

Sustainability Benchmarking Collaborative

Peer-to-Peer Learning

Webinar #9
September 17, 2019



Agenda

- **Recap (10 minutes)**
 - 1:1 Conversations with ~25 Active Scorecard Participants
 - Latest Developments (website and supporting tools)
- **Pulse Check (5 minutes)**
- **Member Update & Discussion (20 minutes)**
 - Scott Tew – Ingersoll Rand
 - Discussion
- **Workshop – *Look Ahead: Q4-19 & 2020* (20 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

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"> ➢ PPG ➢ Other TBD • ‘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

Benchmarking “*By Industry – For Industry*”

Matured through >20 years of development, shaped by users.

Launched:
response
to F-500
board
meetings

Web-tool
established

Pilot with 25
companies

Major
revisions
based on
input from
Pilot

60 “founding
members”
submitted
data

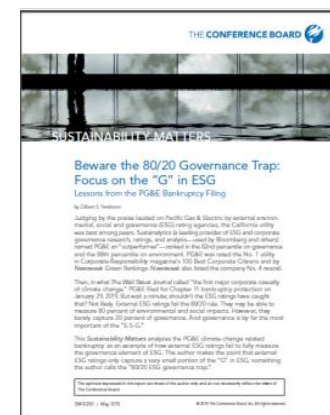
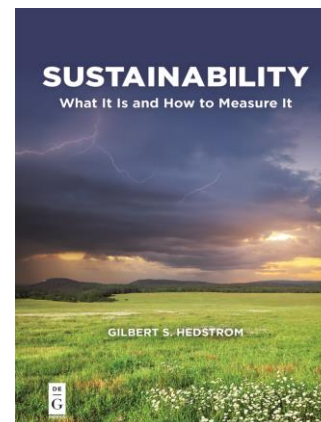
**Join
Options
(Q4-18 / 2019):**

**A. Free
B. Basic
~~C. Custom~~**

**Join Options
(Q4-19 / 2020):**

**A. Free
B. Basic
C. Advanced**

1997 -----> 2015 2016 2018 2019 2020



Selected Participating Companies

3M
Air Products
Altria
Apex Tool
Ashland

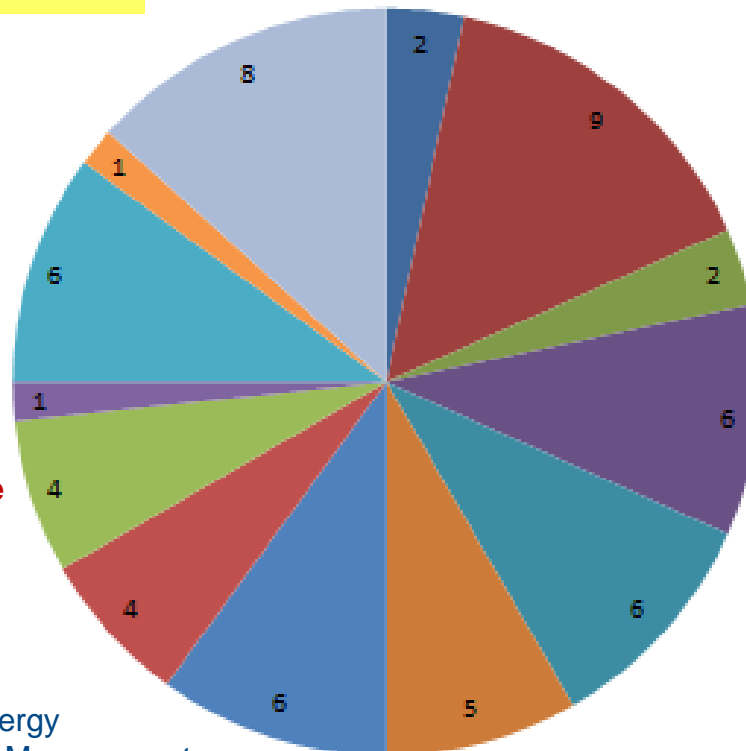
Bristol-Myers Squibb
Campbell Soup
Chemours
Chevron
Chevron Phillips Chem.
Cisco

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 the past month
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
- Take 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		
• Compare vs. different industry sectors (customer groups)		À la carte selection ¹		
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		•	•	•
		À la carte selection ¹		

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

Take-Aways from Last Webinar(s)

1. Rate My Company: *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 \$)
- Make it super-easy for new companies to get started

