

Sustainability Benchmarking Collaborative

Peer-to-Peer Learning

**Webinar #10
October 15, 2019**



**CORPORATE
SUSTAINABILITY
SCORECARD™**
BY HEDSTROM ASSOCIATES

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

Updates	<ul style="list-style-type: none"> • New Analytics • Comparison to ESG Ratings • New Excel sheet 	<ul style="list-style-type: none"> • Downloadable graphics 	<ul style="list-style-type: none"> • Simplify structure: <ol style="list-style-type: none"> 1. Rate 2. Analyze 3. Prioritize 4. Act • Custom Excel sheet 	<ul style="list-style-type: none"> • Renewal for 2020 • New Join Options • Broaden Membership
Analysis	<ul style="list-style-type: none"> • PG&E Case Study <ul style="list-style-type: none"> ➢ Limits of ESG Ratings ➢ Focus on the “G” in ESG • The “G” in ESG 	<ul style="list-style-type: none"> • Member sharing: <ul style="list-style-type: none"> ➢ Medtronic ➢ Marriott ➢ Kohler • ‘Pitch Decks’ 	<ul style="list-style-type: none"> • Member Sharing: <ul style="list-style-type: none"> ➢ Kaiser Permanente ➢ DTE Energy ➢ Ingersoll Rand • ‘Pitch Decks’ 	<ul style="list-style-type: none"> • Member Sharing: <ul style="list-style-type: none"> ➢ [Workshop] ➢ PPG • ‘Pitch Decks’ • Best Practices
Workshop	<ul style="list-style-type: none"> • Breakout groups • Comparison to External Ratings 	<ul style="list-style-type: none"> • 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 • 2020 Look-Ahead 	<ul style="list-style-type: none"> • Breakout groups • Annual Planning <ul style="list-style-type: none"> – Priority KSIs – Action Planning

Agenda

- **Pulse Check (5 minutes)**
- **Recap and Update (10 minutes)**
 - Latest Developments (website and supporting tools)
 - Summary of Last Six (6) Company Webinar Presentations
- **Workshop #1: *Internal Feedback* (20 minutes)**
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- **What's Next (5 minutes)**

Hedstrom Associates

Webinar Participants: Quick Introductions

Company	Participant	Completed Scorecard	Priority KSIs?	Past Webinars	Planned Next Step
• Ashland	Donna Seid	2018, 2019	Yes	Yes	Updating Now
• Campbell Soup	Megan Maltenfort	2018	Yes	No	Update Q4
• Cisco (formerly)	Kathy Mulvany	2018	No	No	Share with colleagues
• Consumers Energy	Linda Hilbert	2019	Yes	Yes	Engage peers
• DTE	Greg Ryan	2018, 2019	Yes	Yes	Updating Now
• Ingersoll Rand	Jeff Moe	2018, 2019	Yes	No	Baseline New Companies
• Lear	Carolyn Markey	Not yet	Not yet	(Yes)	Complete – Q4
• Marriott	Claire Cutting	2018, 2019	Yes	Yes	Act on results
• UPS	Patrick Browne	2018	Some	Yes	Re-engaging

Apologies (pre-registered but unable to attend at the last minute):

- Nicole Voss (Ashland)
- Sha Green (Coca-Cola)
- Megan Grimes (Ecolab)
- Sydney Lindquist (Hexion)

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Website Updates

1. Webinar Slides and Video

- Video of September Webinar (Ingersoll Rand)
- Short version

2. Highly Relevant Guidance

- Downloadable pdf
- New Page 3 in PDF
- Excel Instruction Tab

3. Join Options: *Expand features for Q4-19 and 2020*

- Effective October 1
- Based on “your” input (1:1 discussions with ~30 companies)
- New Advanced Option C
- Table of Features and Benefits

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

Welcome

Welcome, Gib Hedstrom

What Your Peers are Saying

Scott Tew shared how Ingersoll Rand has been reaping value from the Scorecard in various ways over the past three years. Watch the short video below – from our September webinar.



Announcing Enhancements Starting October 1, 2019: New Join Options

- Download Now: [*"Sustainability Benchmarking Collaborative: The Corporate Sustainability Scorecard Subscription Service"*](#)

