



ESG Navigator™

ENVIRONMENT • SOCIAL • GOVERNANCE

ESG Navigator Webinar

August 26, 2021



Pre-registered



Company	Pre-Registered
• Altria	Athaliah Edwards-Sedra
• Burns McDonald	Doug Dietrich
• Chemours	Michelle Fitzpatrick
• Chevron Phillips Chemical	Danielle Gore*
• Consumers Energy	Jessica Spagnuolo; Kristen Trovillion
• Corning*	Christie McCarthy*
• Danaher	Jeff Ryberg
• Dell	Federico Sendel
• Duke Energy	Julie Hyde
• Eastman	Jen Creek
• Fluor	Lucy Brady
• GM	Sharon Basel
• Goodyear	Ashley Fahey

Company	Pre-Registered
• Hexion	Syd Lindquist
• HP Inc.	David Eichberg
• Kohler	Nathan Nissan
• Lear	Carolyn Markey
• Materion	Jon Newton
• Medtronic	Ginny Cassidy; Kim Makurat
• Merck	Tim Woodall
• NextEra Energy	Morgan McCall
• Northrop Grumman	Stanley Merritt
• Otis	Terry Robinson
• PepsiCo*	John Hodges*
• PPG	Mike Corcoran; Diane Kappas*
• Stryker	Erol Odabasi
• UPS	Andria Smith; Andy Meislin

* = First webinar



Agenda

Updates and Signposts (10-15 minutes)

ESG Ratings Maps (20-25 minutes)

- **Quick Snapshot of 2021 Improvements**
 - MBA Study
 - Updated Website Graphics
 - Underlying Analysis of 15 ESG Ratings
 - ESG Navigator Survey: *The ROI of ESG Ratings*
 - Website Migration
- **Idea:** Clickable Ratings Organizations
- **Idea:** Highly-Relevant by Element
- **Idea:** ESG Navigator Survey: *The ROI of ESG Ratings*
 - Summary Results
 - Next Steps

FY-22 Planned Improvements (5 minutes)

- **TCB Mini-Survey**
- **ESG Ratings Maps**
- **Custom Benchmarking Peer Groups**



2021 Game Plan



Reinforce the Foundation

- **Major KSI (Maturity Map) Review**
 - 129 KSIs → 114 KSIs
- **ESG Ratings Analysis**
 - MBA Team
 - Detailed review of 15 ratings
- **Enhancements**
 - Welcome Page
 - Branding

Simplify

- **Migrate “ESG Ratings Maps”**
- **Simplify initial data entry** (TCB & ESGN)
 - E or S or G or Strategy
 - Pick one and dive in
- **Update Join Options**
 - Solicit input in Q3
 - Launch in September

Q1 2021

Q2 2021

Q3 2021

Q4 2021

Update and Upgrade

- **MBA/MS (UM) Team**
 - ESG Ratings Analysis
 - Strategy Review
- **Upgrade Key Features**
 - Participant Pie Charts
 - *Who Bought Who*
 - *What Feeds What*

ESG Ratings
Survey

Launch FY-22

- **2x Companies with Data**
- **Website Simplification**
 - *Know Your Position*
 - *Chart Your Course*
 - *Navigate Changes Ahead*





IMPORTANT!



Preview: Sept. 2021 – Aug. 2022

PLAN

- No price increase
- Simplify getting started
- Continued heavy investment
- Build new features for our “Premium” members



GOAL

- Grow 2x-3x number of companies with data in ESG Navigator



ESG Navigator™
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August 2021 Webinar



IMPORTANT!



PLEASE: Update Data By Sept. 30th!

WELCOME ABOARD

- Corning
- PepsiCo

NO INITIAL INPUT

- General Motors
- Northrop Grumman

TIME TO UPDATE

Goal to have 2021 data in the system

You can do it so fast (couple of hours) and immediately gain a lot of insight; very quick to identify gaps – and some surprises.”

Scott Tew – Vice President, Sustainability – Trane Technologies



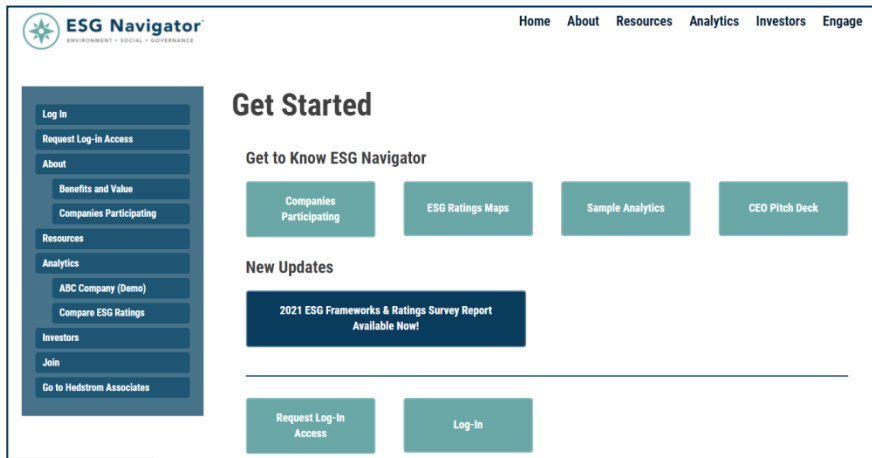
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Website Improvements

