



**ESG Navigator™**

ENVIRONMENT • SOCIAL • GOVERNANCE

# ESG Navigator Webinar

September 10, 2021



# Pre-registered



Company	Pre-Registered
• Altria	Kimberlee Pepple; Athaliah Edwards-Sedra
• Bemis	Denise Bond
• Burns McDonald	Doug Dietrich
• Chemours	Michelle Fitzpatrick
• <del>Coca-Cola</del>	<del>Sha Green</del>
• Consumers Energy	Jessica Spagnuolo
• Corning	Christie McCarthy
• Dell	Courtney Kauzens; Federico Sendel; Meagan Yates
• Ducommun*	Kim Luu*
• Eastman	Jen Creek
• Fluor	Nancy Kralik; Lucy Brady
• GM	Sharon Basel; Geraldine Barnuevo*

Company	Pre-Registered
• HP Inc.	David Eichberg
• Marriott International	Claire Cutting; Denise Naguib
• Materion	Jon Newton
• Medtronic	Kim Makurat
• NextEra Energy	Morgan McCall
• Northrop Grumman	Stanley Merritt
• Otis	Matt Turner
• PPG	Mike Corcoran
• Solvay	Marie-Helene Enrici
• Steelcase	Jon Prins
• Stryker	Erol Odabasi
• UPS	Andria Smith; Zara Inam*

\* = First webinar



# Agenda

## Updates *(10-15 minutes)*

- **Website Updates**
- **Renewal Season:** FY22 Join Options
- **ESG Ratings Maps:** Clickable Ratings Organizations

## How to Use ESG Navigator: First Pass to the Boardroom *(30-40 minutes)*

- The typical progression
- **Member Case Study: *Fluor***
- **Small Group Discussion**
- **Full Group Discussion**

## A Look Ahead *(5 minutes)*

- **TCB Mini-Survey**
- **ESG Ratings Maps – continued enhancements**
- **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!



# Game Plan: Sept. 2021 – Aug. 2022

## PLAN

- No price increase
- Simplify getting started
- Continued investment: build new features for our “Premium” members
- Make you a hero...



## GOAL

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



# Website Updates

## Simplify “Rate” Page

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

**ESG Navigator**  
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Home About Resources Our Scorecard Investors Engage

Welcome, Gib Hedstrom

Welcome

Our Company Scorecard

Rate

Analyze

Prioritize

Investors

Join

Log Out

### Rate My Company

Select a section and get started. Follow your progress below.

**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

View Demo

Comment on KSI

Scorecard Progress

Environmental Stewardship  
☒ ☐ ☐

Social Responsibility  
☐ ☐ ☐

Governance and Leadership  
☐ ☐ ☐ ☐ ☐

Strategy and Execution  
☐ ☐ ☐

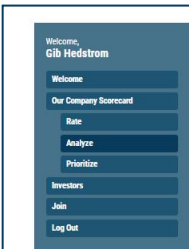




# Website Updates

## 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

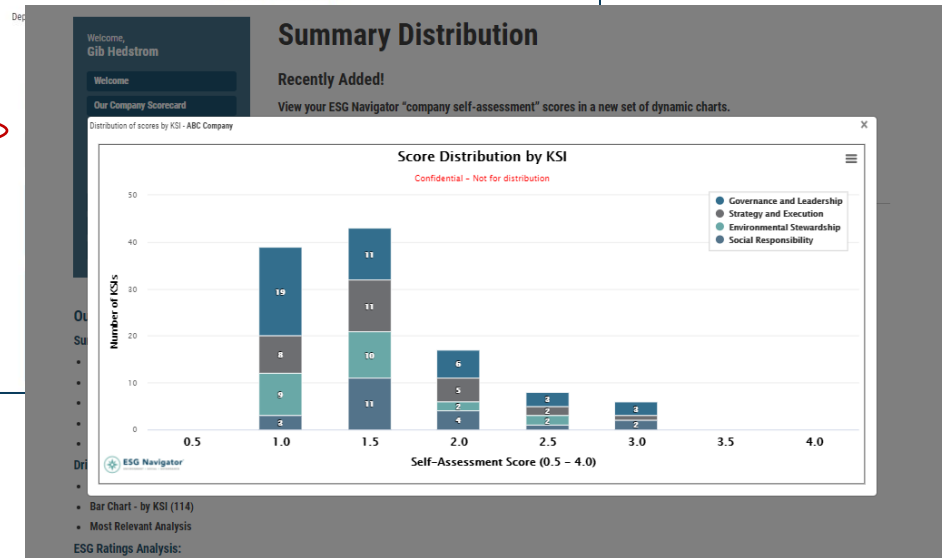
- ESG Ratings Maps
- Benchmarking Analytics