Participating Companies

- Go to back-up page to view companies actively involved

Participating Companies

My account

Articles and Books

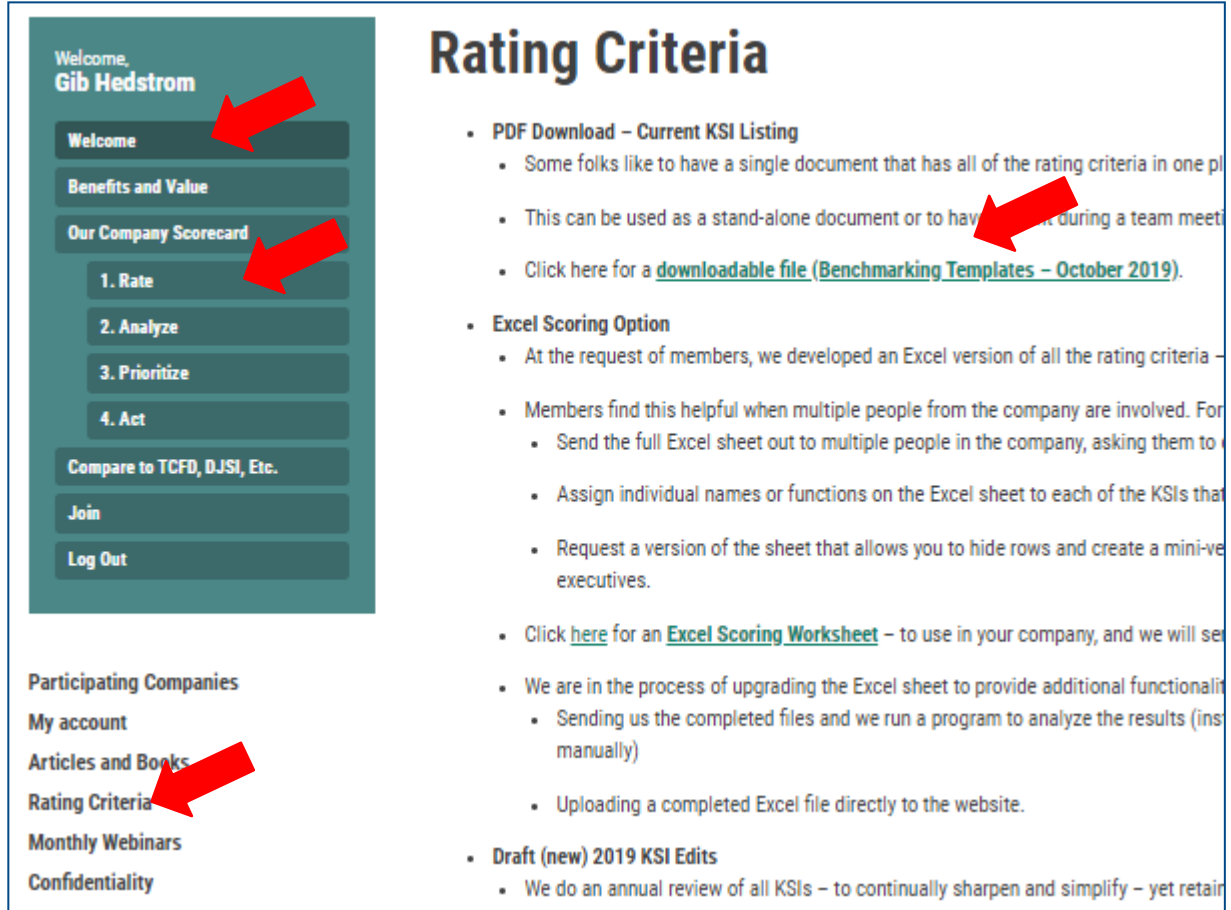
Rating Criteria

Monthly Webinars

Confidentiality

“Highly Relevant” Guidance

- Download PDF
- Two places:
 - Welcome/Rating Criteria
 - Rate
- PDF: New Page 3:
- Highly Relevant:
 - How many?
 - How to select?



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

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Rating Criteria

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Rating Criteria

- PDF Download – Current KSI Listing
 - Some folks like to have a single document that has all of the rating criteria in one place.
 - This can be used as a stand-alone document or to have it during a team meeting.
 - Click here for a [downloadable file \(Benchmarking Templates – October 2019\)](#).
- Excel Scoring Option
 - At the request of members, we developed an Excel version of all the rating criteria –
 - Members find this helpful when multiple people from the company are involved. For
 - Send the full Excel sheet out to multiple people in the company, asking them to
 - Assign individual names or functions on the Excel sheet to each of the KSIs that
 - Request a version of the sheet that allows you to hide rows and create a mini-version for executives.
 - Click [here](#) for an [Excel Scoring Worksheet](#) – to use in your company, and we will send you the results.
 - We are in the process of upgrading the Excel sheet to provide additional functionality
 - Sending us the completed files and we run a program to analyze the results (instead of manually)
 - Uploading a completed Excel file directly to the website.
- Draft (new) 2019 KSI Edits
 - We do an annual review of all KSIs – to continually sharpen and simplify – yet retain

“Highly Relevant” Guidance

- Download PDF
- New Page 3
- Guidance on Highly Relevant:
 - *How many KSIs?*
 - *How to decide?*
- How Many:
 - 10-15%
 - Breakdown by Section
- Defined:
 - “Material for Env. & Soc.
 - Governance = critical to running the company
 - Strategy = drive growth

New “Highly Relevant” Criteria and Recommendations

The purpose of tagging as “Highly Relevant” a portion of the Key Sustainability Indicators is to aid in selecting those business activities most critically important over the coming few years to:

- Reduce risk and cost associated with ESG issues
- Grow new revenue streams from more sustainable offerings
- Enhance reputation and brand

The definitions below are intended as a general guide.

How many “Highly Relevant” (!) KSIs should we tag?

- The ultimate goal is to end up with perhaps “15-20 “Highly Relevant” KSIs
- For many companies these “15-20 activities (KSIs) will fall into two buckets:
 - Strengths to better leverage (where you score reasonably high)) and
 - Key improvement areas (where you score fairly low on the rating scale.
- That number (“15-20 of the “145 KSIs) would represent about 10-15 percent.
- On the first pass, we suggest you tag roughly 15-25 KSIs as Highly Relevant. The breakdown by section would be:
 - ~8-12 in Governance
 - ~4-6 in Strategy
 - ~3-5 in Environment
 - ~3-5 in Social

Definitions of Highly Relevant

Below are suggestions as to how you think about (and tag KSIs as) Highly Relevant. The key thing is to identify those critical few areas that are most critical to moving your company forward to reap the business benefits of sustainability (brand, growth, sales, etc.) while also driving down the costs and risks associated with ESG issues.

