ~3-5 highly relevant KSIs
- Social: ~3-5 highly relevant KSIs

Excel Scoring Option

- Click [here](#) for an [Excel Scoring Worksheet](#) – to use in your company.
 - Full version – all ratings to distribute
 - Request a version of the sheet that allows you to hide rows and create a mini-version (e.g., 20-25 KSIs) to send to a group of executives.
- You can then send the full Excel sheet out to multiple people in the company, asking them to complete the ratings.
- We also have a program to analyze the results (instead of you having to have an analyst do so manually)
 - You send us complete Excel files – and we shoot back a full report with analysis.
 - Coming soon: upload a completed Excel file directly to the website.

Prioritize
Adding Guidance re “Highly Relevant” based on user input

How Many “Highly Relevant”?

- Overall
- By Section

How to Pick What’s Highly Relevant?

- Governance
- Strategy
- Environment
- Social

Take Action...

This is where we will build a compendium of executive “pitch decks” and share lessons learned...

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

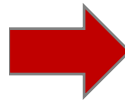
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Take Action

What's the ultimate output? The end product?

Companies that are the most active users of the Corporate Sustainability Scorecard share the results with their top ESG executive oversight council, C-suite, and/or board of directors.

Example Pitch Decks

- Member companies continue to share their “pitch decks” with us.
- We take the examples, create generic versions (to preserve confidentiality) and share with you.
- Companies agree that the “pitch deck” must be highly tailored to each company – but we can all share and learn from each other.
- [Click here](#) for the latest example “pitch deck”
- We will continue to discuss during monthly webinars.

Consolidating Data Inputs

Improved spreadsheets for internal distribution

Excel v1.0

Company name: XYZ Company		INSTRUCTIONS:				
Contact name: G.Ryan		Use this worksheet internally to gather your company ratings - then upload to the website				
Contact email: gary.ryan@xyzcompany.com		Enter your data in the YELLOW-SHADED CELLS ONLY				
Contact phone: 234-555-7122		Click in the rating box to see the arrow, then click the arrow and select from 0.5 to 4.0				
		For "Highly Relevant" - we recommend you select ~10-15% of the total (or ~15-25 KSIs)				
STAGE 1	STAGE 2	STAGE 3	STAGE 4	Person responsible for rating this item (optional)	YOUR RATING (from 0.5 to 4.0)	Highly relevant to your organization?
Typical of most industry peers over the past ten years; role is to create shareholder value	Sustainability ("S") is part of how the company sees its role in society	"S" is near the core of how the company sees its role in society	"S" is at the core of how the company sees its role in society; aligned with circular economy"		3.0	<input checked="" type="checkbox"/> Highly relevant






Excel v2.0

Name/contact info: Missing Data		# Rated: 4	Rel.: 2	# With Comments: 0							
INSTRUCTIONS: Use this worksheet internally to gather your company ratings - then upload to the website											
Enter your data in the YELLOW-SHADED CELLS ONLY											
Click in the rating box to see the arrow, then click the arrow and select											
For "Highly Relevant" - we recommend you select ~10-15% of the total (or ~15-25 KSIs)											
STAGE 4	YOUR RATING (from 0.5 to 4.0)	! if Highly Relevant	Comments (optional)	Typical Function Responsible (for data gathering inside company)							
				C-Suite	Business Leads	Marketing & Planni	Product Team	Supply Chair	EHS - esp. E Team	Soci (HR e Team	
Full board of directors/quarterly personal commitment to sustainability				X							

- New Excel Features:**
- Excel v1.0**
 - Ability to hide rows
 - Improved functionality
 - Excel 2.0**
 - ! if Highly Relevant
 - Pre-sorted by function (~25-30 KSIs per team)
 - C-suite
 - Business leaders
 - Marketing & Planning
 - Product team
 - Supply chain
 - Environmental
 - Social
 - Dashboard at top
 - # Rated
 - # Highly Relevant
 - # with Comments
 - Ability to tailor

Consolidating Data Inputs

Spreadsheets are returned to Hedstrom for immediate analysis and consolidation – returning consolidated results to you.