## 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?





# Website Updates

## New “Get Started” Page

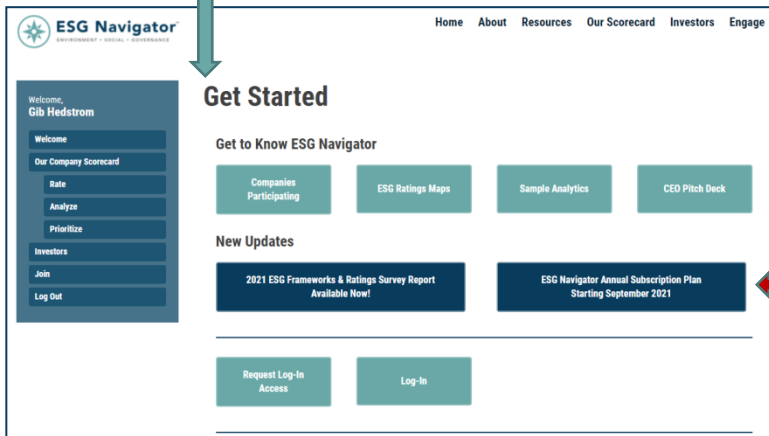
- First-timers
- Not logged-in

## Immediately Access

- Companies Participating
- ESG Ratings Maps (ABC Co.)
- Sample Analytics (ABC Co.)
- CEO Pitch Deck

## Special Current Features

- ESG Ratings Survey
- September 2021 Join Options (New)





# ESG Navigator Membership Options



## Annual Subscription Options

Effective September 2021

ESG Navigator empowers sustainability professionals and their companies to address the world's most pressing challenges – through **powerful ESG benchmarking analytics** and a **strategic roadmap**, supported by a **peer network & knowledge hub** to stay abreast of the rapidly-changing landscape.

The **Conference Board** has recognized ESG Navigator as the leading ESG benchmarking tool and is rolling it out to its 1,000+ corporate members globally. We are honored by the recognition and excited to see the platform expand.

As societal expectations accelerate, ESG Navigator helps CEOs & boards answer three key questions:

1. Where do we stand today?
2. Where do we invest our resources?
3. How do we continuously navigate ESG?



## 1. KNOW YOUR POSITION

### WHERE DO YOU STAND AMONG PEER COMPANIES?

What does good → better → best look like?

Create an honest, confidential company self-assessment online. [View 800+ analytics for ABC Co.](#)



### WHERE DO YOU STAND VS. THE MAJOR ESG RATINGS?

How well positioned are you to earn strong ESG ratings – from ISS, MSCI, S&P, etc.?

Map your ESG performance against 15 ESG ratings organizations. [View ESG Ratings Maps.](#)



## Annual Subscription Options

Effective September 2021



## 2. CHART YOUR COURSE

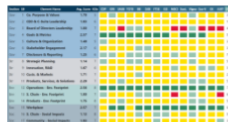
### WHERE DO YOU INVEST RESOURCES?



Every corporate VP views ESG differently. Gather insight from 1-50 colleagues internally (using the **Excel Toolkit**) to gain a holistic view of your company's ESG performance. Collectively identify the top few improvement priorities. Drill down. Analyze at the detailed (KSI) level (figure on left).

Build your summary report for the C-Suite. Many companies shared ESG ratings heat maps (like the right) with their CEO and board of directors to show:

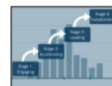
- What actions will create value
- What actions will improve ratings
- What actions will do both



## 3. NAVIGATE CHANGES AHEAD

### WHAT IS EXPECTED OF YOUR COMPANY AS YOU PROCEED?

ESG Navigator is a sustainability leader's secret weapon for *creating order out of ESG chaos*. The platform helps you build stronger programs, earn better ratings, and productively engage your C-Suite and board.



