



ESG Navigator™

ENVIRONMENT • SOCIAL • GOVERNANCE

ESG Navigator Webinar

May 20, 2021





Company	Pre-Registered
• Altria	Kimberlee Pepple; Athaliah Edwards-Sedra
• Arconic	Kim Kipin-McDonald
• Bristol Myers Squibb*	Victoria Emerick*
• Burns & McDonnell	Doug Dietrich
• Coca-Cola	Sha Green
• Consumers	Linda Hilbert; Jessica Spagnuolo
• Danaher (& Pall)	Jim O'Reilly* - Jeff Ryberg* - Diana Cosgrove - Maria Watson*
• Dell	Federico Sendel; Page Motes
• Diodes	Sheana Chen
• DTE Energy	Greg Ryan
• Duke Energy	Julie Hyde
• Eastman	Jen Creek
• Fluor	Nancy Kralik
• Goodyear	Ashley Fahey
• Hexion	Syd Lindquist
• Kohler	Nathan Nissan

Company	Pre-Registered
• Lear	Rich O'Herron; Carolyn Markey
• Marriott International	Claire Cutting; Denise Naguib ; Juliette Van Vleck
• Materion*	Jon Newton
• Medtronic	Lyrae Myxter
• Merck	Tim Woodall
• Northrop Grumman	Stanley Merritt
• Otis	Matt Turner
• PPG	Mark Cancilla; Mike Corcoran
• SBM Offshore*	Ekta Khera*
• Sims Ltd.	Erica Ocampo
• Solvay	Michel Washer
• Stepan	Jason Keiper; Christopher Hammond*
• Stryker	Eileen Buckley
• Unifrax*	Richard Williams* - Joseph Kuchera*
• UPS	Andria Smith
• Waters Corp.	Andrew Pastor
• Wyndham	Rishi Shah



Agenda

Few Quick Things (5 minutes)

ESG Ratings (20-25 minutes)

- ESG Ratings Survey
- Website Migration of “*ESG Ratings Maps*”
- ESG Ratings Analysis – MSCI example
- Updating Key Graphics: *Who Bought Who* and *What Feeds What*
- New: *ESG Reporting Frameworks*

ESG Navigator Value Proposition (20-25 minutes)

- MBA Project Summary
- Let’s Name It! – What do we call “*ESG Ratings Maps*”?
- ESG Navigator “blueprint”
- Open Question: Which ‘value proposition’ do you like best?
- Breakout Groups

Next Steps (5 minutes)



2021 Game Plan



Reinforce the Foundation

- Major KSI (Maturity Model) Review
- ESG Ratings Analysis (MBA team)
- Enhancements
 - Welcome Page
 - Signposts
 - Branding

Simplify and Enhance

- Simplify to start (TCB & ESGN)
 - E or S or G or Strategy
 - Pick one and dive in
- Add “ESG Ratings Maps” (partial) to Option A
- Excel Options
 - By business unit
 - Executive Survey

Q1 2020

Q2 2020

Q3 2020

Q4 2020

Build the Blueprint

- Strategy Review
 - MBA/MS team
 - Analysis
- Upgrade and Simplify
 - Participant Pie Charts
 - Excel Toolkit
 - Migrate ESG Performance Maps
 - *Who Bought Who*
 - *What Feeds What*

Launch FY-22

- Update Join Options
 - Solicit input in Q3
 - Launch in September
- Continue with simplification and enhancements





May 2020

Is our company future-ready?

SIGNPOSTS

Reminder: Companies Participating

ESG Navigator
ENVIRONMENT • SOCIAL • GOVERNANCE

Home About Resources Our Scorecard Investors Engage

Welcome, Gib Hedstrom

Welcome

Our Company Scorecard

Rate

Analyze

Prioritize

Investors

Join

Log Out

Rating Criteria

Peer Companies:

- Current Activity
- Presentations
- Videos

Signposts

Welcome

Start Navigating, Gib Hedstrom

Know Our Position

ESG Navigator Master Map

Our Excel Toolkit

Our Company Analytics

Other Companies Participating

Chart Our Course

How to Prioritize Our KSI's

Our ESG Ratings Dashboard

Example CEO Pitch Deck

Peer Company Presentations

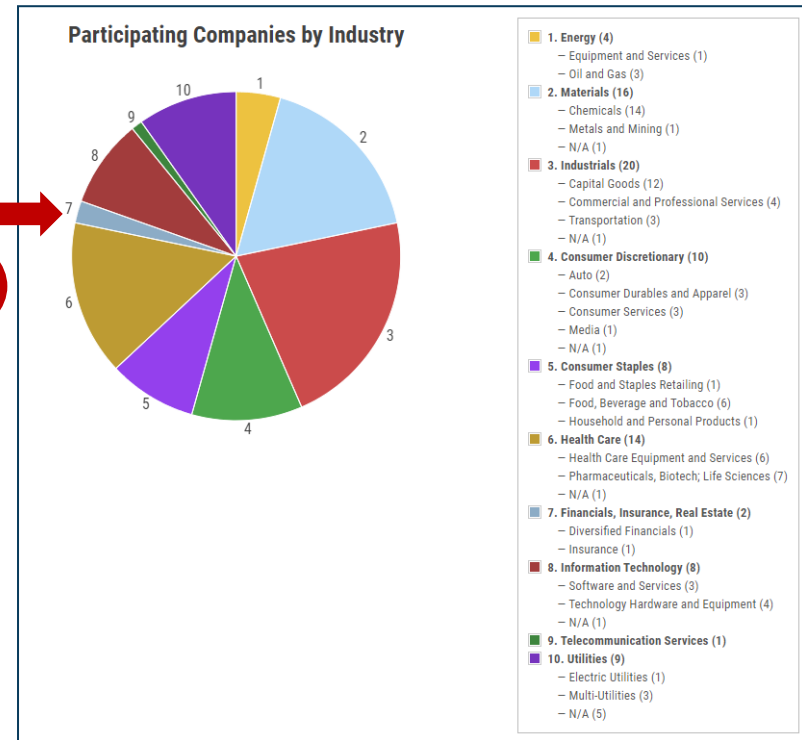
Navigate Changes Ahead

Engage with Peers

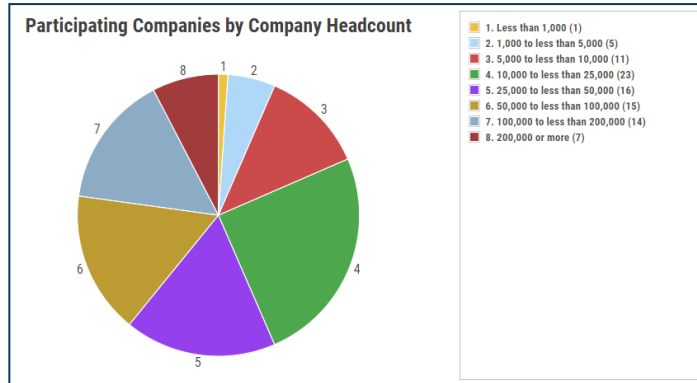
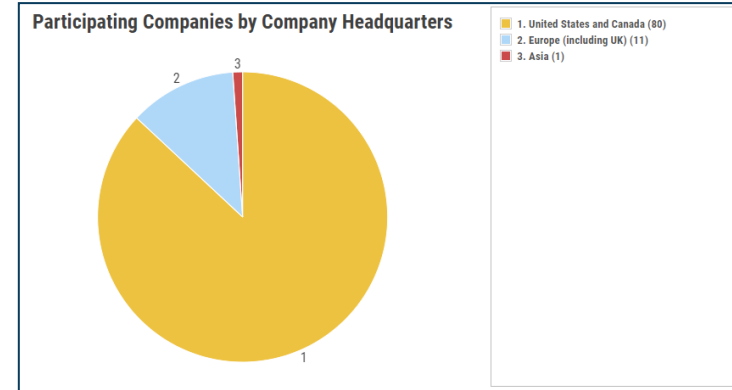
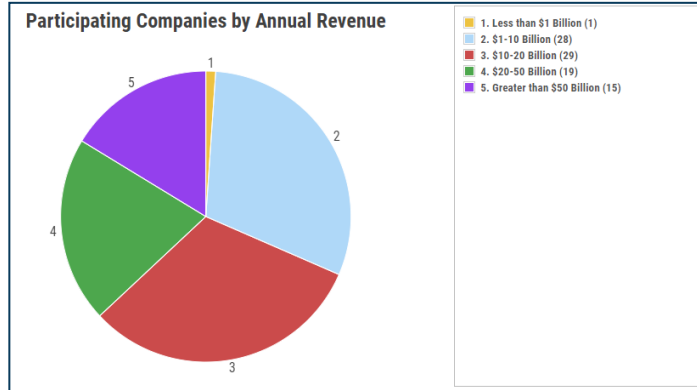
Best Practices Library

External Signposts

Resource Hub



Reminder: Companies Participating



The Conference Board – Asia

- EVP Asia – keen interest
- Singapore: new goal
- Agreed steps forward

Reminder: Excel Toolkit



3

1

4

2

ESG Navigator

Scoring Worksheet

ABC Company, Inc. - Mary Smith

v4.1 (2021_04_16)

Please see **Contact** tab.
Missing Data - see 'Contact'

Data entry totals:
1 scored 1 HR(!) 2 comments

Enter data in yellow cells only (Scoring, HR, Comments)! Scoring: click in Scoring box, click arrow, choose scoring.

Please see the **Instructions** tab.

2021 KSI#	KSI Name	STAGE 1	STAGE 2	STAGE 3	STAGE 4	SCORING (0.5 to 4.0)	! = Highly Relevant	Comments (optional)
Governance & Leadership								
1. Company Purpose and Values								
1.1	Company Purpose	ESG/Sustainability (ESG/S) is viewed as compliance, an extension of Environment, Health, and Safety (EHS), and/or corporate responsibility. The core purpose of the company is to create shareholder value.	ESG/Sustainability is part of how the company sees its role in society – with purpose deliberated in light of current news and developments (e.g., COVID 19, the rise in ESG investing, etc.).	ESG/S is near the core of how the company sees its role in society – alongside creating value for all stakeholders. The executive team drives integration of ESG/S into the business. Corporate strategy and capital allocation are guided by ESG/S.	Every strategic and key operational decision is guided by purpose, with ESG/S at the core of the company's distinctive role in society. C-Suite is driving deep integration of ESG/S into core business processes.	1.0	!	Example comments... to delete Highly Relevant (!), just click on cell and Delete.
1.2	ESG/S in Vision, Mission, Values, and Policies	ESG/Sustainability is not explicitly called out; vision and mission can enable ESG/S. Business ethics policies and controls are broadly communicated.	ESG/S is explicitly called out. Employees, customers, and investors view company as committed to ESG/S. Company values transparency and builds robust anti-corruption business.	ESG/S is integral to vision and mission; robust ESG/S posture is fully woven into and enriches core values and policies. ESG/S statements stand out among peers.	ESG/S is central to transformation, driving goal of net positive impact. There is a demonstrated commitment to creating both economic value and value for society.			To mark a KSI as Highly Relevant, click cell and type in "!" - Enter
1.3	ESG/S Commitments by Board and/or C-Suite	Company conforms to common industry practices and standards (e.g., Responsible Care or Global Reporting Initiative).	Company CEO and/or board endorses leading ESG/S initiatives broadly (e.g., UNGC , Davos Manifesto , or 2019 Business Roundtable pledge) or within industry sectors (e.g., green chemistry). Address key material	Company CEO/board supports the objectives of leading industry commitments (e.g., Science-Based Targets initiative - SBTi) as signatory or equivalent.	Company's full board of directors publicly commit to ESG/S (the intent of the SDGs). Company supports and measures total societal impact .			
1.4	Managing Long-Term Viability of Core Business(es)	Core businesses may or may not align with sustainability principles .	Core businesses are aligned with selected sustainability principles (e.g., circular economy) – either as is or by	Core businesses are fully aligned with sustainability principles - measuring total societal impact .	Core businesses engage with larger company to measure and drive toward net positive total societal impact - helping to drive			
1.5	Key Business Decisions Tied to	ESG/S elements are typically not	ESG/S elements are openly	Formal ESG/S criteria or "screens"	Material ESG/S issues guide			

Ready

Instructions Contact Scoring Matrix Definitions

50%

Excel Toolkit: Summary Analysis Report

KSI Summary

This section shows overall results for each of the 114 KSIs, averaged across all 2 ESG Navigator Excel files for ABC Company, Inc.. KSI names are colored to reflect the strength of the self-assessment score (green=high score, yellow=moderate score, red=low score).