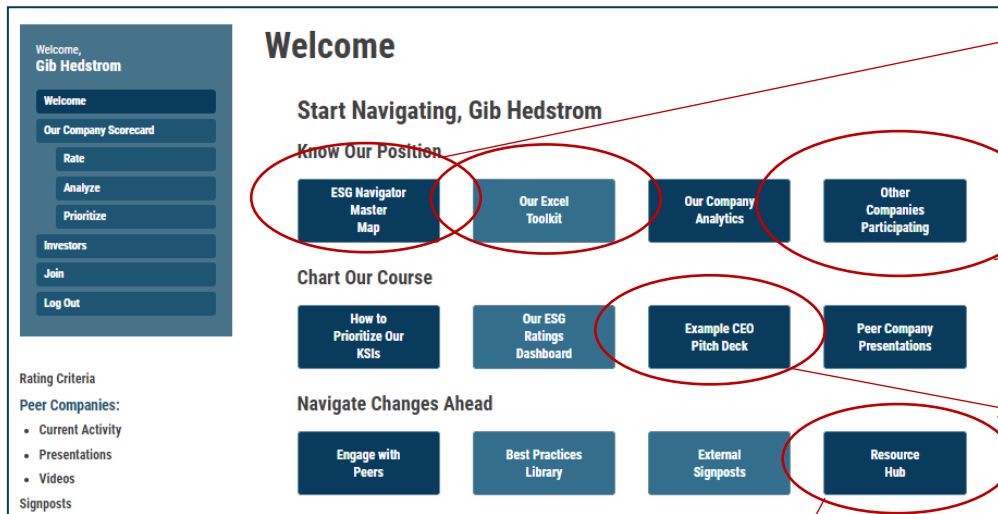
1. New “Get Started” Page

- First-timers
- Not logged-in

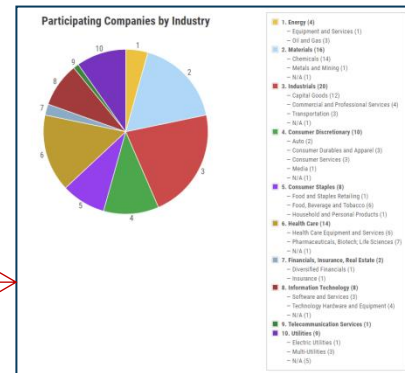
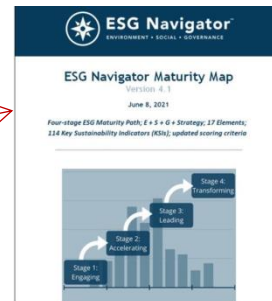




New Welcome Page



- Investors: *"Who Bought Who"*
- Investors: *"What Feeds What"*
- Etc.



ESG Navigator
ENVIRONMENT • SOCIAL • GOVERNANCE

Navigating ESG

How do we stack up?

Benchmarking Results for ABC Company

June 2021





Website Improvements

1. New “Get Started” Page

2. Simplify “Rate” Page

- Flexible Starting Point
- E + S + G + Strategy
- Previously set up to encourage starting with Governance – then Strategy

The screenshot displays the ESG Navigator website interface. At the top, the navigation bar includes links for Home, About, Resources, Our Scorecard, Investors, and Engage. The main header features the ESG Navigator logo and the tagline 'ENVIRONMENT • SOCIAL • GOVERNANCE'.

On the left, a sidebar menu is visible with the following options: Welcome, Our Company Scorecard, Rate, Analyze, Prioritize, Investors, Join, and Log Out. The 'Rate' option is currently selected.

The main content area is titled 'Rate My Company' and includes the instruction: 'Select a section and get started. Follow your progress below.' Below this, four large, colored boxes represent the different sections, each with a plus sign between them:

- E Environment**: 23 KSIs, Est. 20 minutes
- S Social**: 22 KSIs, Est. 20 minutes
- G Governance**: 42 KSIs, Est. 45 minutes
- St Strategy**: 27 KSIs, Est. 30 minutes

Below the boxes, there are links for 'View Demo' and 'Comment on KSI'. A 'Scorecard Progress' section shows a progress bar and four categories with radio button indicators:

- Environmental Stewardship: ☒ ☐ ☐
- Social Responsibility: ☐ ☐ ☐
- Governance and Leadership: ☐ ☐ ☐ ☐ ☐
- Strategy and Execution: ☐ ☐ ☐





Website Improvements

1. New “Get Started” Page
2. Simplify “Rate” Page
3. New Analytics: Summary Distribution
 - By KSI
 - By Highly Relevant KSIs
 - By Element