Tap into the **Best Practices Library** to see 800+ examples of "Stage 4" practices. Join the **Quarterly ESG Strategy Forum**. [View Signposts](#) to stay on top of high-impact ESG developments.

ESG Navigator - Best Practices Library									
Category	Company	Practice	Impact	Relevance	Source	Source	Source	Source	Source
Climate Change	Apple	Renewable Energy	High	High	Apple	Apple	Apple	Apple	Apple
Human Rights	Google	Diversity & Inclusion	High	High	Google	Google	Google	Google	Google
Environmental	Microsoft	Carbon Footprint	High	High	Microsoft	Microsoft	Microsoft	Microsoft	Microsoft
Community	Amazon	Local Hiring	High	High	Amazon	Amazon	Amazon	Amazon	Amazon
Product	Facebook	Product Safety	High	High	Facebook	Facebook	Facebook	Facebook	Facebook
Supply Chain	Walmart	Supplier Sustainability	High	High	Walmart	Walmart	Walmart	Walmart	Walmart
Stakeholder	Netflix	Stakeholder Engagement	High	High	Netflix	Netflix	Netflix	Netflix	Netflix
Leadership	IBM	ESG Reporting	High	High	IBM	IBM	IBM	IBM	IBM
Investor	BlackRock	ESG Integration	High	High	BlackRock	BlackRock	BlackRock	BlackRock	BlackRock
Regulatory	ESG	ESG Standards	High	High	ESG	ESG	ESG	ESG	ESG

ESG Navigator Annual Membership Options					Details	Free (Option A)	Standard (Option B)	Premium (Option C)
KNOW YOUR POSITION					Details			
DATE YOUR COMPANY					Details			
Access ESG Navigator Maturity Map – Proprietary ESG maturity model and rating criteria					Details			
Conduct Self-Assessment – Rate your company; complete online & update 24/7/365					Details			
BENCHMARK VS. PEERS					Details			
Compare vs. All Companies and Industry Sector					Details			
Compare vs. Industry Sub-sector					Details			
Compare to companies by Revenue, ETL, Location, Public/Private					Details			
View Summary level and download analytics (bar charts, etc.)					Details			
Drill down (D-2) to Section level (4 Sections: E+S+G+Strategy)					Details			
Drill down (D-2) to Element level (17 Elements: e.g., Goals & Metrics)					Details			
Drill down (D-3) to KSI level (114 Key Sustainability Indicators: e.g., 2050 goal)					Details			
MAP ACROSS 15 MAJOR ESG RATINGS					Details			
View Example ESG Ratings Maps – For ABC Company					Details			
Understand Coverage of 15 ESG Ratings – Compare topics covered vs. ESG Navigator KSIs					Details			
CHART YOUR COURSE					Details			
ZERO IN ON IMPROVEMENT PRIORITIES					Details			
Gather input from 1-50 colleagues internally – Access Excel Toolkit; view detailed analysis					Details			
Flag Highly Relevant (H) KSI – Zero in on improvement priorities					Details			
Download Example CEO Pitch Deck – See how peer companies use ESG Navigator output					Details			
Download Best Practices Library – Download 800+ company best practices – sortable in Excel					Details			
Compare to Others – See which KSI peer companies & our ESG Navigator Team select					Details			
ANALYZE YOUR POSITIONING vs. MAJOR ESG RATINGS					Details			
Analyze your company vs. CDP & S&P only – Access (partial) ESG Ratings Maps					Details			
Analyze your company vs. all 15 major ESG ratings – Access full ESG Ratings Maps					Details			
Compare your company scores vs. 15 ESG Ratings – View 4x15 Rainbow Charts					Details			
Compare your company scores vs. 15 ESG Ratings (detailed level) – View 114 KSI Bar Charts					Details			
NAVIGATE CHANGES AHEAD					Details			
KNOWLEDGE HUB & ESG NAVIGATOR COLLABORATIVE					Details			
Join Monthly ESG Navigator Webinars – Engage in peer-to-peer learning and sharing					Details			
Access 2021 Survey of ESG Frameworks and Ratings: Final Report					Details			
Download Signposts – Track major ESG news developments					Details			
Join the ESG Strategy Forum					Details			
Join Quarterly ESG Strategy Forum – Engage in high-level strategic discussion re ESG					Details			
1:1 calls with ESG Navigator Team – Engage during the year					Details			
Access all new ESG features, tools, etc. during the year					Details			
BASE ANNUAL SUBSCRIPTION FEE					Details			
Founding Member Discount (Only entry before 2019 and updated in 2021)					Details			
TOTAL: Founding Members					Details			
TOTAL: All Others (pricing for a 4x15 chart set shown in table)					Details			