2. New Tools: *Keep them coming*

- Example Pitch Deck
- New Custom Excel Sheet – tailored for distribution internally to various different teams
- Automated analysis of multiple (completed) Excel sheet inputs

3. Prioritize and Take Action: *Where do we go from here?*

- Define “Highly Relevant” – so we have some basic guidance
- Provide additional features in Q4-19 and 2020 to deepen the focus on where we go from here

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

- Customize to my company's needs
 - The way I want to gather inputs (many people from multiple teams internally)
 - What companies we want to compare our company to (select our own peer group)
- Independent insight and reaction by Gib/team to our ratings and especially our Highly Relevant selections
- Participation by Gib (remotely) during our internal team meetings / executive council presentations

Rate My Company

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

Our Company Scorecard

1. Rate

2. Analyze

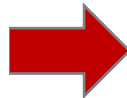
3. Prioritize

4. Act

Compare to TCFD, DJSI, Etc.

Join

Log Out



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.

New Peer Group Benchmarking

Welcome,
Gib Hedstrom

Welcome

Benefits and Value

Our Company Scorecard

1. Rate

2. Analyze

3. Prioritize

4. Act

Compare to DJSI, TCFD, Etc.

Join

Log Out

Scorecard Instructions

View Demo

Comment on KSI

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 at 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

☐ Materials

☐ Consumer Discretionary

☐ Health Care

☐ Information Technology

☐ Utilities

☐ Not Sure

Publicly-held or Privately-held (Required)

☐ Public ☐ Private

Annual Revenue (in U.S. Dollars) (Required)

Headquarters Location (select one) (Required)

Headcount (Required)

What was your company's worldwide full-time headcount (full-time equivalent) at the end of last year?

Additional Company Info

- Revenue
- Public/Private
- HQ Location
- # Employees

NEXT »

Rate My Company: Start Anywhere

Before

Now



Scorecard

Your Name (Required)

Gib Hedstrom

Company / Business unit you are rating (Required)

ABC Company - for Demo Purposes

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.

- ☐ Energy
- ☐ Industrials
- ☐ Consumer Staples
- ☐ Financials, Insurance, Real Estate
- ☐ Telecommunication Services
- ☐ Real Estate
- ☐ Materials
- ☐ Consumer Discretionary
- ☐ Health Care
- ☐ Information Technology
- ☐ Utilities
- ☐ Not Sure

General Information:

1. **Track Scorecard Progress:** Track your Scorecard Progress on the lower left (17 pages to complete).
2. **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.
3. **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.
4. **Highly Relevant button (very important):** We suggest ~10-15% of all criteria (KSIs) 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.
5. **NA:** Should be reserved for truly not applicable to your industry sector or company.
6. **Don't Know:** Suggest you make an educated guess; otherwise, click **Don't Know** and edit later.
7. **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.
8. **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").
9. **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.

Rate My Company

Your Name (Required)

Gib Hedstrom

Company / Business unit you are rating (Required)

ABC Company - for Demo Purposes

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 >

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

☐ ☐ ☐

Rate My Company: Start Anywhere

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

Also in place now: submit after only one Element

Now

Environmental Stewardship (14.9)

Social Responsibility (14.10)

Product Water-Use Efficiency (14.10)

Packaging (14.11)

End-of-life Product Responsibility (14.12)

[« Back](#) **SAVE** **SUBMIT NOW**

New Tools: Excel Spreadsheets

Improved spreadsheets for internal distribution

Excel v1.0

Company name:		XYZ Company		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 from 0.5 to 4.0 For "Highly Relevant" - we recommend you select ~10-15% of the total (or ~15-25 KSIs)		
Contact name:		G.Ryan				
Contact email:		gary.ryan@xyzcompany.com				
Contact phone:		234-555-7122				
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
Sustainability principles are not	Enables, facilitates, and	"S" is integral to vision and	Transferring the corporation to			

Excel v2.0

Name/contact info:		# Rated:	Rel.:	# With Comments:							
Missing Data		4	2	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)											
Typical Function Responsible (for data gathering inside company)											
STAGE 4	YOUR RATING (from 0.5 to 4.0)	! if Highly Relevant	Comments (optional)	C-Suite	Business Leads	Marketing & Planning	Product Team	Supply Chain	EHS - esp. E Team	Social (HR etc.) Team	
Full board of directors sign a 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

New Tools: 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

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		4	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		4	2.50	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

Consolidated Results (details next slide)

Consolidation Report

- Listed by KSI
- # Rated
- Scores (Average, High, Low)
- Highly Relevant
 - Number
 - Percent of those rating
- Comments

The consolidated data can be automatically imported into the web portal



New analysis tool can save time...