- Governance Section: Which “8-12 KSIs are most critical to how we run the company over the next few years - managing ESG risks and opportunities? Said another way, which KSIs are most critical to better integrate ESG into our core business operations?
- Strategy Section: What are the (“4-6) KSIs most important over the next few years to driving tomorrow’s revenue growth from more sustainable products, services and solutions?
- Environment Section: What are the (“3-5) most material environmental issues and/or representing greatest risk – in your company and your industry sector(s)?
- Social Section: What are the (“3-5) most material social issues and/or representing greatest risk or opportunity?

“Highly Relevant” Guidance

- XLS Instruction Tab
- New XLS v2.4
- Guidance on Highly Relevant:
 - *How many KSIs?*
 - *How to decide?*
- How Many:
 - 10-15%
 - Breakdown by Section
- Defined:
 - “Material for Env. & Soc.
 - Governance = critical to running the company
 - Strategy = drive growth

Notes: (1) the "X"s in columns L to R can be changed to fit your company needs. Just revise as you see fit before following the Filter instructions above. (2) while they are not visible, there are "X"s in Columns L to R, for each row that has the heading of a Section (Governance, etc.) or an Element (e.g., CEO Leadership); thus, each of those rows appear as you use the Filter function.

SELECTING HIGHLY RELEVANT (!) KSIs

The purpose of the "priority" or "Highly Relevant" tag on an individual rating criterion (Key Sustainability Indicator or KSI) is to aid you (the user) in ultimately selecting the most critical areas for your company: (a) strengths to better leverage (where you score reasonably highly) and (b) key improvement areas. The

How Many Highly Relevant (!) KSIs to Tag?

- The ultimate goal is to end up with perhaps ~8-10 key improvement areas - and (depending on how your company scores overall) another handful of KSIs where your company scores well (>Stage 2) and can better leverage for business value.
- That number would represent ~15 of the ~145 KSIs - or about 10 percent.
- To end up at that number, we suggest companies identify the top 10-15 (not >20) percent of the KSIs initially
- That equates to roughly 15-25 KSIs being tagged as Highly Relevant. The breakdown by section would be:
 - ~8-12 in Governance
 - ~4-6 in Strategy
 - ~3-5 in Environment

Definitions of Highly Relevant

Below are suggestions as to how you think about (and tag KSIs as) Highly Relevant. The key thing is to identify those critical few areas that are most critical to moving your company forward to reap the business benefits

Governance Section: What are the ~8-12 key business activities most critical to managing ESG risks and opportunities - and integrating ESG into how we run the company?

Strategy Section: What are the (~4-6) KSIs most important to driving tomorrow's revenue growth from more sustainable products, services and solutions?

Environment Section: What are the (~3-5) most material environmental issues and/or representing greatest risk?

Social Section: What are the (~3-5) most material environmental issues and/or representing greatest

Scoring Matrix Instructions

Selected Participating Companies

3M
Air Products
Altria
Apex Tool
Ashland

Bristol-Myers Squibb

Campbell Soup

Chemours

Chevron

Chevron Phillips Chem.

Cisco

Coca-Cola

Con Edison

Consumers Energy

Danaher

DTE Energy

Eastman

Eaton

Ecolab

Eversource

Fluor

Hersheys

Hexion

HP

Honeywell

IBM

Ingersoll Rand

Kaiser Permanente

**Bold Red Font = 1:1
Calls in Aug/Sep 2019
re Q4-19 and 2020
Look-Ahead**

Kohler

Marriott

Medtronic

Merck

Momentive

NextEra

Novelis

PPL

PPG

PSEG

Sempra Energy

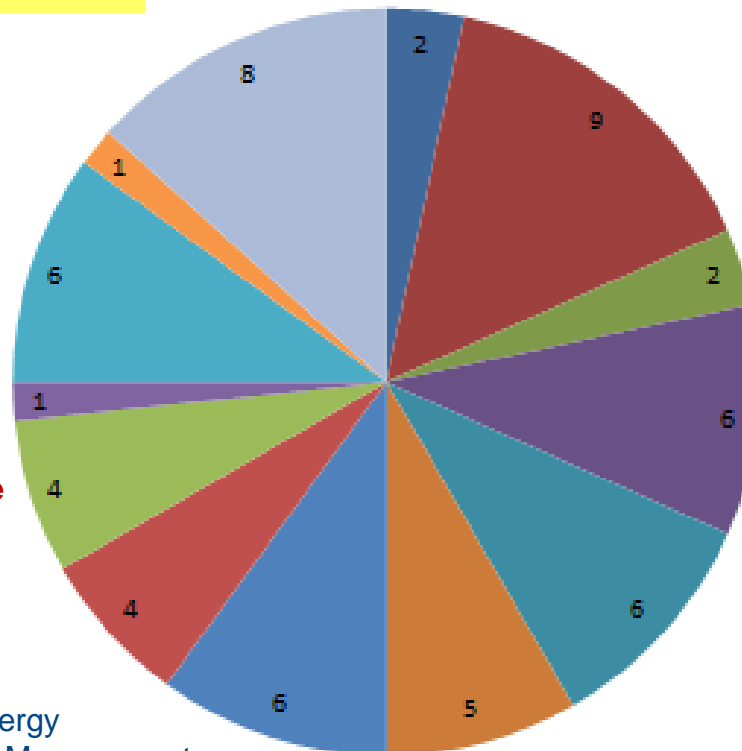
Sims Metal Management

Stanley Black & Decker

UPS

Xerox

Founding Participants by Industry Sector



- **Energy (2)**
- **Materials (11)**
 - Chemicals (9)
 - Metals (2)
- **Industrials (12)**
 - Capital Goods (6)
 - Transport & Services (6)
- **Consumer Discretionary (5)**
- **Consumer Staples (6)**
- **Healthcare (8)**
 - Equipment (4)
 - Pharmaceuticals (4)
- **Financials (1)**
- **Information Technology (6)**
- **Telecom (1)**
- **Utilities (8)**