\* = Feature not available

8/20/2021



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# ESG Navigator Membership Options



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Annual Subscription Options  
Effective September 2021

ESG Navigator empowers sustainability professionals and their companies to address the world's most pressing challenges – through powerful ESG benchmarking analytics and a strategic roadmap, supported by a peer network & knowledge hub to stay abreast of the rapidly-changing landscape.



Annual Subscription Options  
Effective September 2021



## 2. CHART YOUR COURSE WHERE DO YOU INVEST RESOURCES?

### 114 KSI Bar Charts vs. ESG Ratings

Every corporate VP views ESG differently. Gather insight from 1-50 colleagues internally (using the Excel Toolkit) to gain a holistic view of your company's ESG performance.

ESG Navigator Annual Membership Options			
	Details	Free (Option A)	Standard (Option B)
KNOW YOUR POSITION			
DATE YOUR COMPANY	Access ESG Navigator Maturity Map – Proprietary ESG maturity model and rating criteria	Free	Free
Conduct Self-Assessment – Rate your company, complete online & update 24/7/365		Free	Free
BENCHMARK VS. PEERS			
Compare vs. All Companies and Industry Sector		Free	Free
Compare vs. Industry Sub-sector		Free	Free
Examine the Sustainability by Business Unit (SBU) Location, Public/Private		Free	Free

## ESG Navigator Annual Membership Options

### BASE ANNUAL SUBSCRIPTION FEE

Founding Member Discount (Data entry before 2019 and updated in 2021)

TOTAL: Founding Members

TOTAL: All Others (Pricing for a-la-carte items shown in table)

Details	Free (Option A)	Standard (Option B)	Premium (Option C)
<a href="#">More</a>	Free	\$2,500	\$4,000
<a href="#">More</a>	N/A	-500	-800
<a href="#">More</a>	N/A	\$3,800	\$4,700
<a href="#">More</a>	\$3,600	\$4,300	\$5,500

ALL COMPANIES	BY INDUSTRY	BY BUSINESS UNIT	BY LOCATION
VS. All Companies • By Industry Sector	VS. All Companies • By Industry Sector • Sub-Sector	VS. All Companies • By Industry Sector • Sub-Sector	VS. All Companies • By Industry Sector • Sub-Sector
Option A, B, C	Option A, B, C	Option A, B, C	Option A, B, C

### WHERE DO YOU STAND VS. THE MAJOR ESG RATINGS?

How well positioned are you to earn strong ESG ratings – from ISS, MSCI, S&P, etc.?

Map your ESG performance against 15 ESG ratings organizations. [View ESG Ratings Maps.](#)

ISS	MSCI	S&P	FTSE	CDP	REUTERS	ENVIRONMENTAL	SOCIAL	GOVERNANCE	ESG
1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0

proactively engage your C-suite and board.



Tap into the [Best Practices Library](#) to see 800+ examples of "Stage 4" practices. Join the [Quarterly ESG Strategy Forum](#). [View Signposts](#) to stay on top of high-impact ESG developments.