Scorecard Intro XLS Files KSI Summary

KSI Summary



This section shows overall results for each KSI, averaged across all 5 scorecard Excel files for *DTE Energy*.

KSI	Topic	Description	Avg.	#Rated	%Rated	Range	#HR(!)	%HR(!)	Details	Flags/Notes
01.01	Governance and Leadership	CEO's View re Role of Company in Society	2.70	5	100	2.00-3.00	2	40	details	Rated by all
01.02	Governance and Leadership	Sustainability in Corporate Vision and Mission	2.75	4	80	2.00-3.00	2	50	details	
01.03	Governance and Leadership	Sustainability in Core Values & Corporate Policies	2.13	4	80	2.00-2.50	1	25	details	
01.04	Governance and Leadership	Support of International Sustainability Charters/Commitments	2.00	4	80	2.00-2.00	0	0	details	
01.05	Governance and Leadership	Managing the Long-Term Viability of Core Businesses								
01.06	Governance and Leadership	Key Business Decisions (KBDs) tied to Core Values								
01.07	Governance and Leadership	Sustainability Ratings/Rankings								
01.08	Governance and Leadership	Ethics & Trust Ratings								
02.01	Governance and Leadership	Speeches on Sustainability by CEO and C-Suite Executives								

01.03 - Governance and Leadership - Sustainability in Core Values & Corporate Policies
 Rated by 4 respondents. HR(!) by 1 respondents. No comments.

Ratings by respondent:

Skiles 2.50

Ann Hayes (C) 2.00

Ann Hayes 2.00

Greg Ryan 2.00 HR(!)

Prioritize “Highly Relevant” KSIs

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

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

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Benefits and Value

Our Company Scorecard

1. Rate

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Compare to TCFD, DJSI, Etc.

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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.

Agenda

- **Recap (10 minutes)**
 - 1:1 Conversations with ~25 Active Scorecard Participants
 - Latest Developments (website and supporting tools)
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- **Member Update & Discussion (20 minutes)**
 - Scott Tew – Ingersoll Rand
 - Discussion
- **Workshop – *Look Ahead: Q4-19 & 2020* (20 Minutes)**
 - Small break-out groups
 - Full group discussion
- **What's Next (5 minutes)**

Hedstrom Associates

Webinar Participants

Company	Participant	Completed Scorecard	Priority KSIs?	Past Webinars	Planned Next Step
• Altria	Kimberlee Pepple	2018, 2019	Yes	Yes	Updating Now
• Boeing	Heather Sheffer	2018	No	No	Re-engage
• Carrier	Kori Recalde, Andrew Klindera	Not Yet	No	No	Enter Data
• Cisco (formerly)	Kathy Mulvany	2018	No	No	Share with colleagues
• CMS Energy	Jessica Spagnuolo	2019	Yes	Yes	Engage peers
• Coca-Cola	Sha Green	2018	(A few)	Yes	Update Q3/Q4
• Danaher	Sargam Saraf	2018	(A few)	Yes	Update Q3/Q4
• DTE	Greg Ryan	2018, 2019	Yes	Yes	Updating Now
• DuPont	Jane Schindewolf	2018	Yes	No	Re-engage
• Eaton	Jon Newton	2018	(A few)	Yes	Update – Q3
• Fluor	Nancy Kralik	2018, 2019	Yes	Yes	Engage peers
• HP	David Eichberg	2018	No	No	Re-engage
• Ingersoll Rand	Scott Tew, Debbie Kalish, Ben Tacka	2018, 2019	Yes	No	Baseline New Companies
• PPG	Mike Corcoran	2018, 2019	Yes	Yes	Input from ~25 execs
• Solvay	Amy Essinfeld	2018		Yes	Update – Q3
• Stanley Black & Decker	Dan Fitzgerald; Allie Valenti	2018	(A few)	Yes	Update – Q3
• UPS	Patrick Browne	2018	No	(Yes)	Re-engage

Agenda

- **Recap (10 minutes)**
 - 1:1 Conversations with ~25 Active Scorecard Participants
 - Latest Developments (website and supporting tools)
- **Pulse Check (5 minutes)**
- **Member Update & Discussion (20 minutes)**
 - Scott Tew – Ingersoll Rand
 - Discussion
- **Workshop – *Look Ahead: Q4-19 & 2020* (20 Minutes)**
 - Small break-out groups
 - Full group discussion
- **What's Next (5 minutes)**