KSI	Topic	Description	Avg.	#Rated	%Rated	Range	#HR(!)	%HR(!)	Details	Flags/Notes*
01.01	Gov.	Company Purpose	1.0	2	100	1.00-1.00	2	100	details	Rated by all, HR by all
01.02	Gov.	ESG/S in Vision, Mission, Values, & Policies	0.5	1	50	0.50-0.50	0	0	details	
01.03	Gov.	ESG/S Commitments (by Board and/or C-Suite)	2.0	2	100	2.00-2.00	0	0	details	Rated by all
01.04	Gov.	Managing Long-Term Viability of Core Biz.(es)	2.0	1	50	2.00-2.00	0			
01.05	Gov.	Key Biz. Decisions Tied to ESG/S Risks & Opportunities	2.0	1	50	2.00-2.00	0			
02.01	Gov.	Co.s Approach to ESG/S - by CEO & C-Suite	1.0	1	50	1.00-1.00	0			
02.02	Gov.	CEO/C-Suite Msgs. to Investors/Owners re ESG/S	2.0	1	50	2.00-2.00	1			
02.03	Gov.	CEO/C-Suite Interaction with Custs. re ESG/S	3.0	1	50	3.00-3.00	0			
02.04	Gov.	CEO/C-Suite Msgs. to Employees re ESG/S	1.0	1	50	1.00-1.00	0	0	details	
02.05	Gov.	CEOs & C-Suites Sources of ESG/S Learning	2.0	1	50	2.00-2.00	0	0	details	
02.06	Gov.	Cross-functional ESG/S Leadership Group(s)	3.0	1	50	3.00-3.00	0	0	details	
03.01	Gov.	Board Oversight of ESG/S	1.5	1	50	1.50-1.50	1	100	details	HR by all
03.02	Gov.	Board Roles, Committees & Charters	2.0	1	50	2.00-2.00	1	100	details	HR by all

01.03 - Governance & Leadership - ESG/S Commitments (by Board and/or C-Suite)
 Rated by 2 respondents. No HR(!). No comments.
 Average (mean) rating: 2.00 +/- 0.00

Ratings by respondent: *Rated by all*

Larry Krupp 2.00

Mickey Mouse 2.00



Agenda

Few Quick Things *(5 minutes)*

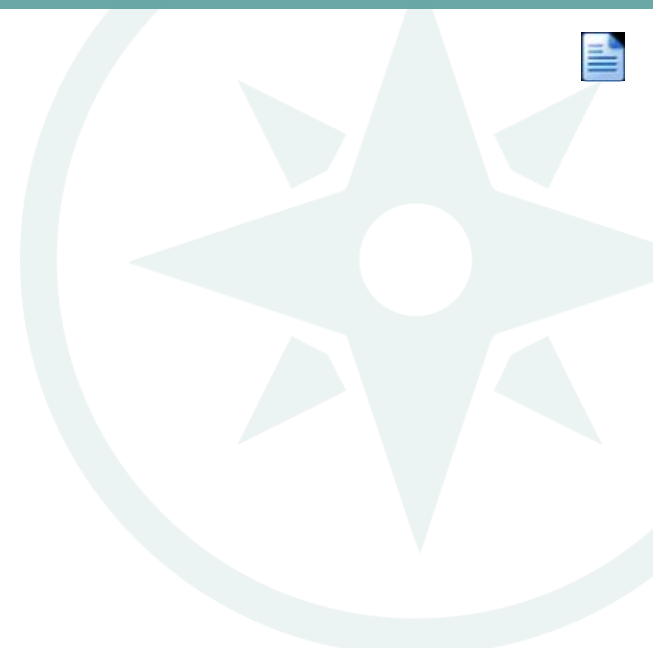
ESG Ratings *(20-25 minutes)*

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2. Website Migration of “*ESG Ratings Maps*”
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ESG Navigator Value Proposition *(20-25 minutes)*

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1. ESG Ratings Survey



ESG Navigator
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ESG Navigator: ESG Ratings Survey

We have crafted this survey at the request of many ESG Navigator members. They tell us the subject of ESG ratings comes up at every C-Suite and board meeting – and they want current insights and data to share. (The last major survey of this nature conducted by The Conference Board was in 2016.)

The survey has been designed and shaped by ESG Navigator members during our past two monthly webinars. The survey consists of nine (9) questions. The individual questions may appear long because we include a total of 17 external ESG frameworks and rating organizations; however, you will find you can complete each question quickly. You should be able to complete this survey in 15-20 minutes, perhaps less.

The full results will be available to all companies that complete the survey. We plan to share only a summary of the results more broadly.

Your data submitted will remain confidential. We request information on name and company simply to be able to track the quality of the inputs and to avoid multiple submissions from the same company.