Company	ESG Rating	ESG Score	ESG Rating	ESG Score	ESG Rating	ESG Score	ESG Rating	ESG Score
Company A	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Company B	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Company C	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Company D	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Company E	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Company F	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Company G	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Company H	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Company I	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Company J	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Company K	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Company L	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Company M	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Company N	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Company O	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0

Join Monthly ESG Navigator Webinars – Engage in peer-to-peer learning and sharing	Free	Free	Free
Access 2021 Survey of ESG Frameworks and Ratings: Final Report	Free	Free	Free
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1:1 calls with ESG Navigator Team – Engage during the year	Free	Free	Free
Access all new ESG features, tools, etc. during the year	Free	Free	Free
BASE ANNUAL SUBSCRIPTION FEE			
Founding Member Discount (Data entry before 2019 and updated in 2021)	Free	\$2,500	\$4,000
TOTAL: Founding Members	Free	\$2,500	\$4,000
TOTAL: All Others (Pricing for a-la-carte items shown in table)	Free	\$4,300	\$5,500

X = Feature not available

8/29/2021



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# ESG Navigator Membership Options

	FREE <i>Option A</i>	STANDARD <i>Option B</i>	PREMIUM <i>Option C</i>
		FREE features plus...	FREE and STANDARD features plus...
BENCHMARKING	<div>To Who?</div> <ul style="list-style-type: none"><li>• All Industry</li><li>• My Industry Sector</li></ul> <div>Vs. What?</div> <ul style="list-style-type: none"><li>• Overall</li><li>• By Section (E+S+G+Strategy)</li></ul>	<div>To Who?</div> <ul style="list-style-type: none"><li>• My Industry Sub-Sector</li></ul> <div>Vs. What?</div> <ul style="list-style-type: none"><li>• By Element</li><li>• By KSI</li><li>• By Prioritized KSI</li></ul>	<div>To Who?</div> <ul style="list-style-type: none"><li>• By Size (Revenue and Headcount)</li><li>• By Location</li><li>• Public vs. Private [Under development]</li></ul> <div>Vs. What?</div> <ul style="list-style-type: none"><li>• By prioritized KSI vs.<ul style="list-style-type: none"><li>➤ 15 ESG Ratings</li><li>➤ KSI criteria</li><li>➤ Best Practices</li></ul></li></ul>
	= 16 SUMMARY ANALYTICS	= 456 DRILL DOWN ANALYTICS	= 1,000+ DRILL DOWN ANALYTICS
+ ESG RATINGS	<ul style="list-style-type: none"><li>• View full ESG Ratings Maps for ABC Company (interactive bubble charts, heat maps, dashboard, etc.)</li><li>• View my company data for CDP; S+P only</li></ul>	<ul style="list-style-type: none"><li>• Download full ESG Ratings Maps 24/7/365 for my company</li><li>• Rainbow Charts by Section (E+S+G+Strategy) – showing ESG ratings overlap</li></ul>	<ul style="list-style-type: none"><li>• 114 KSI bar charts showing overlap of 15 ESG ratings</li><li>• “Clickable Ratings” – Select from the 15 ESG frameworks and ratings those most relevant for your company. Then view your company’s ESG Ratings Maps - customized</li></ul>
+ EXTRAS	<ul style="list-style-type: none"><li>• Monthly Webinars</li><li>• CEO Pitch Deck (partial)</li><li>• Knowledge Hub (partial) – e.g., Investor Pages (ABC’s etc.)</li></ul>	<ul style="list-style-type: none"><li>• CEO Pitch Deck (full)</li><li>• Knowledge Hub (full)</li><li>• Excel Toolkit</li><li>• Best Practices Excel Download</li></ul>	<ul style="list-style-type: none"><li>• Quarterly ESG Strategy Forum</li><li>• Signposts (current news)</li><li>• ESG Ratings Survey 2021 Results</li><li>• KEY BENEFIT: Opportunity during the year to have immediate and early access to all new ESG Navigator features, tools, website enhancements under development</li></ul>