-  Scorecard ESG Rating Template 1901 - FSky.xlsx
-  Scorecard ESG Rating Template 1901 - GRyan.xlsx
-  Scorecard ESG Rating Template 1901 - RHayes.xlsx
-  Scorecard ESG Rating Template 1901 - TField.xlsx
-  Scorecard ESG Rating Template 1901 - WClements.xlsx

Hedstrom Associates

Consolidated Results
(details next slide)

KSI RATING SUMMARY (5 worksheets - XYZ Company)	No. Rated	Avg. Rating	HR(I)	Note(s)	# Comments
01.01: Gov. - CEO's View re Role of Company in Society	5	2.70	2	Rated by all	0
01.02: Gov. - Sustainability in Corporate Vision and Mission	4	2.75	2		0
01.03: Gov. - Sustainability in Core Values & Corporate Policies	4	2.13	1		0
01.04: Gov. - Support of International Sustainability Charters/Commitments	4	2.00	0		0
01.05: Gov. - Managing the Long-Term Viability of Core Businesses	4	2.00	2		0
01.06: Gov. - Key Business Decisions (KBDs) tied to Core Values	4	3.00	0		0
01.07: Gov. - Sustainability Ratings/Rankings	5	2.30	1	Rated by all	3
01.08: Gov. - Ethics & Trust Ratings	5	2.20	0	Rated by all	0
02.01: Gov. -					0
02.02: Gov. -					0
02.03: Gov. -					0
02.04: Gov. -					0
02.05: Gov. -					0
02.06: Gov. -					0
02.07: Gov. -					0
02.08: Gov. -					0
03.01: Gov. - Board Responsibility for Oversight of Sustainability	4	2.88	2		0
03.02: Gov. - Board's Sustainability Commitment	4	2.88	2		0
03.03: Gov. - Board's Sustainability Expertise	4	2.38	0		0
03.04: Gov. - Board's External Sustainability Advisors	4	1.38	0		0
03.05: Gov. - Board ESG Review of Key Business Decisions (KBDs)	4	2.25	1		0
03.06: Gov. - Reporting to Board of Most Material ESG Issues	4	1.00	0		0
03.07: Gov. - Assurance Letter/Annual Risk Review Signed by Business Leader	4	1.00	0		0
03.08: Gov. - Time Spent on Sustainability in Board Meetings	4	2.00	0		0
03.09: Gov. - Board of Directors' Sources of Sustainability Learning	4	1.63	0		0
04.01: Gov. - Materiality Assessment of Sustainability Impacts/Risks	4	1.75	4	HR by all	0
04.02: Gov. - Philosophy Regarding Sustainability Goals	5	2.20	0	Rated by all	0

The consolidated data can be automatically imported into the web portal



Consolidating Data Inputs

Consolidated results are returned to you with key notes flagged, etc.

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01.04: Gov. - Support of International Sustainability Charters/Commitments	4	2.00	0		0
01.05: Gov. - Managing the Long-Term Viability of Core Businesses	4	2.00	2		0
01.06: Gov. - Key Business Decisions (KBDs) tied to Core Values	4	3.00	0		0
01.07: Gov. - Sustainability Ratings/Rankings	5	2.30	1	Rated by all	3
01.08: Gov. - Ethics & Trust Ratings	5	2.20	0	Rated by all	0
02.01: Gov. - Speeches on Sustainability by CEO and C-Suite Executives	4	3.00	2		0
02.02: Gov. - CEO Messages Regarding Sustainability to Shareholders	4	2.13	1		0
02.03: Gov. - CEO/C-Suite Meetings with Customers Regarding Sustainability	5	2.20	0	Rated by all	0
02.04: Gov. - CEO Messages to Employees Regarding Sustainability	4	2.63	0		0
02.05: Gov. - CEO's Sources of Sustainability Learning	4	2.00	0		0
02.06: Gov. - Board Agendas Regarding Sustainability	4	2.00	0		0
02.07: Gov. - C-Suite Ownership of Sustainability	4	1.38	0		0
02.08: Gov. - Executive Sustainability Council	4	3.25	0	Very wide range (1.0-4.0)	0
03.01: Gov. - Board Responsibility for Oversight of Sustainability	4	2.88	2		0