* Required

Update

- **Corporate EcoForum Partnership**
 - CEF Chair: *“absolutely top-notch survey; brilliantly done; totally comprehensive”*
 - CEF launch: May 17, 2021



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SURVEY UNDERWAY

Third Party ESG Ratings Organizations



SURVEY QUESTIONS

1. Stature
2. Importance to your company
3. Selection criteria
4. Repercussions (of not responding)
5. Resource intensity (person days)
6. Benefits (10 listed)
7. Return on Investment
8. Trend (compared with other ratings)
9. Transparency

Game Plan

- **Timing Update**
 - Deadline: June 4, 2021
- **PDF version:** available upon request
- **Please Participate!**



2. Website Migration of *ESG Ratings Maps*

We are moving ESG Performance Maps to be a direct download from <https://esgnavigator.com/>

Section	E#	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DISI	FTSE	ISS	MSCI	Sust.	Vigeo	Eco-V	CK	JUST	ERC
Gov	1	Co. Purpose & Values	1.70	5															34
Gov	2	CEO & C-Suite Leadership	1.83	6															10
Gov	3	Board of Directors Leadership	1.00	7															40
Gov	4	Goals & Metrics	2.57	7															59
Gov	5	Culture & Organization	1.40	5															34
Gov	6	Stakeholder Engagement	2.17	6															38
Gov	7	Disclosure & Reporting	1.25	6															74
Str	8	Strategic Planning	1.14	7															56
Str	9	Innovation, R&D	1.67	6															39
Str	10	Custs. & Markets	1.71	7															29
Str	11	Products, Services, & Solutions	2.29	7															51
Env	12	Operations - Env. Footprint	2.56	8															72
Env	13	S. Chain - Env. Footprint	1.00	7															62
Env	14	Products - Env. Footprint	1.75	8															54
Soc	15	Workplace	2.57	7															62
Soc	16	S. Chain - Social Impacts	1.13	8															58
Soc	17	Community - Social Impacts	1.93	7															36

Current – Gib and Larry
create off-line

New – direct from
esgnavigator.com

3. ESG Ratings Analysis: MSCI Example

What's the data behind the "bubbles" and heat maps?

KSI	Section	Section Name	Score	HR!	CDP	GRI	SASB	TCFD	BB	DJSI	FTSE	ISS	MSCI	Sust.	Vigeo	Eco-V	CK	JUST	ERC
1.5	Gov	Key Business Decisions - ESG/S	0.5	!	●	●	●	●	●	●	●	●	●	●	●	●	●	●	46
2.1	Gov	CEO/C-Suite Approach to ESG/S	1.5	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	12
3.4	Gov	Board Agendas re ESG/S	1.5	!	●	●	○	●	●	○	○	○	○	○	○	○	○	○	46
4.6	Gov	Accounting for ESG/S Externalities	1.0	!	●	●	●	●	●	○	○	○	○	○	○	○	○	○	69
5.4	Gov	Unwritten Rules of the Game	1.0	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	15
8.3	Str	Strategy: Enterprise Risk	1.5	!	●	●	●	●	●	○	○	○	○	○	○	○	○	○	73
8.6	Str	Use of Scenario Planning	1.0	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	65
9.1	Str	ESG/S & Innovation	1.5	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	65
10.1	Str	ESG/S Approach to Customers	2.0	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	46
11.1	Str	PSS Value Proposition	2.5	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	46
12.1	Env	Energy Purchased	2.5	!	○	○	○	○	○	○	○	○	○	○	○	○	○	○	65
13.1	Env	Supply Chain Env. - Approach	1.5	!	●	○	○	○	○	○	○	○	○	○	○	○	○	○	65
15.3	Soc	ESG/S Benefits: Recruitment & Retention	3.0	!	○	○	○	○	○	○	○	○	○	○	○	○	○	○	54

Section	#	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DJSI	FTSE	ISS	MSCI	Sust.	Vigeo	Eco-V	CK	JUST	ERC
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Gov	2	CEO & C-Suite Leadership	1.83	6	●	●	●	●	●	●	●	●	●	●	●	●	●	●	10
Gov	3	Board of Directors Leadership	1.00	7	●	●	●	●	●	●	●	●	●	●	●	●	●	●	40
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Gov	5	Culture & Organization	1.40	5	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
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Gov	7	Disclosure & Reporting	1.25	6	●	●	●	●	●	●	●	●	●	●	●	●	●	●	74
Str	8	Strategic Planning	1.14	7	●	●	●	●	●	●	●	●	●	●	●	●	●	●	56
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Soc	17	Community - Social Impacts	1.93	7	●	●	●	●	●	●	●	●	●	●	●	●	●	●	36

A circle ('bubble') indicates the degree to which that organization covers that KSI subject:

- = **HIGH DEGREE** of coverage
- ◐ = **PARTIAL** coverage
- = **LITTLE OR NO** coverage

COLOR MATRIX - Summarizes the color scheme used (for circles and heat map squares).

Your Self-Assessment Score	Ratings Organization - Coverage		
	High	Med.	Low
High 3.0 - 4.0	green	green	green
Med. 1.5 - 2.5	yellow	yellow	light green
Low 0.5 - 1.0	red	yellow	light green



3. ESG Ratings Analysis: MSCI Example

7.5	Public Policy (e.g., Lobbying) Alignment	Company's public policy positions on ESG/S issues and risks (e.g., lobbying, political contributions, etc.) are aligned with industry association positions.	Company public policy positions and actions are aligned with candid disclosure of its material ESG/S impacts.	Company either ends membership in industry groups whose ESG/S positions are not aligned, or actively recruits other CEOs to get industry group to change posture.	Company lobbying, public policy positions and actions are completely aligned, transparent, and consistent with publicly stated ESG/S goals.
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Our Approach

1. Our 2020 Analysis (Allie, Gib)
2. New 2021 analysis (MBA)
3. Analyze discrepancies
4. Discuss and decide

2. Review 2021 analysis (MBA)

3. Analyze discrepancies

4. Discuss and decide

3

2

1


2021 KSI#	KSI Name	STAGE 1	STAGE 4	Tatiana Comments	Final 2021 Score	2021 MBA Score	2021 Reference & Comments	Comments	2020 Score	2020 Reference & Comments
7.5	Public Policy (e.g., Lobbying) Alignment	Company's public policy positions on ESG/S issues and risks (e.g., lobbying, political contributions, etc.) are aligned with industry association positions.	Company lobbying, public policy positions and actions are completely aligned, transparent, and consistent with publicly stated ESG/S goals.	dont see anything about lobbying / public policy	1	1			3	pg. 26