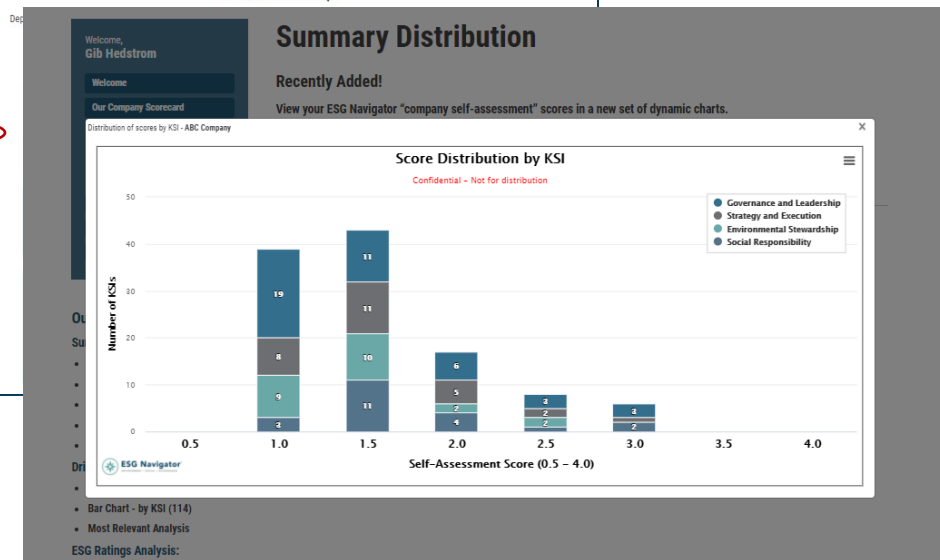
Our Company
Summary Charts (Free):
• Summary Bubble Chart
• **Summary Distribution**
• Rainbow Charts
• Bar Chart - Overall Analysis
• Bar Chart - by Section (4)
Drill Down Charts:
• Bar Chart - by Element (17)
• Bar Chart - by KSI (114)
• Most Relevant Analysis
ESG Ratings Analysis:
• Rainbow Charts vs. ESG Ratings
• Bar Chart - by KSI + ESG Ratings
ABC Company
• ESG Ratings Maps
• Benchmarking Analytics

Analyze Your Results

“We take so many surveys (e.g., CDP, DJSI, etc.) – and are ranked against our peers, but we rarely gain insights from the results. ESG Navigator allows us to dig into the contributing factors – and see where the opportunities lie.”

Michel Washer – Deputy Chief Sustainability Officer – Solvay

How do we stack up?





Is your company “future-ready”?

SIGNPOSTS



ESG Ratings Maps: Quick Recap



Quick Recap

Bubble Charts

- Detailed analysis of methodologies vs. ESG Navigator criteria
- ERC = ESG Ratings Coverage (degree of overlap)

KSI	Section	KSI Name	CDP	GRI	SASB	TCFD	BB	DJSI	FTSE	ISS	MSCI	Sust.	Vigeo	Eco-V	CK	JUST	ERC
1.1	Gov	Co. Purpose	○	●	○	●	○	○	○	○	○	○	○	○	○	○	12
1.2	Gov	ESG/S in Vision, Mission, Values, & Policies	○	●	○	●	○	○	●	○	○	○	●	○	○	○	23
1.3	Gov	ESG/S Commitments (by Board and/or C-Suite)	●	○	○	○	●	○	●	○	●	●	●	●	●	○	38
1.4	Gov	Managing Long-Term Viability of Core Biz.(es)	●	●	○	●	●	●	●	●	●	○	●	○	○	○	46
1.5	Gov	Key Biz. Decisions Tied to ESG/S Risks & Opportunities	●	●	○	●	●	●	●	●	○	○	●	○	○	○	46





Quick Recap

“Stoplight” Analysis

- Multiple levels of detail:

- By KSI (114)
- By Element (17)
- By Section (4)

- Many have shared with

C-Suite and Board



Section	E#	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DJSI	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





Quick Recap

MBA Study: April 2021

- Interviews with seven (7) ESG Navigator users
- Your feedback overall:
 - *Nothing like this*
 - *Gives people ownership of their areas*
 - *Helps us think programmatically*
 - *Also an onboarding tool*

"It's a simple tool using clear language to help you understand what good, better, best looks like, and what's expected of you as you progress"





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- Your feedback on ESG Ratings Maps:

- *The comparison in terms of the raters has been special*
- *Great one-stop source; wealth of information*
- *Help you do the research without doing the legwork*
- *ESGN is not another assessment; it loops the pieces together*
- *Helps us guide the direction of our actions to improve the ratings and improve our behaviors*

Section	EB	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DISI	FTSE	ISS	MSG	Sust.	Vigeo	Eco-V	CK	JUST	ERC
Gov	1	Co. Purpose & Values	1.70	5															34
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- Your feedback on ESG Ratings Maps:

Sign me up! I had my entire team working for weeks analyzing the many ESG frameworks and ratings.

Their final report as seven (7) Excel sheets (each 11" x 17").

There is no way I could take that to our Board of Directors.