For current list of participating companies, visit
<https://thesustainabilityscorecard.com/user/participants/>

New Join Options

- On website now
- Took effect 10-1-19
- Many new features:
 - Added after companies signed up (Basic Option)
 - In the queue Q4-19/2020
- Summary:
 - A = Free (status quo)
 - B = Basic (all new features added to date plus several new ones)
 - C = Advanced (new)
- A la Carte items:
 - Custom peer group
 - Support w/ meetings

Scorecard Subscription Options - Feature Comparison		Subscription Options			
Effective October 1, 2019		Free	Basic	Advanced	
Access the Website					
Access the website 24/7/365		•	•	•	
Download a PDF of rating criteria		•	•	•	
Rate Our Company: Data Collection & Data Entry					
Enter data directly into website; update "Scorecard" anytime		•	•	•	
Use Standard Excel worksheet for ratings (all KSIs listed; no sorting)		•	•	•	
Import Excel worksheets directly to website		•	•	•	New
Use Custom Excel worksheet for ratings (sort KSIs by topic/team)		✗	•	•	
Use automated analysis of multiple Excel worksheets		✗	•	•	New
Analyze Our Results					
1. Compare our Company to:					
• All companies in the system that have submitted data		•	•	•	
• Companies in our industry sector and sub-sector (GICS definition)		✗	•	•	
• Companies of similar size: annual revenue and FTE Headcount		✗	✗	•	New
• Companies headquartered in our geography (U.S., Europe, etc.)		✗	✗	•	New
• All public or private companies		✗	✗	•	New
• Select our own benchmark group (of 6+ companies)		À la carte selection ¹			New
• Compare vs. different industry sectors (customer groups)		À la carte selection ¹			New
2. Compare our company at which "level":					
• Overall: Single average rating across all KSIs		•	•	•	
• Sections: Ratings by the 4 Sections (Governance, Strategy, etc.)		•	•	•	
• Elements: Ratings by the Elements within Sections		•	•	•	
• KSIs: Ratings by each KSI (within Elements)		✗	•	•	
• HRI: Ratings for only our Highly Relevant KSIs		✗	•	•	
3. Download graphics					
• Save graphics (bubble, rainbow, bar charts) as JPEG or PNG		•	•	•	
Prioritize our "Highly Relevant" (!) Key Sustainability Indicators					
"Highly Relevant" KSIs you select		✗	•	•	
"Highly Relevant" KSIs of industry peers		✗	✗	•	New
"Highly Relevant" KSIs of leading companies		✗	✗	•	New
Action Planning					
Best Practices: View examples as we update our ratings		•	•	•	
Best Practices: Download examples for our Priority (!) KSIs		✗	•	•	New
Best Practices: Download library for the 17 Scorecard Elements		✗	•	•	New
ESG Ratings: Evaluate our Priority KSIs vs. our TCFD input		✗	✗	•	New
ESG Ratings: How to improve (e.g., CDP, MSCI) vs. our Priority KSIs		✗	✗	•	New
Peer-to-Peer Learning					
Compare Scorecard v. ESG Ratings (e.g., MSCI, CDP, ISS, DJSI, etc.)		•	•	•	
Access example "Pitch Deck"		•	•	•	
Join general Monthly Webinars		•	•	•	
Join Quarterly Strategy Discussion Forum		✗	✗	•	New
ESG Impact - Powerful, current news stories for C-suite discussion		✗	✗	•	New
Independent review, analysis, insight		✗	✗	•	New
		À la carte selection ¹			New

Option A: Free
Option B: Basic
Option C: Advanced

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Workshop: Learning from Our Peers

- **April: Medtronic**
 - **Annual Scorecard update – and gradually expanding the internal pool**
- **May: Marriott**
 - **Full sustainability team updating exercise during off-site (web and Excel)**
- **June: Kohler**
 - **Powerful downloadable benchmark graphics to share with C-suite**
- **July: Kaiser Permanente**
 - **Shared Environmental “Rainbow Chart” with Executive Sustainability Council: Wow!**
- **August: DTE Energy**
 - **Shared Summary “Bubble Chart” and “Rainbow Charts” with ESG Committee**
- **September: Ingersoll Rand**
 - **Team ratings; strategic planning input; engaging execs; social team**

Workshop #1: Breakout Groups

What do we plan in Q4?