# 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
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



# 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	ER
Gov	1	Co. Purpose & Values	1.70	5	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	34
Gov	2	CEO & C-Suite Leadership	1.83	6	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	10
Gov	3	Board of Directors Leadership	1.00	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	40
Gov	4	Goals & Metrics	2.57	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	59
Gov	5	Culture & Organization	1.40	5	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	34
Gov	6	Stakeholder Engagement	2.17	6	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	38
Gov	7	Disclosure & Reporting	1.25	6	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	74
Str	8	Strategic Planning	1.14	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	56
Str	9	Innovation, R&D	1.67	6	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	39
Str	10	Custs. & Markets	1.71	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	29
Str	11	Products, Services, & Solutions	2.29	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	51
Env	12	Operations - Env. Footprint	2.56	8	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	72
Env	13	S. Chain - Env. Footprint	1.00	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	62
Env	14	Products - Env. Footprint	1.75	8	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	54
Soc	15	Workplace	2.57	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	62
Soc	16	S. Chain - Social Impacts	1.13	8	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	58
Soc	17	Community - Social Impacts	1.93	7	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	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

NOTE: This is now  
in place for Premium  
(Option C) Members



# Agenda

## Updates *(10-15 minutes)*

- **Website Updates**
- **Renewal Season:** FY22 Join Options
- **ESG Ratings Maps:** Clickable Ratings Organizations

## How to Use ESG Navigator: First Pass to the Boardroom *(30-40 minutes)*

- The typical progression
- **Member Case Study: *Fluor***
- **Small Group Discussion**
- **Full Group Discussion**