ESG Ratings Maps is exactly what I need

VP Supply Chain, F-500 Company

Section	EB	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DISI	FTSE	ISS	MSG	Sust.	Vigeo	Eco-V	CK	JUST	ERC
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Website Improvements

- ABCs of ESG Frameworks and Ratings
- *Master Map* of ESG Frameworks and Ratings
- ESG Reporting Frameworks
- ESG Ratings: *Who Bought Who*
- ESG Ratings: *What Feeds What*



ESG Frameworks & Ratings: *Master Map*

Information Flow

Companies

Collect, validate, and publish ESG data and other information.

ESG Reporting Frameworks

Provide standardized content and structure for reporting of ESG data and information

Major Players

- CDP
- GRI
- IIRC
- TCFD
- Value Reporting Foundation
 - IIRC
 - SASB

ESG Data Providers and Ratings

Aggregate ESG data and/or conduct independent ESG rating of companies, making data and ratings available to public or investor customers

Major Players

- Bloomberg *Terminal*
- CDP *Company Scores*
- ISS *ESG Ratings*
- LSEG *FTSE Russell & Refinitiv*
- Morningstar *Sustainalytics*
- Moody's *Vigeo Eiris*
- MSCI *ESG Research*
- S&P Global
- Corporate Knights *Global 100*
- EcoVadis *Scorecard*
- JUST Capital *Rankings*

ESG Stock Indices and ESG Bonds

ESG Stock Indices - A mutual fund or exchange traded fund (ETF) designed to follow certain preset (ESG) rules; the fund then tracks a specified basket of underlying investments

ESG Bonds - Bond instruments where terms are linked to the issuer's ESG performance (e.g. carbon intensity, ESG rating)

Major Players

- Bloomberg SASB ESG Index Family
- FTSE ESG Index Series
- MSCI ESG Indexes
- S&P Dow Jones Sustainability Indices
- "Green Bonds" or "Sustainability-linked Bonds"

Click - for more information...

ABC's

of ESG Frameworks & Ratings

ESG Reporting Frameworks

Who Bought Who

What Feeds What

NOTE: The ESG Navigator Team thanks Dr. Alex Gold, Head of ESG and CEO of BWD North America, for assistance in updating and reviewing the ESG ratings' content on our Knowledge Hub – including the graphics and the "ABC's of ESG Frameworks and Ratings."



ESG Reporting Frameworks Provided by The Conference Board



www.globalreporting.org

PURPOSE: Help organizations report on economic, environmental & social impacts considering a wide range of interests.

AUDIENCE: Broad set of stakeholders

WHERE TO REPORT: Corporate sustainability report

FOCUS AREAS:
ENVIRONMENT
SOCIAL
GOVERNANCE



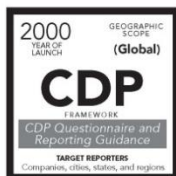
INFORMATION TO REPORT:

- **General disclosures:** Organization's profile, strategy, ethics and integrity, governance, stakeholder engagement practices, and reporting process.
- **Economic:** Performance, market presence, indirect economic impacts, procurement practices, anti-corruption and anti-competitive behavior.
- **Environment:** Materials, energy, water and effluents, biodiversity, emissions, effluents and waste, environmental compliance, and supplier environmental assessment.
- **Social:** Employment labor/management relations, occupational health and safety, training and education, diversity and equal opportunity, nondiscrimination, freedom of association and collective bargaining, child labor, etc.

PRESCRIPTIVE OR FLEXIBLE:

Prescriptive

SECTOR FOCUS: Agnostic (+ some sector-specific guidance)



www.cdp.net

Capture environmental performance data related to GHG emissions, water, forests, and supply chain.

Investors, buyers, other stakeholders

CDP's online reporting platform



- **Climate change:** Risks and low-carbon opportunities.
- **Forest:** How organizations produce, source, and use major soft commodities associated with detrimental impacts on natural resources.
- **Water security:** Company's management, governance, use, and stewardship of water resources.
- **Supply chain:** Management of climate change, forest and water security.

Prescriptive

Specific



www.integratedreporting.org

Establish Guiding Principles and Content Elements allowing companies to produce "integrated reports."

Investors

Stand-alone integrated report



- **Organizational overview** and external environment.
- **Governance structure:** How it supports ability to create value in the short, medium & long term.
- **Business model** of the organization.
- **Risks and opportunities** that affect the ability to create value over the short, medium & long term; how those issues are dealt with.
- **Strategy** and resource allocation.
- **Performance:** Extent to which objectives were achieved for the period; outcomes and their effect on capitals.
- **Outlook:** Challenges and uncertainties likely to be encountered; implications for the business model and future performance.
- **Basis of presentation:** How the organization determines what to include in its integrated report.

Flexible

Agnostic



www.sasb.org

Facilitate disclosure of material sustainability information in SEC filings.

Investors

SEC Form 10-K, 20-F filings



- **Environment:** Corporate impacts on the environment.
- **Social capital:** Human rights, protection of vulnerable groups, local economic development, access to and quality of products, and services, affordability, responsible marketing, and customer privacy.
- **Human capital:** Issues affecting employee productivity (e.g., employee engagement, diversity, and incentives and compensation).
- **Business model and innovation:** Impact of sustainability issues on innovation and business models, and the integration of these issues in a company's value-creation process.
- **Leadership and governance:** Management of issues inherent to the business model or common practice in the industry that are in potential conflict with the interests of broader stakeholder groups.