Corporate Sustainability Scorecard

Leveraging for Analysis, Focus and Opportunities

September 2019



How We Utilized the Scorecard



Self-assessment (peer-to-peer benchmark)

- Confirmed/identified focus areas; some surprises
- Provided focus areas for material topics
- Initial capabilities made sharing results challenging

Support for planning and internal alignment

- Comprehensive (across all ESG areas)
- Leadership alignment
 - *Brings focus to core topics*
 - *Rating differences offer opty for dialogue*
- Supports target setting
- Supports stakeholder ratings

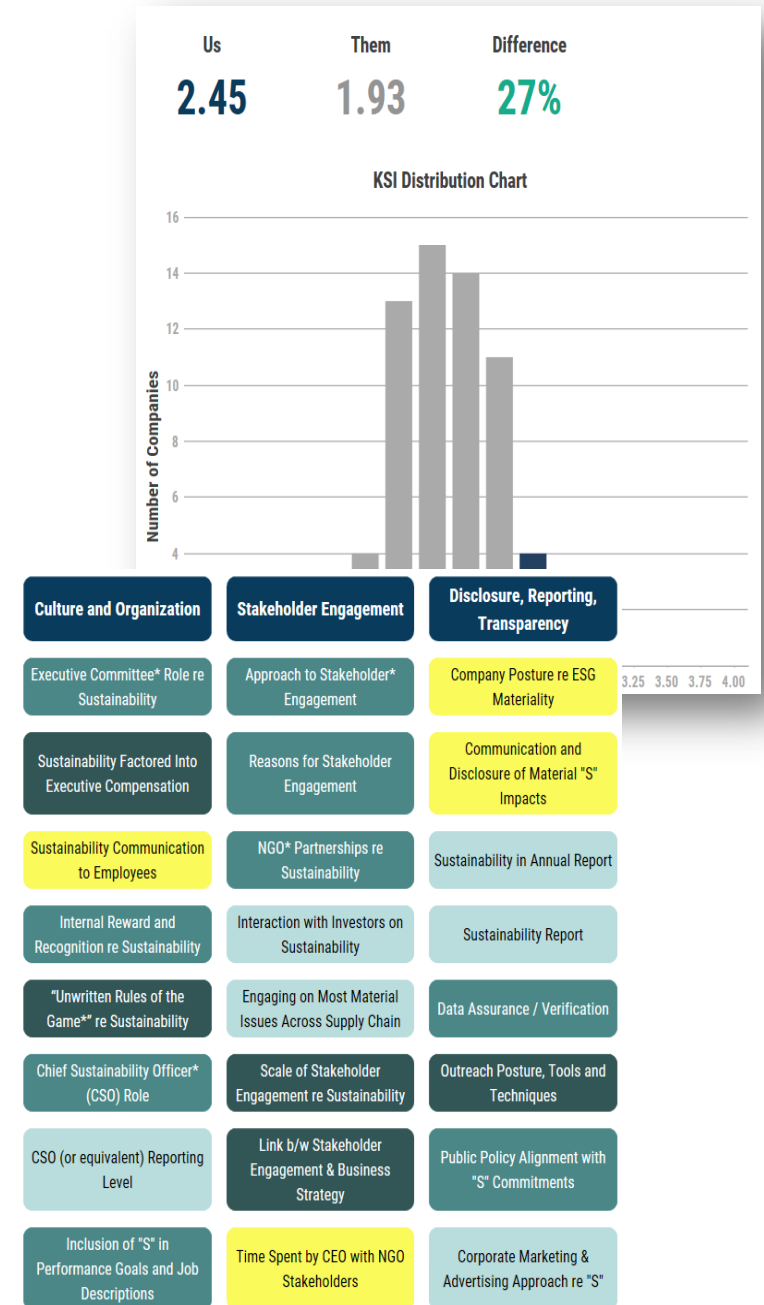
Using the Scorecard

1. Challenges

- Terms + how organized different than raters
- Needed all the KSIs for company in one table

2. Advantages

- Communicating with leaders is more focused/specific + rainbow charts help
 - Provides visual comparison for discussions
 - Provides dialogue when leaders assess differently
- Evolution of input tools + reporting support
 - Excel template for input (easier)
 - Ability to download Rainbow and Bar Charts for sharing (great upgrade)