Consolidation Report

- Listed by KSI
- # Rated
- Scores
 - Average
 - High
 - Low
 - Standard Deviation
- Highly Relevant
 - Number
 - Percent of those rating
- Comments

Comments are extracted and consolidated:

3 comments for KSI 01.07: Gov. - Sustainability Ratings/Rankings:

- R.Hayes: For which of our customers is this most important? Just curious.
- T.Field: Rating groups tell us we need to improve public disclosure (website?, annual report(s)?).. Discuss.
- W.Clements: IR team meets annually with external raters. Social team started conversations in 2018/2019. Governance team in 2019.

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Hedstrom Associates

Webinar Participants: Quick Introductions

Company	Participant	Completed Scorecard	Priority KSIs?	Past Webs	Planned Next Step
• Ashland	Nicole Voss	2018	Yes	Yes	Update Q3
• Con Edison	Harun Asad	2018			Update Q3/Q4
• DTE	Greg Ryan	2018, 2019	Yes	Yes	Updating Now
• Eastman	Farrell Calabrese	2018	No	No	Update – Q3
• Eaton	Jon Newton	2018	(A few)	Yes	Update – Q3
• Fluor	Nancy Kralik	2018, 2019	Yes	Yes	Engage peers
• J&J	Sarah Chang	2018	(A few)	No	Re-engage
• Kaiser Permanente	Kathy Gerwig	2018, 2019	Yes	(No)	Act on results
• Kohler	Brigitte Dillman-Cruze	2018, 2019	Yes	Yes	Act on results
• Marriott	Denise Naguib	2018, 2019	Yes	(No)	Act on results
• Momentive	Roger Bowman	(Pending)	---	Yes	Initial Scorecard
• PPG	Mike Corcoran	2018, 2019	Yes	Yes	Input from ~25 execs
• Stanley Black & Decker	Dan Fitzgerald	2018	(A few)	Yes	Update – Q3
• UPS	Crystal Lassiter	2018	No	No	Re-engage

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Update from *Kaiser Permanente*...

Background:

- 2018: Initial data entry
- 2019: Updated ratings – then:
 - Created (manually) ~20 PPT slide summary
 - Presented Environmental summary (rainbow chart) to KP Environmental Stewardship Council Executive Committee (meets 4x/year)
 - Presented to Board

Benefits:

- *Guiding more informed questions on the part of senior leaders.*
- *Being deliberate about the level of excellence we want to achieve.*
- *Clearly plotting the journey from goals to tactics (e.g., Board engagement).*

Next Steps:

- Engage broader group
- Focus on priority improvement areas (highly relevant KSIs)

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Looking Ahead to 2020...

(Unplanned) 2019 Additions

- **Analytics**
 - Downloadable Rainbow and Bar Charts
- **Webinars**
 - Build a collaborative learning network
 - Member company sharing
 - Analogous to Conference Board Councils
- **Comparisons (TCFD, DJSI, etc.)**
- **Publication (TCB 80/20 article)**
- **Supporting Tools**
 - Excel v1.0 (full rating with comments)
 - Excel v2.0 (hide rows; sort by team/function)
 - Example Pitch Deck

2020 Possibilities

- **Webinars and Peer Learning**
 - What would you love in 2020?
- **Custom Analysis**
 - Hand pick peer companies
 - My priority issues (e.g., supply chain, etc.)
- **Priority (!) Issues [*Highly Relevant*]**
 - What KSI's do peer companies flag?
 - Who is best-in-class on my (!) issues
- **Ratings Comparison**
 - Analyze my company ESG Ratings vs. Scorecard
- **Insights & Coaching**
 - Independent analysis of your ratings & your priority (!) [highly relevant] issues
 - Coaching on C-suite/board pitch decks

Small Group Discussions: Brainstorm new value-adding ideas

Results from Breakout Groups...

How do we capture even more value from the Scorecard?