Prescriptive

Specific



www.fsb-tcfd.org

Encourage firms to align climate-related risk disclosures with investors' needs.

Investors, lenders, insurers

Annual financial filings (e.g., annual report)



- **Governance:** Governance around climate-related risks and opportunities.
- **Strategy:** The actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.
- **Risk management:** How the organization identifies, assesses, and manages climate-related risks.
- **Metrics and targets:** The metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Flexible

Agnostic (+ some sector-specific guidance)

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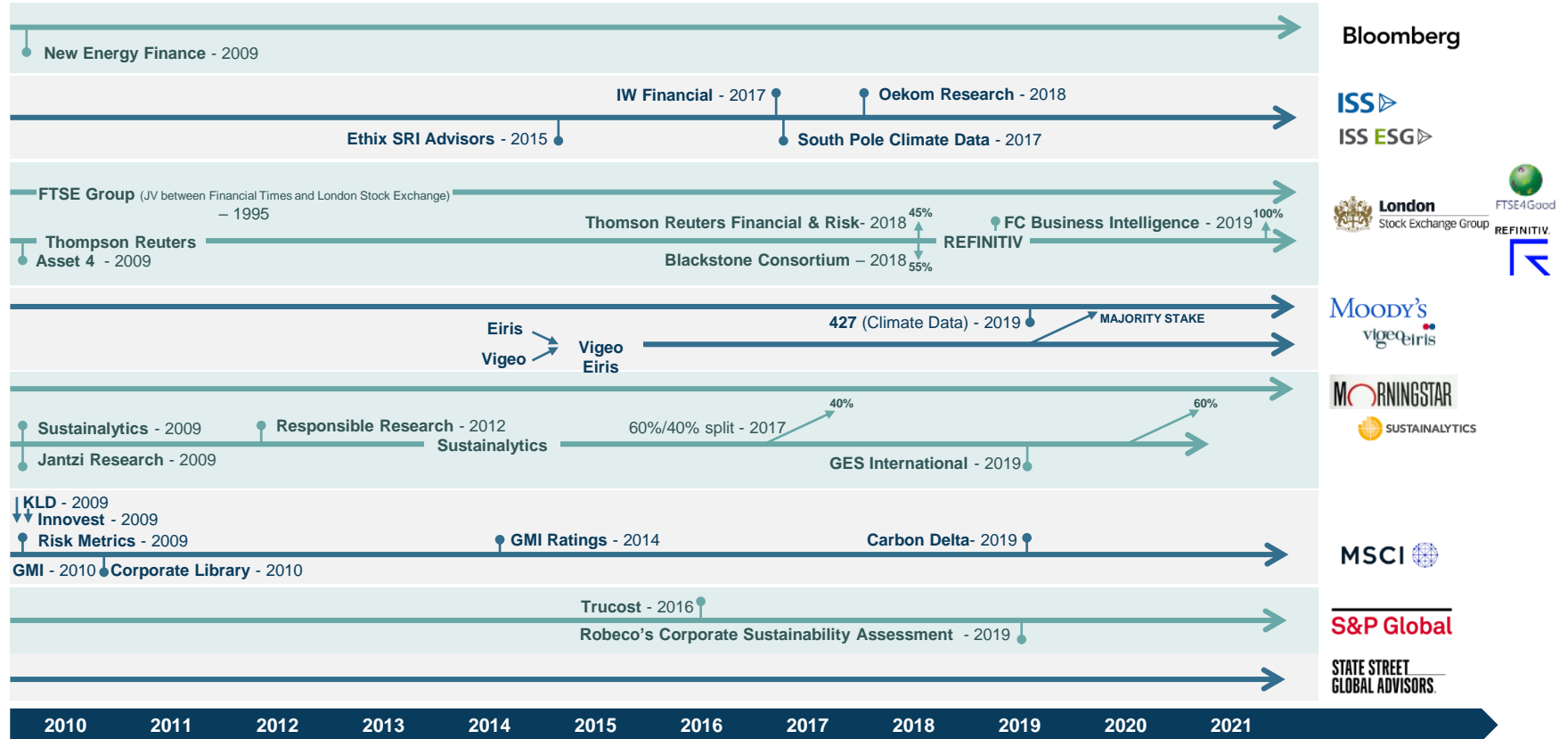


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ESG Navigator Knowledge Hub – Investors

ESG Ratings: “Who Bought Who”



ESG Ratings: “What Feeds What”