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MSCI 2020 Methodology

Programs & Structures		
Scope of employee training on ethical standards	Programs covering all permanent employees (excluding part-time and contractors)	Programs covering all employees (including part-time) and contractors
Internal assurance of compliance with ethical standards	Yes	Yes
External assurance of compliance with ethical standards	No	Yes
Provision of whistleblower protection	Whistleblower protection with no details on system or legal protection	Formal anonymous whistleblower system with legal protection
Due diligence and monitoring of third-party intermediaries / agents with respect to corruption	Formal processes for screening and monitoring agents	Formal processes for screening and monitoring agents
Discloses value of political donations / lobbying expenditure	Yes	Yes
Disclosure of government contracts value	No	Yes
Disclosure of facilitation payments value	No	Yes

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MSCI 2021 Methodology

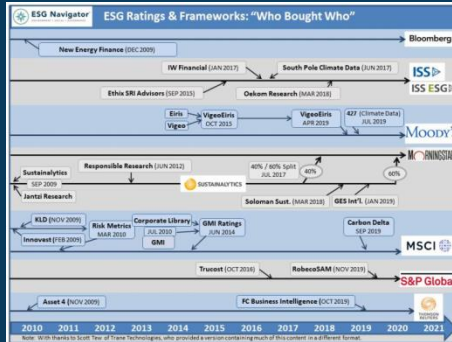
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Disclosure of government contracts value	No	Yes
Disclosure of taxes/royalties paid to governments	Yes	Yes

MSCI  Page 59 of 97

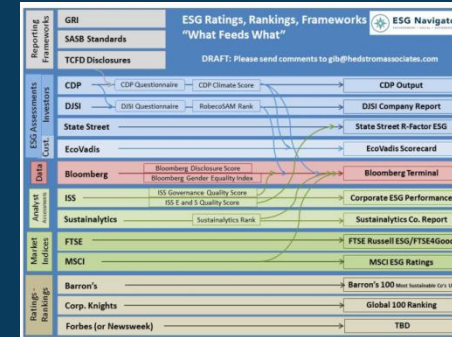
COMMENTS?