- **Custom Benchmarking**
 - Customer Analytics: Hand pick group of companies to benchmark – including both peers and customers.
 - Customer Engagement: Reach out to customers (not currently using Scorecard) and get them to participate – in everyone's interest.
 - Special Data Sub-sets: Tailored benchmarking (e.g., by topic such as supply chain).
- **Get C-Suite Attention**
 - Have Gib join executive presentation (adds credibility & insights).
 - Share insights and best practices – put ratings into perspective.
- **Best Practices Library**
 - Not currently leveraged: >400 best practices on the website; does anyone look?
 - Link best practices to our priority (“Highly Relevant”) KSIs.
- **Highly Relevant**
 - Minimize subjectivity (so ~20 people internally all use same definitions).
 - Increase analysis re Highly Relevant (!) KSIs of peer companies; best in class.

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Actions for All

1. 2019 Update (if not already completed)
 - Updated Excel sheets (hide rows; sort by team)
 - Target date
2. Just Ask
 - Analyzing results of distributed Excel sheets
 - Sorting Excel sheet by topic/team
3. 2020 Look Ahead
 - 1:1 Calls with Gib
 - Target 100 (participating companies) – please help

Website Updates: Coming Next

- Excel sheet distribution (v2.0)
- Excel sheet uploading to website
- Enhancements to KSI bar charts (view Stage 1-4 rating criteria)
- Greater access to Best Practices (wealth of information few people see)
- 2019 KSI annual update:
 - Simplify
 - Streamline
 - Retain integrity of comparisons

Gib's Outreach Activity

The Conference Board:

- TCB Global Sustainability Centre
- PSRA Council: Update data (or create new Scorecard data) related to product stewardship – prior to fall 2019 meeting)

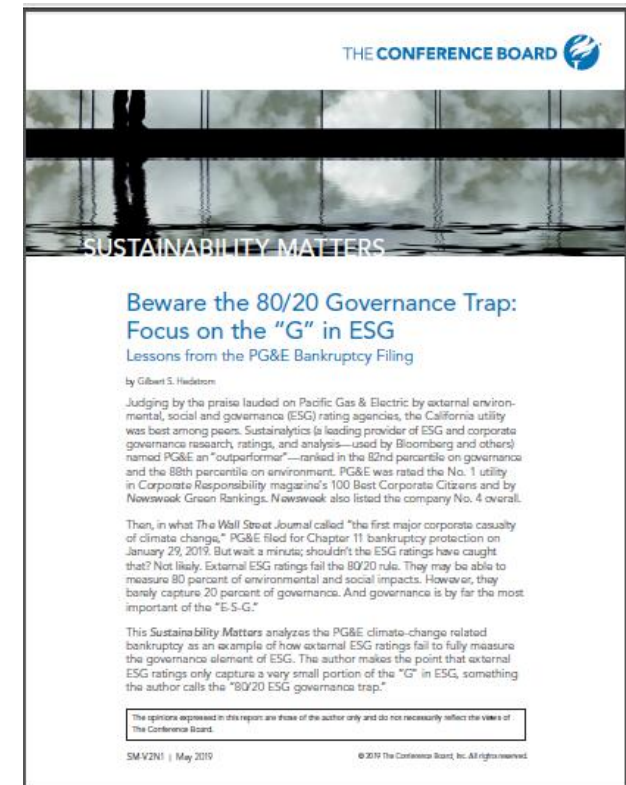
May 2019

Other Industry Groups:

- WBCSD
- NAEM
- GEMI
- NACD

Gib has had ongoing conversations with these industry groups – all of which are very interested in the Corporate Sustainability Scorecard. The emerging collaboration:

- They encourage members to use the Scorecard
- Gib and team provide tailored analytics for the groups to use in meetings, etc.



Upcoming Webinars

Mark Your Calendars (all on Tuesday for one hour, starting at 11:00 AM EST).

- **August 27**
- **September 17**
- **October 15**
- **November 12**

On behalf of our
Corporate Sustainability Scorecard team:

Thank You!

Please take 3 minutes and send Gib an
email with any comments or suggestions.

Gib Hedstrom

Ben Roberts (Webinar Mechanics and Facilitation)

Scott Sousa (Website Design)

Kelsa Summer and Ruth Shafer (Best Practices Research)