Target Customer Focus

- FINANCIAL
- CUSTOMER
- PUBLIC

Information Sources

- COMPANY DATA
- 🔍 REVIEW
- ✅ QUESTIONNAIRE

Abbreviations

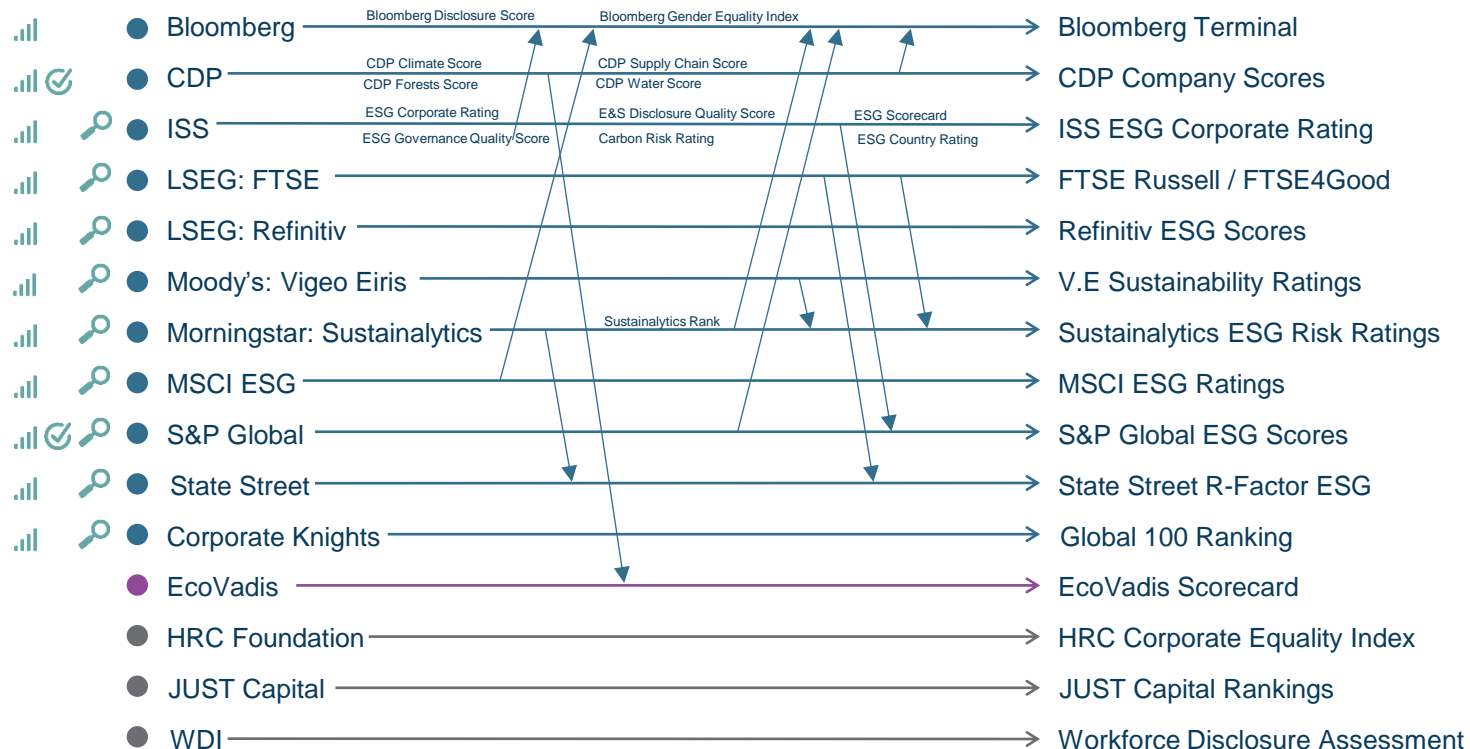
ISS: Institutional Shareholder Services

LSEG: London Stock Exchange Group

HRC: Human Rights Campaign

WDI: Workforce Disclosure Initiative

Owner: Brand





ESG Ratings Analysis:

What's the data behind the “bubbles” and heat maps?

KSI	Section	Section	KSI 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
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
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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

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



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
2. New 2021 analysis (MBA & ESGN team)
3. Analyze discrepancies
4. Discuss and decide

2. New 2021 analysis (MBA & ESG team)

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

ESG Ratings Survey



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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.