4. Updating Key Graphics

Who Bought Who



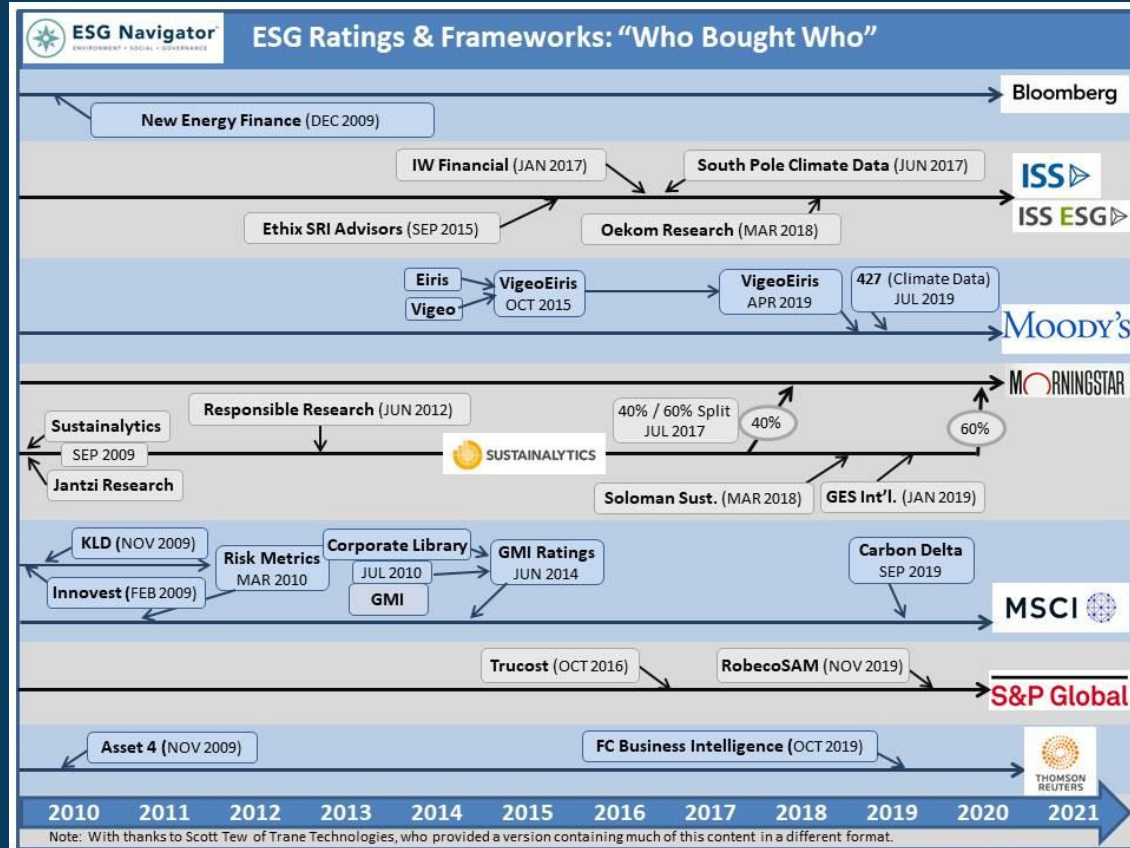
What Feeds What



TYPE IN CHAT

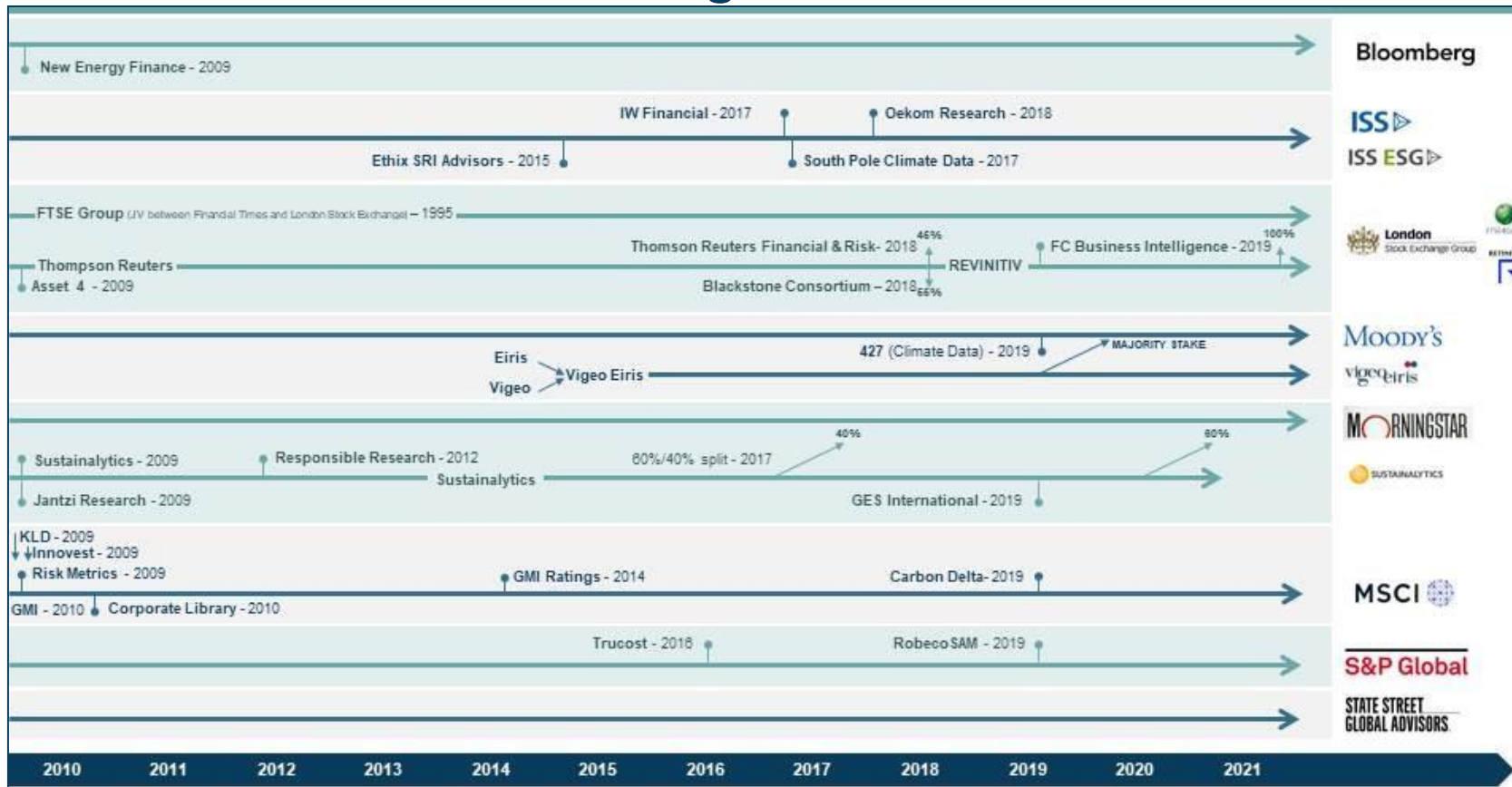
Are you willing to be a content reviewer?

ESG Ratings: “Who Bought Who”



ESG Frameworks & Ratings “Who Bought Who”

DRAFT





ESG Frameworks & Ratings “What Feeds What”

DRAFT
(Connecting arrows to be added)