- **Advanced**
 - **Marriott, Ingersoll Rand, DTE, UPS**
- **Rapidly Advancing**
 - **Consumers Energy, Campbell Soup, Cisco**
- **Mixed Experience**
 - **Lear, Ashland, (Ecolab)**

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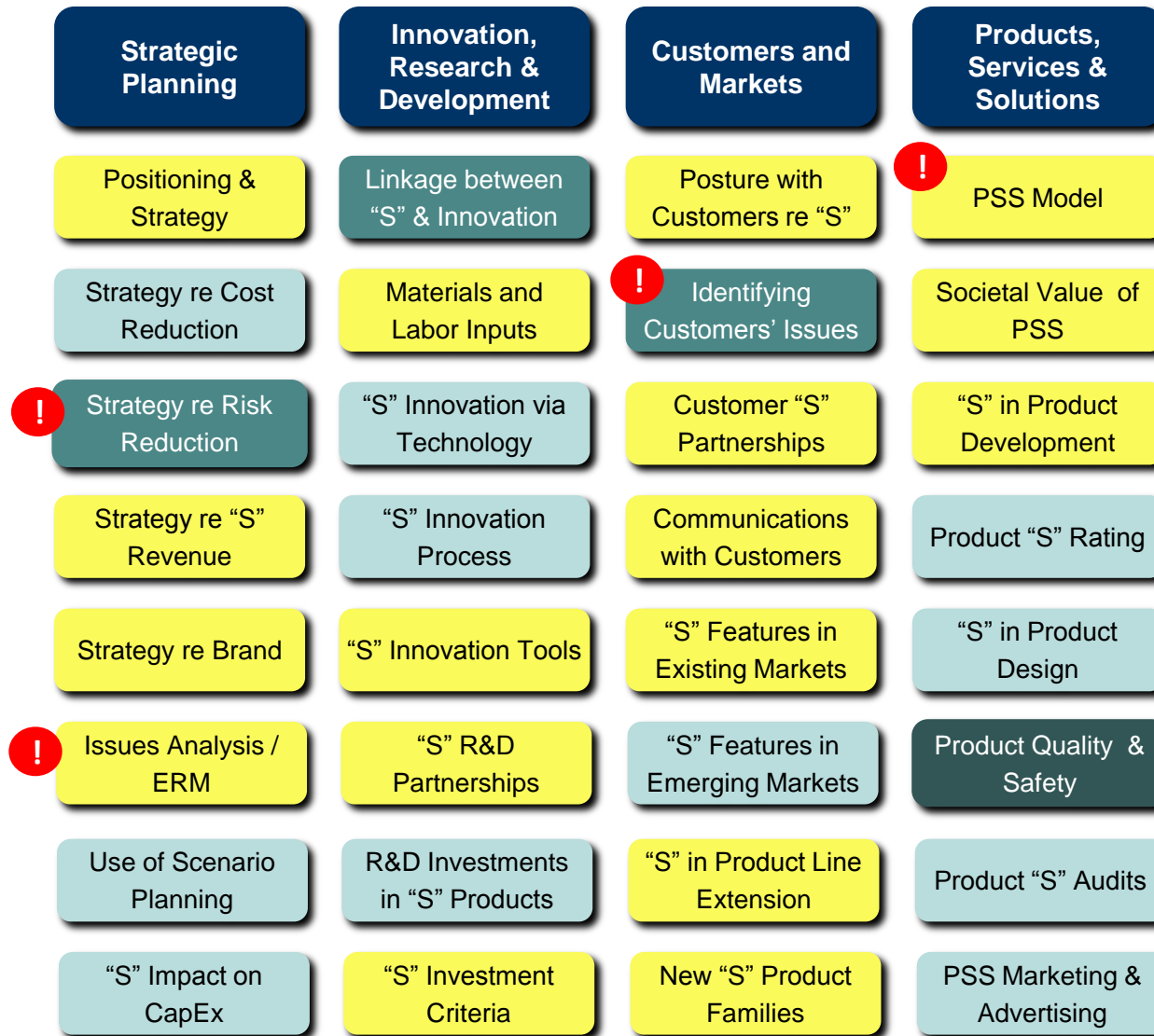
WORKSHOP #2

**Add Enhanced “Rainbow Chart” [“Heat Maps”]
Comparison to DJSI etc. external ratings**

October 15, 2019

Rainbow Chart: Strategy – EXAMPLE

This is what the site looks like today – Rainbow Chart Example



! =
“Highly Relevant”

Compare to TCFD etc.

This is what the site looks like today –
Sustainalytics Comparison



Compare to TCFD etc.

This is what the site looks like today –
Sustainalytics Comparison

Strategic Planning	Innovation, Research & Development	Customers and Markets	Products, Services & Solutions
Positioning & Strategy	Linkage between “S” & Innovation	Posture with Customers re “S”	! PSS Model
Strategy re Cost Reduction	Materials and Labor Inputs	! Identifying Customers’ Issues	Societal Value of PSS
! Strategy re Risk Reduction	“S” Innovation via Technology	Customer “S” Partnerships	“S” in Product Development
Strategy re “S” Revenue	“S” Innovation Process	Communications with Customers	Product “S” Rating
Strategy re Brand	“S” Innovation Tools	“S” Features in Existing Markets	“S” in Product Design
! Issues Analysis / ERM	“S” R&D Partnerships	“S” Features in Emerging Markets	Product Quality & Safety
Use of Scenario Planning	R&D Investments in “S” Products	“S” in Product Line Extension	Product “S” Audits
“S” Impact on CapEx	“S” Investment Criteria	New “S” Product Families	PSS Marketing & Advertising

! =
“Highly Relevant”

What if you could see this?




POSSIBLE NEW Combo Page...
Your Thoughts?