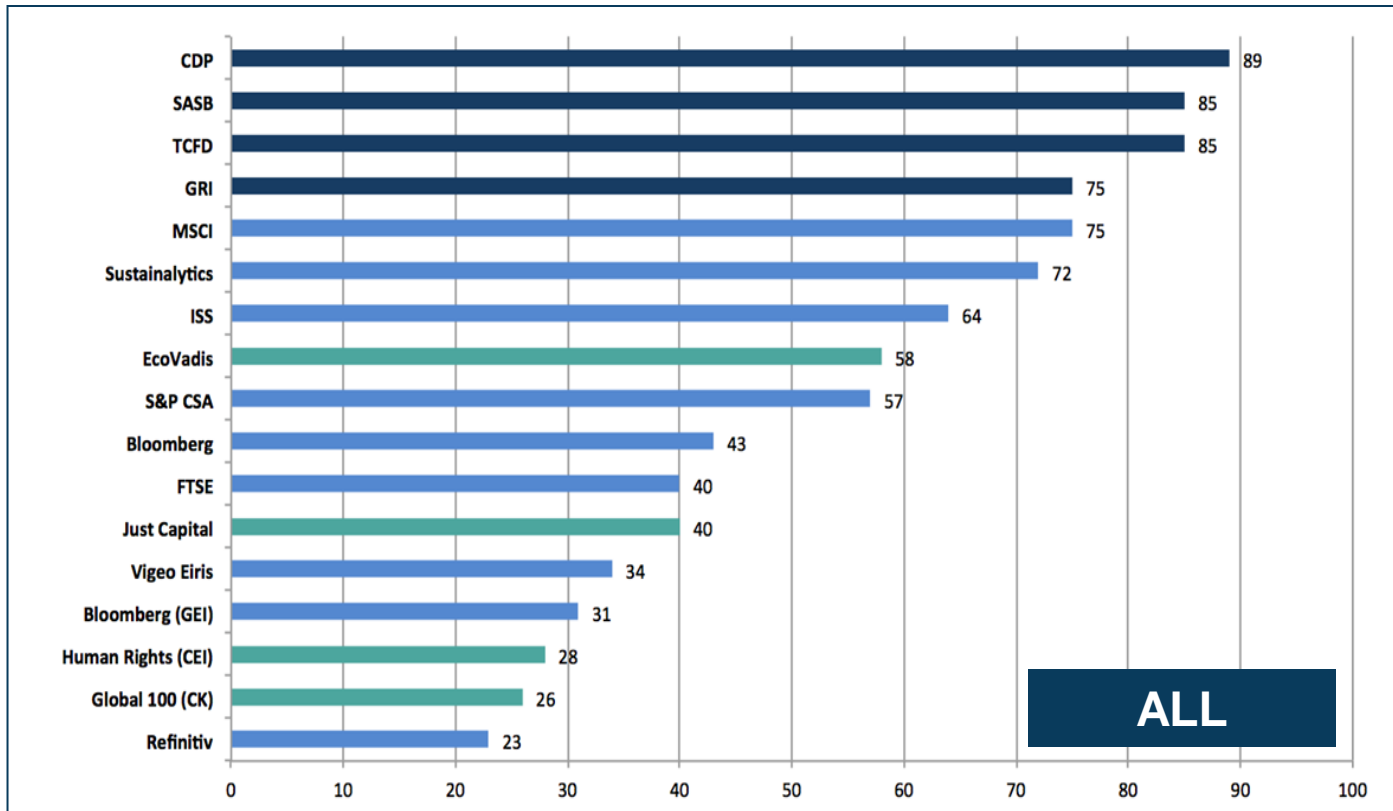
* Required

Update

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

1. Importance

How important are each of the following to your company (CEO, board, IR, customers, etc.)?



ESG Reporting Frameworks
ESG Ratings: Financial
ESR Ratings: Other

100% if every respondent answered "Very Important" for an ESG rating





Website Migration of *ESG Ratings Maps*

We moved ESG Ratings 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

Demonstrate



ESG Ratings Maps: What's Next?



So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.
2. Fine-tune “Stoplight Yellow”
3. Highly-Relevant (!) by Element

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
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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



So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.

					✓	✓	✓	✓	✓					✓	✓				
Section	E#	Element Name	Avg. Score	KSIs	CDP	GRI	SASB	TCFD	BB	DJSI	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

Click (✓) and select which ESG frameworks and ratings you want for your company's ESG Ratings Maps



ESG Ratings Maps: Clickable Orgs.

How valuable would it be for you to be able to “click and select” the Third Party Ratings Organizations to include in your company’s ESG Ratings Maps?

Selection Options [18 people responded]	%
1. A huge benefit – I would definitely use immediately	33%
2. A definite improvement – I would likely use over time	50%
3. Probably a useful addition	17%
4. Not sure if I would use or not	0%
5. Definitely not	0%

POLLING
RESULTS

So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.
2. Fine-tune “Stoplight Yellow”

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

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

Section	E#	Element Name	Avg. Score	KSIs	HR!	%HR!	CDP	GRI	SASB	TCFD	BB	FTSE	ISS	MSCI	S&P	Sust.	Vigeo	Eco-V	CK	JUST	ERC
Gov	1	Purpose and Values	1.30	5	1	20.0															34
Gov	2	CEO and C-Suite	1.42	6	2	33.3															10
Gov	3	Board Leadership	1.21	7	3	42.9															40
Gov	4	Goals and Metrics	1.86	7	2	28.6															59
Gov	5	Culture and Organization	1.70	5	1	20.0															34
Gov	6	Stakeholder Engagement	1.67	6	0	0.0															38
Gov	7	Disclosure and Reporting	1.50	6	2	33.3															74
Str	8	Strategic Planning	1.64	7	2	28.6															56
Str	9	Innovation, R&D	1.33	6	0	0.0															39
Str	10	Customers & Markets	1.50	7	1	14.3															29
Str	11	Products, Services, Solutions	1.79	7	1	14.3															51
Env	12	Environment: Operations	1.56	8	1	12.5															72
Env	13	Environment: Supply Chain	1.36	7	3	42.9															62
Env	14	Environment: Products	1.38	8	4	50.0															54
Soc	15	Social: Workplace	2.07	7	4	57.1															62
Soc	16	Social: Supply Chain	1.31	8	0	0.0															58
Soc	17	Social: Community	1.57	7	1	14.3															36



So What's Next for *ESG Ratings Maps*?