Community Focus

- FINANCIAL
- CUSTOMER
- OTHER

Data Sources

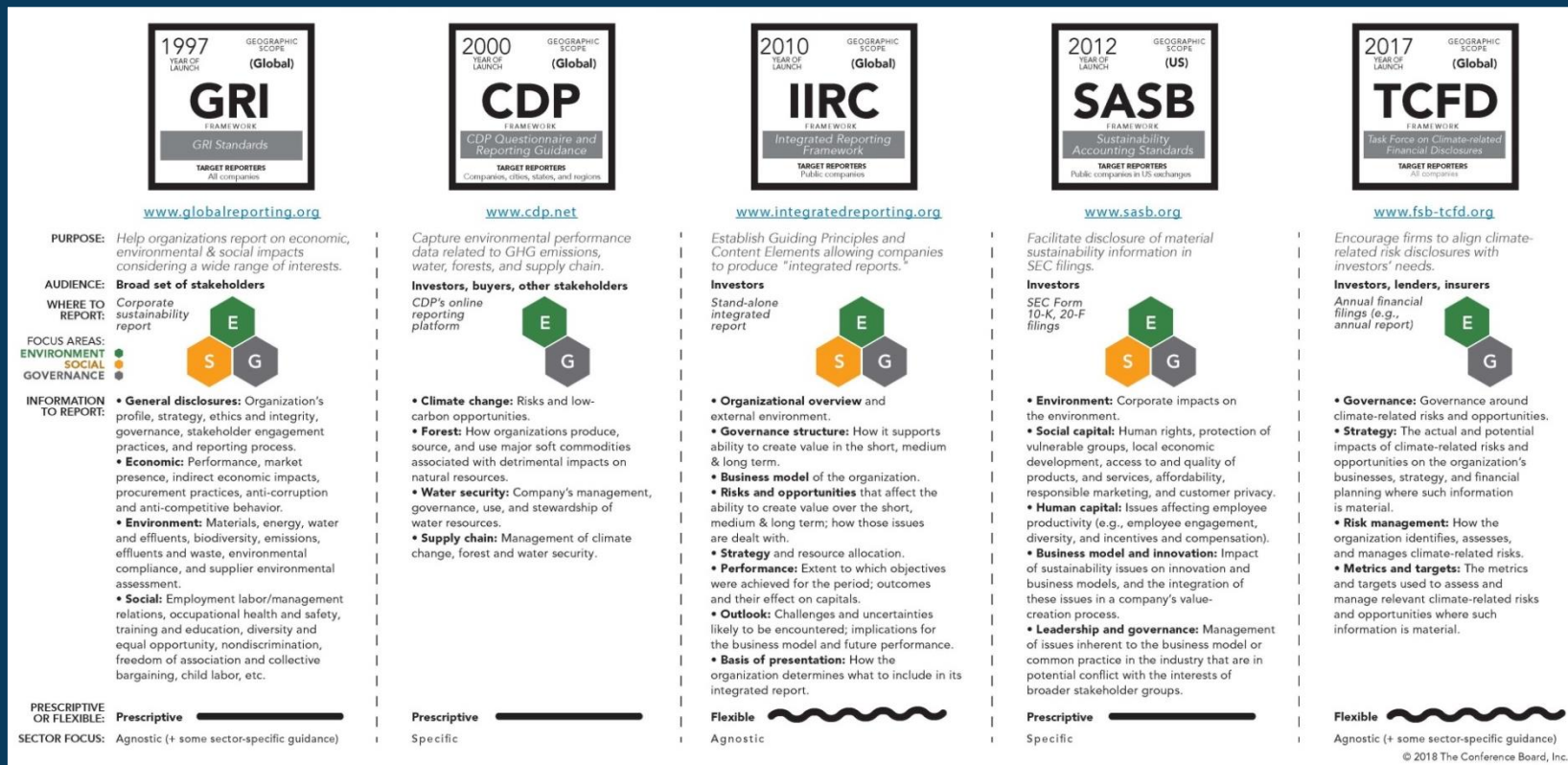
- COMPANY DATA
- REVIEW
- QUESTIONNAIRE

Frameworks

- C** CDP
- G** GRI
- S** SASB
- T** TCFD



5. ESG Reporting Frameworks – Added to Website (from TCB)



Agenda

Few Quick Things (5 minutes)

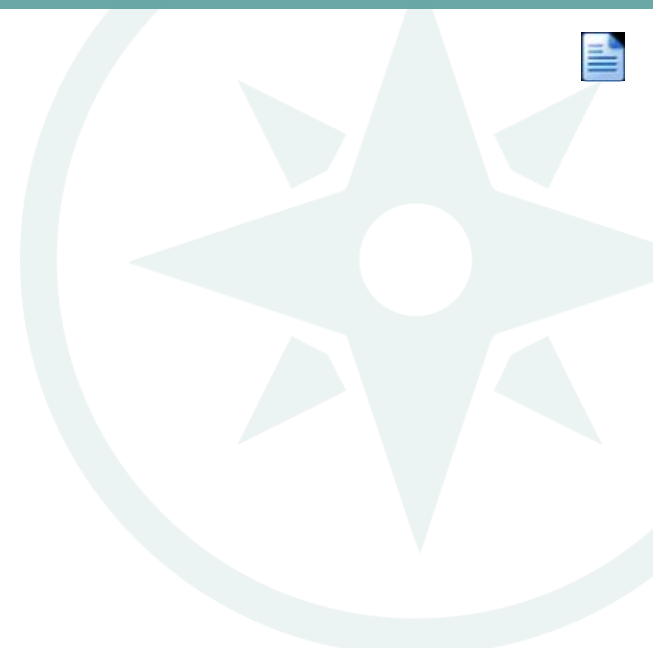
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ESG Navigator Value Proposition (20-25 minutes)

- MBA Project Summary
- Let’s Name It! – What do we call “*ESG Ratings Maps*”?
- ESG Navigator “blueprint”
- Open Question: Which ‘value proposition’ do you like best?
- Breakout Groups

Next Steps (5 minutes)





MBA Strategy Review Summary

Key Strengths

- **The platform**
 - A “know where you are tool”
 - A benchmarking tool for quick snapshots
 - Maturity model for ESG
 - Loops pieces together
- **ESG Ratings**
 - #1 feature = “*ESG Ratings Overly*”
 - Referred to in many different ways
- **Knowledge Hub**
 - Central repository for understanding ESG ratings
 - Time saver!
 - Love these:
 - *ABCs of ESG Ratings*
 - *Who Bought Who*
 - *What Feeds What*

Opportunities

- **Can be overwhelming:**
 - Simplify for first-time users
 - Align with the way users may think:
 - E + S + G + Strategy
 - Create onboarding primer
- **Highlight the ESG Ratings features:**
 - The single feature mentioned most often
 - Clearly a major customer need
 - Provide partial access as part of “Option A”
- **Emphasize** (words often mentioned):
 - Strategic planning tool
 - Maturity model – or maturity path
 - Internal alignment/education re ESG
 - ESG knowledge hub (“wiki”)





TYPE INTO CHAT PLEASE

ESG Ratings Maps: Let's Name It!

How some referred to this feature

- *ESG Ratings Overlay*
- *Alignment with the assessments*
- *Comparing ratings organizations*
- *Heat maps*
- *Snapshot of ESG ratings expectations*
- *Connect with other assessments*

Please type into "Chat"

What name(s) do you:

- Like most?
- Like least?

Possible Names

1. *ESG Ratings Analysis*
 - a) *...Overlay*
 - b) *...Correlation*
 - c) *...Tie-in*
 - d) *...Connect*
 - e) *...Connection*
 - f) *...Comparison*
 - g) *...Linkage*
2. *Heat Maps*
3. *Ratings Maps*
4. Other "catchy" name?





ESG Navigator Blueprint

1

Start with you – the customer:

What are the current situation, challenges, and key questions facing ESG leaders today (as they broadly relate to ESG Navigator)?



2

What is the ESG Navigator Value Proposition?



3

**How do all the features of ESG Navigator support that value proposition?
...and...**

How do the specific individual tools, parts of ESG Navigator align?



Your (ESG leaders') Situation Today

Current Situation for ESG Leaders

- Rapidly growing interest in ESG (C-Suite and board)
- Intense pressure to focus on key ESG ratings
- Growing need to think strategically, propose strategy and roadmap to integrate ESG into core business activities.

Challenges for ESG Leaders

- *We are running just to stay on par with what investors want."*
- Limited bandwidth
- Requirement to demonstrate strategic thinking and articulate the value of ESG
- Need to propose path forward that is
 - tailored to our company
 - learns from peers

Key Question ESG Leaders Face

How can we **systematically advance our company** on ESG, building **internal alignment and external recognition** – while tapping into leading practices and a **powerful peer network** to gauge changes ahead?



Your (ESG leaders) Situation Today

Key Question ESG Leaders Face

How can we systematically advance our company on ESG, building internal alignment and external recognition – while tapping into leading practices and a powerful peer network to gauge changes ahead?