Strategic Planning	Innovation, Research & Development	Customers and Markets	Products, Services & Solutions
Positioning & Strategy	Linkage between "S" & Innovation	Posture with Customers re "S"	PSS Model
Strategy re Cost Reduction	Materials and Labor Inputs	Identifying Customers' Issues	Societal Value of PSS
Strategy re Risk Reduction	"S" Innovation via Technology	Customer "S" Partnerships	"S" in Product Development
Strategy re "S" Revenue	"S" Innovation Process	Communications with Customers	"S" in Product Design
Strategy re Brand	"S" Innovation Tools	"S" Features in Existing Markets	"Product "S" Rating
Issues Analysis / ERM	"S" R&D Partnerships	"S" Features in Developing Markets	Product Quality & Safety
Use of Scenario Planning	R&D Investments in "S" Products	"S" in Product Line Extension	Product "S" Audits
"S" Impact on CapEx	"S" Investment Criteria	New "S" Product Families	PSS Marketing & Advertising

Compare To:

[Drop-down Menu]

- TCFD
- DJSI
- CDP
- ISS
- MSCI
- SASB
- **Sustainalytics**

-  = Major Overlap
-  = Partial Overlap
-  = Little/No Overlap



"Highly Relevant"

10/15/2019

Rated 0.5, or 1.0

Rated 1.5 or 2.0

Rated 2.5 or 3.0

Rated 3.5 or 4.0

Example “Pitch Deck” page – downloadable image

Most Relevant for ABC Company - for Demo Purposes

Areas we should find ways to better leverage

All KSIs you rated 2.5 or higher and "Highly relevant"

- Key Business Decisions* tied to ESG Risks & Opportunities
- Materiality* Assessment of Sustainability Impacts / Risks
- Issues Analysis Enterprise Risk Management

Example Only

Our key improvement priorities

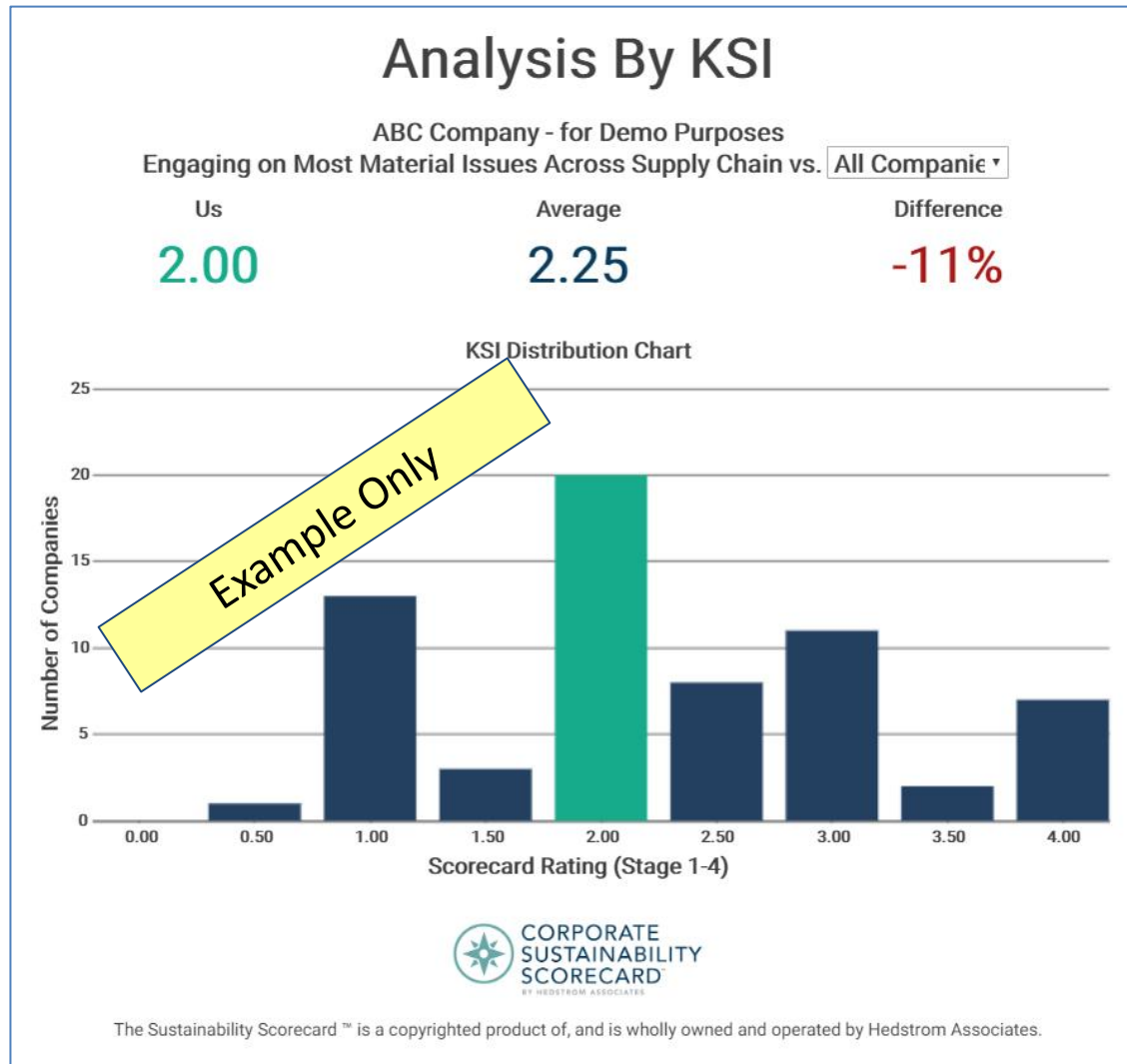
All KSIs you rated 0.5 to 2.0 and "Highly relevant"