Next Steps + New Value



1. Social Sustainability Council tool

- Focused on strategic opportunities
- Gap owners assessing using Excel

2. Supporting build-out of 2030 actions

3. Separation/Integration work

- Using for best practice/topic identification
- Materiality assessment source for New Ingersoll Rand

Objectives & Scope



Mission: To achieve leadership level in the area of social sustainability

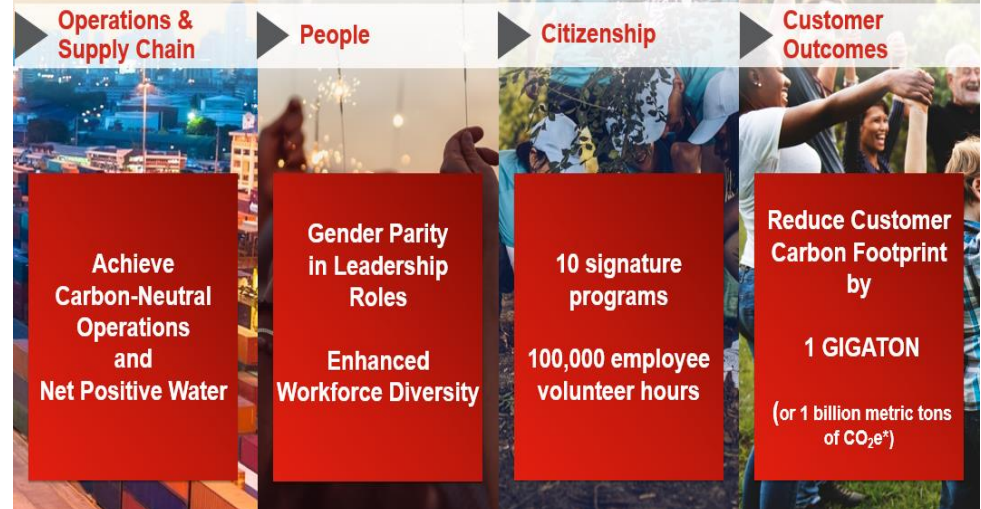
Objectives

- Identify gaps in current policies and practices
- Assess social policy and reporting best practices of relevant companies, industries and peers

within Scope

- Labor Relations
- Diversity & Inclusion
- Anti-Corruption/Bribery
- Human Rights

2030 Targets & Aspirations



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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. Q4-19 and 2020 Look Ahead
 - 1:1 Calls with Gib
 - September 30, 2019: New Join Options
 - Q4-2019: Renewal time for many subscribers
 - 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)

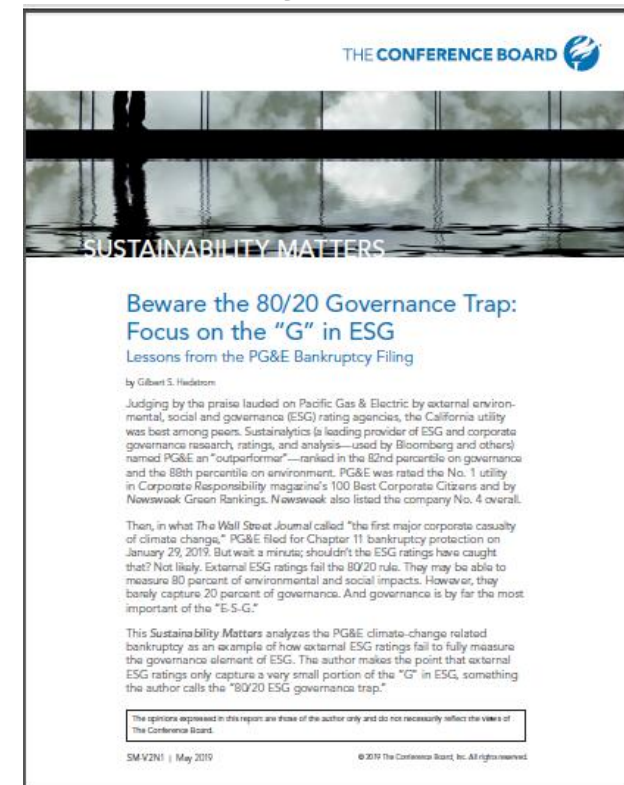
Other Industry Groups:

- 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)

- **October 15**
- **November 12**
- *[No webinar in December]*

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

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)