1. Clickable Ratings Orgs.









2. Fine-tune “Stoplight Yellow”

3. Highly-Relevant (!)

New report immediately
highlights key
improvement areas

To improve your positioning for **TCFD**, consider focusing on these KSIs:

Top Priority:  = very poorly positioned

-  03.04 - Board Agendas Regarding ESG/S
-  03.05 - Time Spent on ESG/S in Board Meetings
-  03.06 - Board Sources of ESG/S Learning
-  04.06 - Accounting for Material ESG/S Risks and Externalities
-  07.06 - ESG/S in Corporate Marketing and Advertising
-  08.06 - Use of Scenario Planning
-  09.06 - R&D Investment in ESG/S Products (PSS)
-  14.02 - Traceability Related to Products (PSS)

Next Priority:  = poorly positioned

-  04.01 - Long-Term ESG/S Goals and Roadmap
-  07.01 - Disclosure of Material ESG/S Impacts
-  08.01 - ESG/S Positioning and Strategy
-  13.06 - Supply Chain GHG Emissions
-  03.01 - Board Oversight of ESG/S
-  04.04 - Tracking Reduction in ESG/S Footprint or Impact
-  04.05 - Tracking ESG/S Impact on Growth
-  07.05 - Public Policy (e.g., Lobbying) Alignment
-  08.03 - Embedding ESG/S into Enterprise Risk Management
-  08.07 - ESG/S Impact of Capital Expenditures



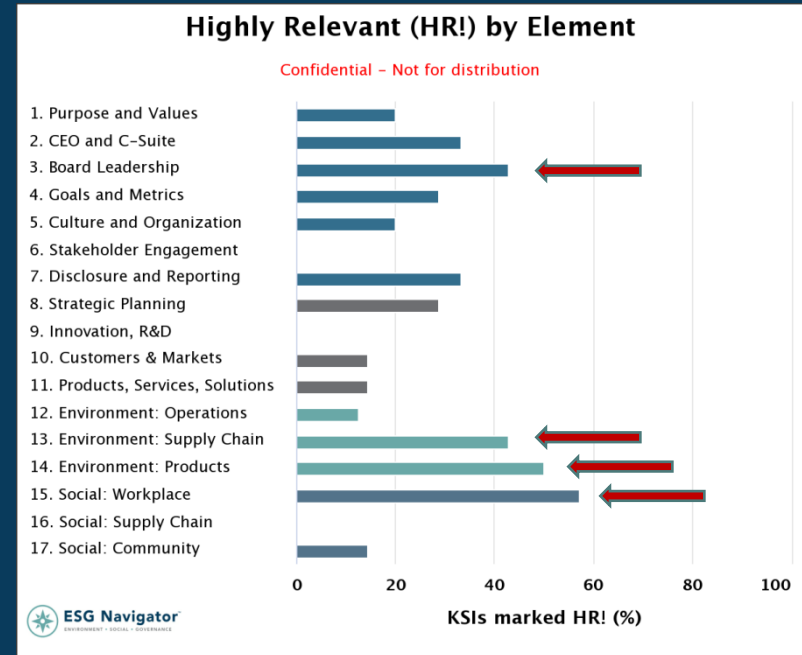
So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.

2. Fine-tune “Stoplight Yellow”

3. Highly-Relevant (!)

New report: HR! by Element





So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.
2. Fine-tune “Stoplight Yellow”
3. Highly-Relevant (!)
New report: HR! by Element

Demonstrate



BREAKOUT GROUPS

ESG Ratings Maps



Ideas for ESG Ratings Maps going forward: Q4-2021 and 2022?

1. Do you like the added colors for Yellow in Heat Maps?
2. What additional features/flexibility would you like to see?

BREAKOUT GROUP FEEDBACK

1. Love the “clickable ESG Ratings” idea. (Note – this would be for Premium Option C members only)
2. Love the idea of creating your “Custom Benchmark Group” (e.g., of customers and suppliers). (Note – this would be for Premium Option C members only)



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FY-22 Planned Improvements

FOR US

- [The Conference Board “Starter Survey”](#)
- **ESG Ratings Maps (download)**
 - Click on your top 4-8 ESG frameworks/ratings
 - Your (Premium Option C) ESG Ratings Maps downloads show only your desired ratings
- **Highly-Relevant Analysis**
 - Highly Relevant bar chart by Element
 - Survey feature (PPG, CPChem examples)
- **Intra-company peer group comparison**
 - Your company (corporate)
 - Your company business units (A, B, C, etc.)

FOR YOU

- **September 30: Input/Update Your Data**
- **Enlist Industry Sector Peers**
 - Identify “top five” peers you want to benchmark
 - Talk to Gib – strategize outreach plan
- **Identify “Special” Peer Group**
 - Your company
 - 2-3 key customers
 - 2-3 key suppliers
 - Other business partners





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THANK YOU!