- Interaction with Investors on Sustainability
- Engaging on Most Material Issues Across Supply Chain
- Accounting for Most Material* Externalities (e.g., Carbon)
- Linkage Between Sustainability and Innovation
- Energy Purchased - Scope 2 Emissions
- Materials sourced: Human-made (e.g., plastics, etc.)
- Role of Sustainability in Recruitment and Retention

Areas to
Focus on –
with
additional
resources

We plan to add downloadable Rating Criteria for each KSI bar chart

#2: Engaging on Most Material Issues Across Supply Chain



Rating Criteria

Stage 1: Engage on an issue in own operations to gain visible PR

Stage 2: Engage on most material issue(s) in own operations

Stage 3: Engage on most material issue(s) across full supply chain

Stage 4: Engage on most material issues across full supply chain, with focus on opportunity

Note: this is the fourth (lowest) level summary

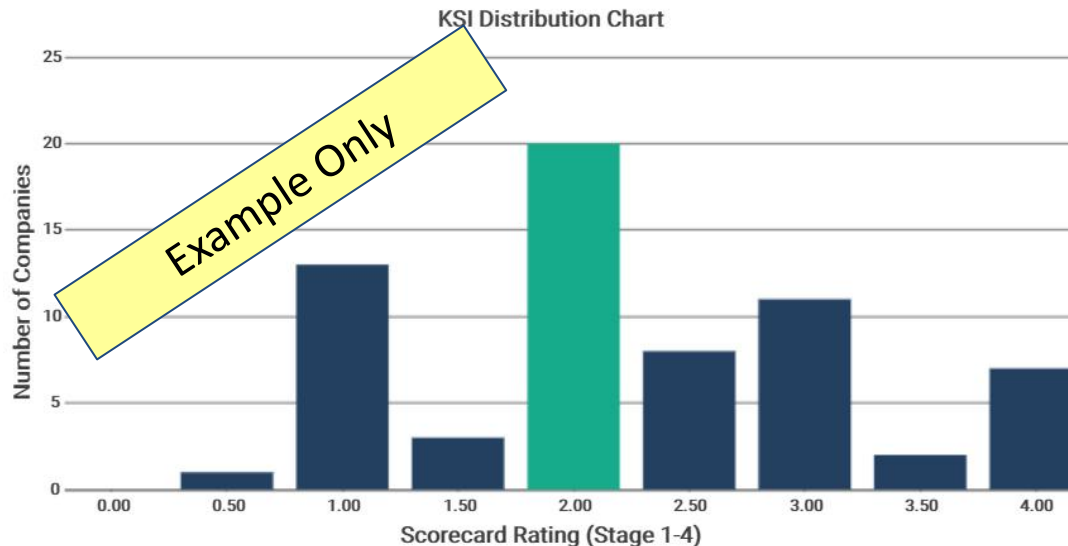
We also plan to add downloadable Best Practice Examples for each KSI bar chart

#2: Engaging on Most Material Issues Across Supply Chain

Analysis By KSI

ABC Company - for Demo Purposes
Engaging on Most Material Issues Across Supply Chain vs.

Us	Average	Difference
2.00	2.25	-11%



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Example Best Practices

Brasil Foods (Brazil) engages with stakeholders to predict material sustainability issues. [Read More](#)

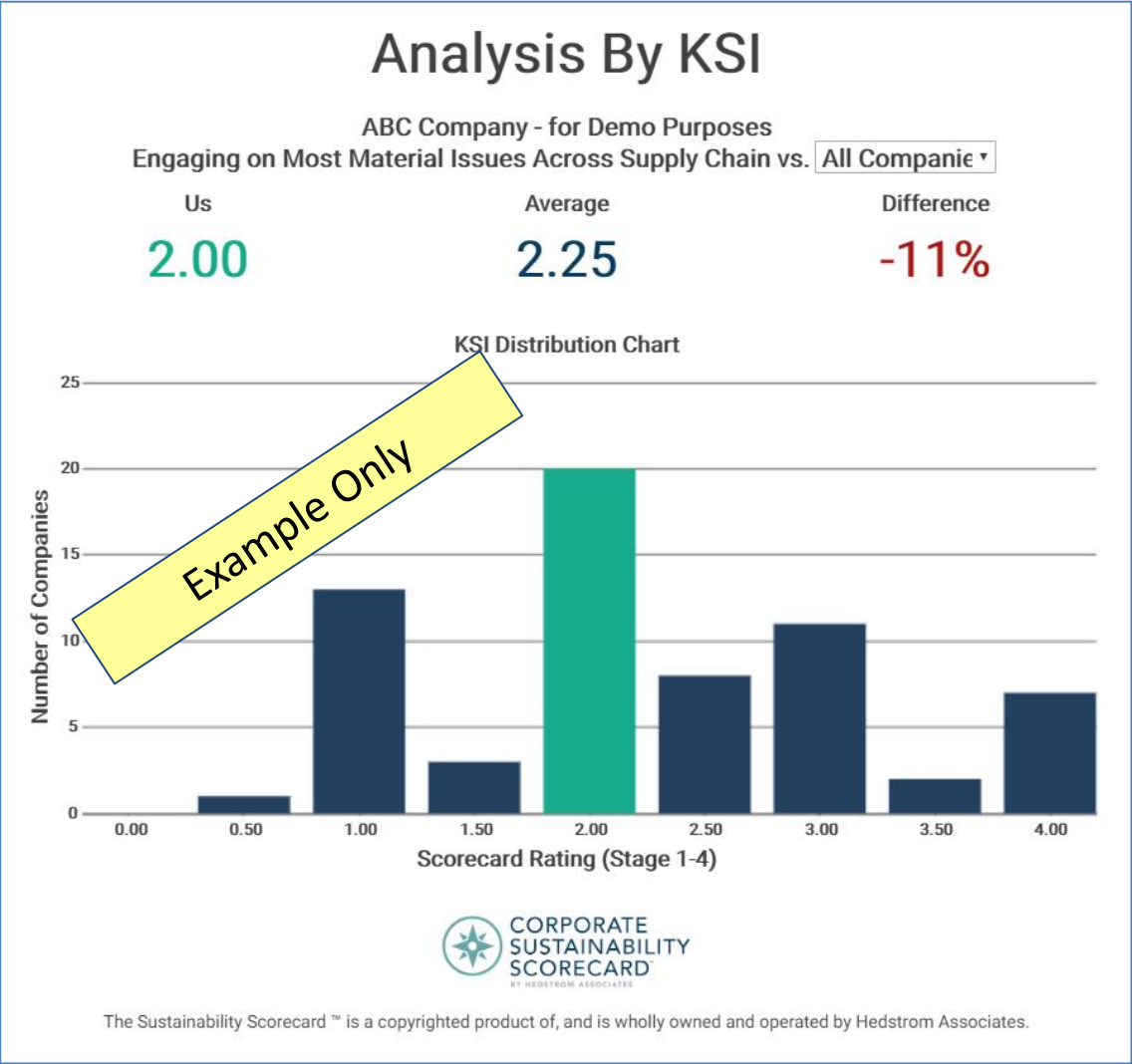
BT committed that by 2020 the company will help customers reduce their carbon emissions by three times the end-to-end carbon impact of BT's business. [Read More](#)