ESG Leader Needs – that ESG Navigator helps you answer

...systematically advance our company...

1. How do we think about ESG strategically?
2. How do we stack up vs. peers?
3. How do we best navigate the ESG ratings & rankings?

...internal alignment and external recognition...

1. Are we engaging the right internal leaders & teams?
2. How do we engage the C-Suite and board?
3. What is the best approach for improving our ESG ratings?

...powerful peer network...

1. How can we advance our expertise on ESG?
2. What is expected of our company as we progress?
3. How can we stay abreast of ESG trends and best practices?

CONFIRM

Does this resonate? Ways to clarify?





1

Your (ESG leaders) Situation Today

Key Question ESG Leaders Face

How can we systematically advance our company on ESG, building internal alignment and external recognition – while tapping into leading practices and a powerful peer network to gauge changes ahead?

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2

ESG Navigator Value Proposition

ESG Navigator empowers sustainability professionals to succeed in the boardroom and the marketplace, armed with **powerful benchmarking analytics** and a **broad strategic roadmap**, supported by best practices and a tight-knit **community of peers**.



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2

ESG Navigator Value Proposition

ESG Navigator Blueprint

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- ...empowers sustainability professionals...
- ...to succeed in the boardroom and the marketplace...
- ...armed with powerful benchmarking analytics...
- ...and a broad strategic roadmap...
- ...supported by best practices...
- ...and a tight-knit community of peers.

COMMENTS?

Does this resonate? Ways to clarify?
Any key aspects of ESG Navigator missing?





Part 2: Value Proposition Wording

ESG Navigator empowers sustainability professionals...

- A ...to succeed in the boardroom and the marketplace, armed with **powerful benchmarking analytics** (both performance and disclosure/ratings) and a **broad strategic roadmap**, supported by best practices and a tight-knit **community of peers**.
- B ...through a proven **ESG planning toolkit**, an **ESG knowledge hub** addressing C-Suite functions and external ratings, and a tight-knit **community** that shares best practices and board reporting tips.
- C ...through a **one-of-a-kind proprietary ESG framework**, a **strategic ESG roadmap with uniquely powerful analytics**, and a tight-knit **community of peers** that shares best practices and reporting tips.
- D ...with a **simple tool using clear language** to help you and your executive team understand **what “okay, good, better, best” looks like** – and **what’s expected of you as you progress**.
- E *[please offer...]*





ESG Navigator Blueprint

2

ESG Navigator Value Proposition

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Structure

...powerful benchmarking
analytics...
Know Our Position

...broad strategic roadmap...
Chart Our Course

...community of peers...
Navigate Changes Ahead

3

Key Features

*[align with the key
question – and sub-
questions – above]*

1. Simple ESG framework – endorsed by The Conference Board
“creates order out of ESG chaos”
2. Proven, robust methodology
3. Comprehensive ESG Ratings analysis

1. ESG ratings analysis
2. Internal ESG engagement
3. C-Suite communications

1. Share and learn
2. Constantly recalibrate Stage 4 practices
3. Central ESG library

Toolbox

1. ESG Navigator Master Map
2. E+S+G+Strategy scoring options
3. Dashboards – drill-down analytics

1. Internal toolkit (Excel, HR!, etc.)
2. *ESG Ratings Positioning (RPS)*
3. C-Suite communication toolkit

1. ESG Navigator Collaborative
2. *Signposts: Monitor Stage 4 practices*
3. Knowledge Hub



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May 2021 Webinar

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Agenda

Few Quick Things (5 minutes)

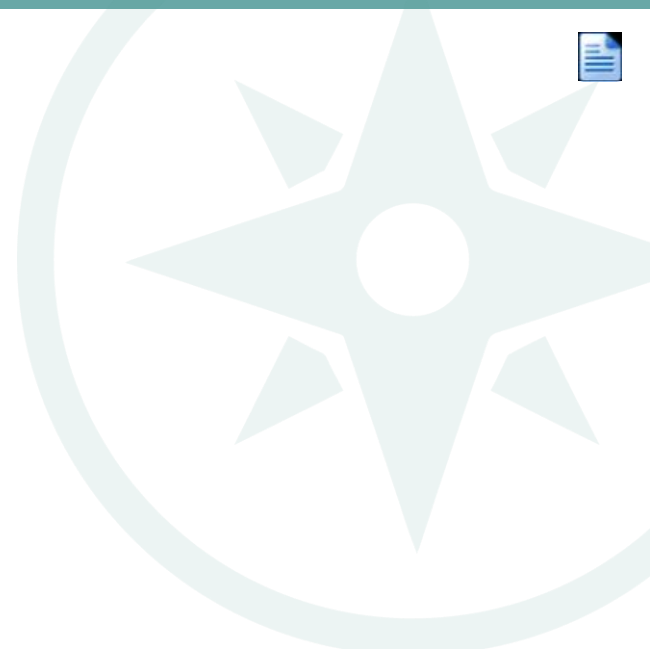
ESG Ratings (20-25 minutes)

- ESG Ratings Survey
- Website Migration of “*ESG Ratings Maps*”
- ESG Ratings Analysis – MSCI example
- Updating Key Graphics: *Who Bought Who* and *What Feeds What*
- New: *ESG Reporting Frameworks*

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Next Steps (5 minutes)





Next Steps

FOR US

- **ESG Ratings** (target 6/10/21)
 - Complete final analysis
 - Update website data
 - Download “ESG Ratings Overlay”
- **ESG Ratings Survey**
 - Reminders
 - Analyze results
- **Website Enhancements**
 - Migrate ESG Ratings Maps
 - Simplify RATE pages to encourage starting small: E + S + G + Strategy
 - Design a partial ESG Ratings Maps feature for (free) Option A users

FOR YOU

- **June 30: Update Your Data**
 - Plan your next update now!
 - Complete by June 30 please
 - Update online
 - You can always revise
 - Request Excel (if applicable)
- **June 4: Complete ESG Ratings Survey**
 - Please do it! (12 minutes)
 - Benefit: full report for companies participating





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THANK YOU!