Ingersoll Rand provides an Energy Efficiency Leader Award to companies implementing sustainability best practices. [Read More](#)

Reliance Industries (India) has eight key stakeholder groups, each with an action plan. [Read More](#)

What if we also add something like this for each KSI bar chart?

#2: Engaging on Most Material Issues Across Supply Chain



ESG Rating	Degree of Overlap
TCFD	○
DJSI	●
CDP	●
ISS	◐
MSCI	◐
SASB	●
Sustainalytics	●

Legend

- = Major Overlap
- ◐ = Partial Overlap
- = Little or No Overlap

Workshop 2: Breakout Groups

Group A

- Claire Cutting - Marriott
- Jeff Moe – IR
- Kathy Mulvany – Cisco
- Megan Matlenfort – Campbell Soup
- Patrick Browne - UPS

Group B

- Greg Ryan – DTE
- Linda Hilbert – CMS
- Carolyn Markey – Lear
- Donna Seid - Ashland

Actions for All

1. 2019 Update (if not already completed)
 - Updated Excel sheets (hide rows; sort by team)
 - Target date
2. Q4-19 and 2020 Look Ahead
 - Time to Renew – or Join
 - Benefits of Q4 annual schedule
3. What Peer Companies to Compare to?
 - Selectively add new companies
 - Work together with Gib to invite, encourage

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)

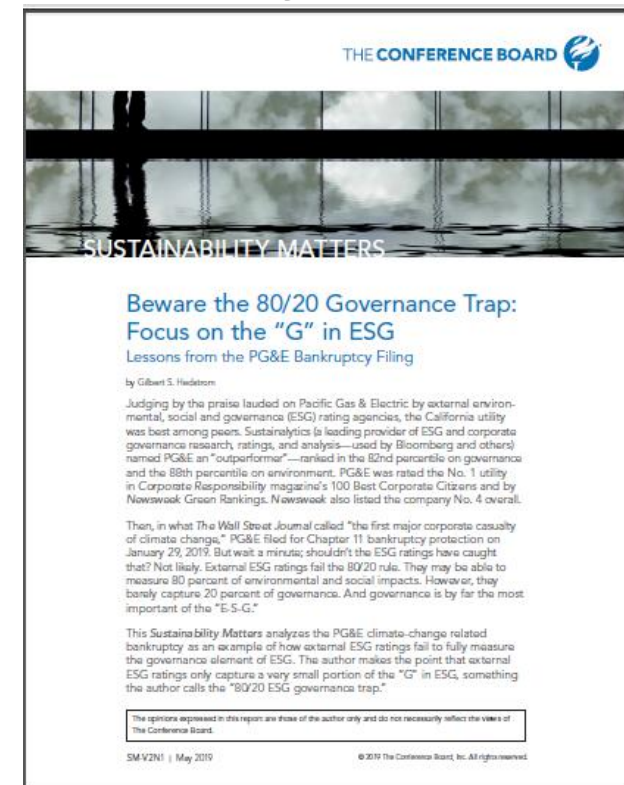
Other Industry Groups:

- 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.

May 2019



Upcoming Webinars

Mark Your Calendars

(all on Tuesday 11:00 AM – Noon EST)

- **November 12**
- *[No webinar in December]*

2020: Continue with same time? (Tuesday 11am EST)

NOTE: We will likely keep this time but mix the days of the week – since some have standing meetings at this time on Tuesdays.

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)

Larry Krupp (Excel and Automated Reporting Support)

Scott Sousa (Website Design)

Kelsa Summer and Ruth Shafer (Best Practices Research)