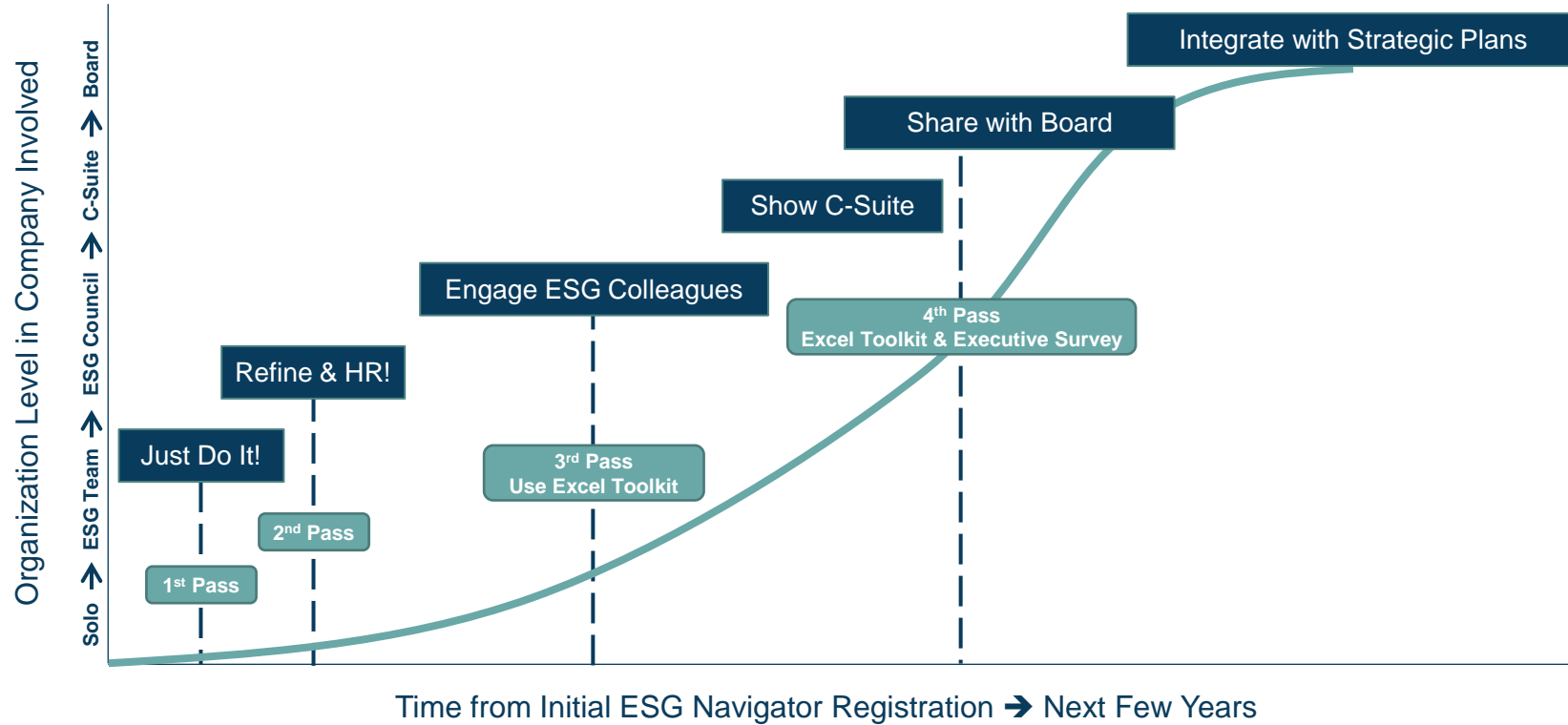
## A Look Ahead *(5 minutes)*

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



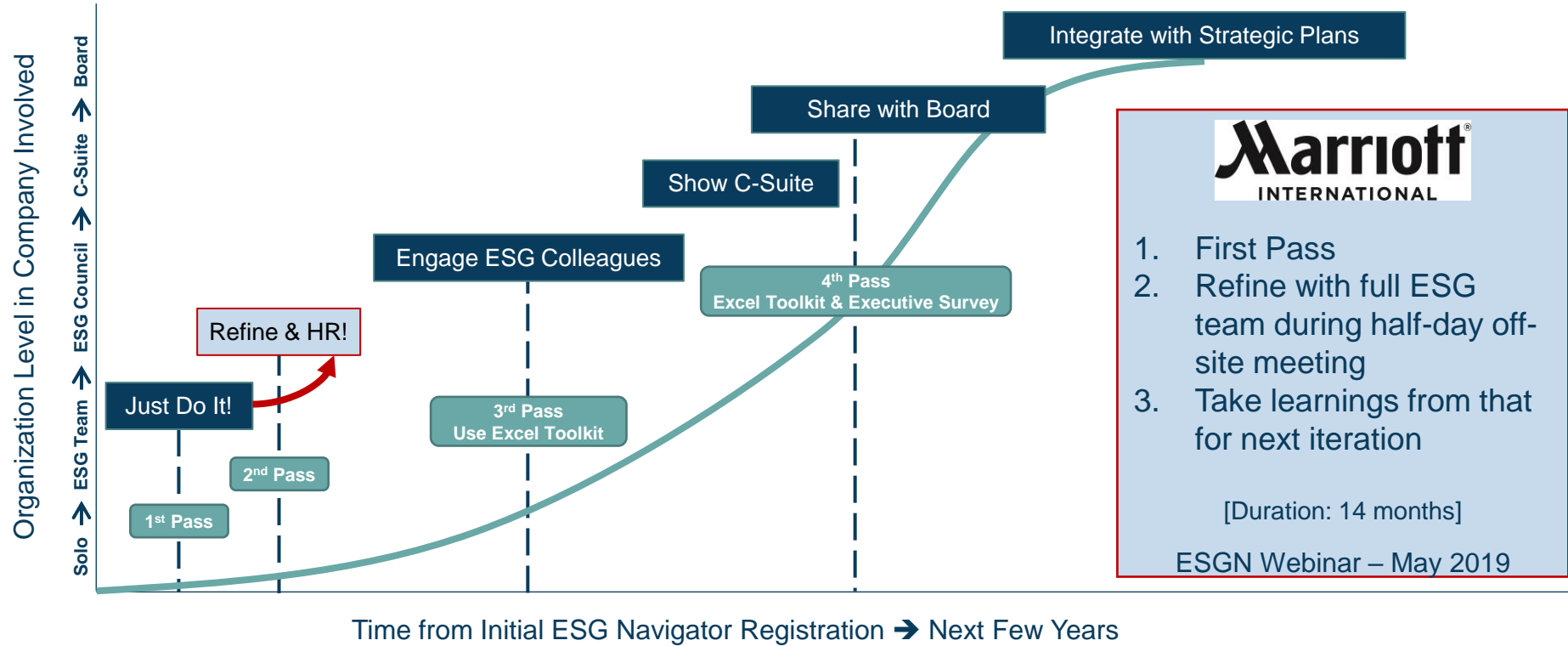


# How to Use ESG Navigator

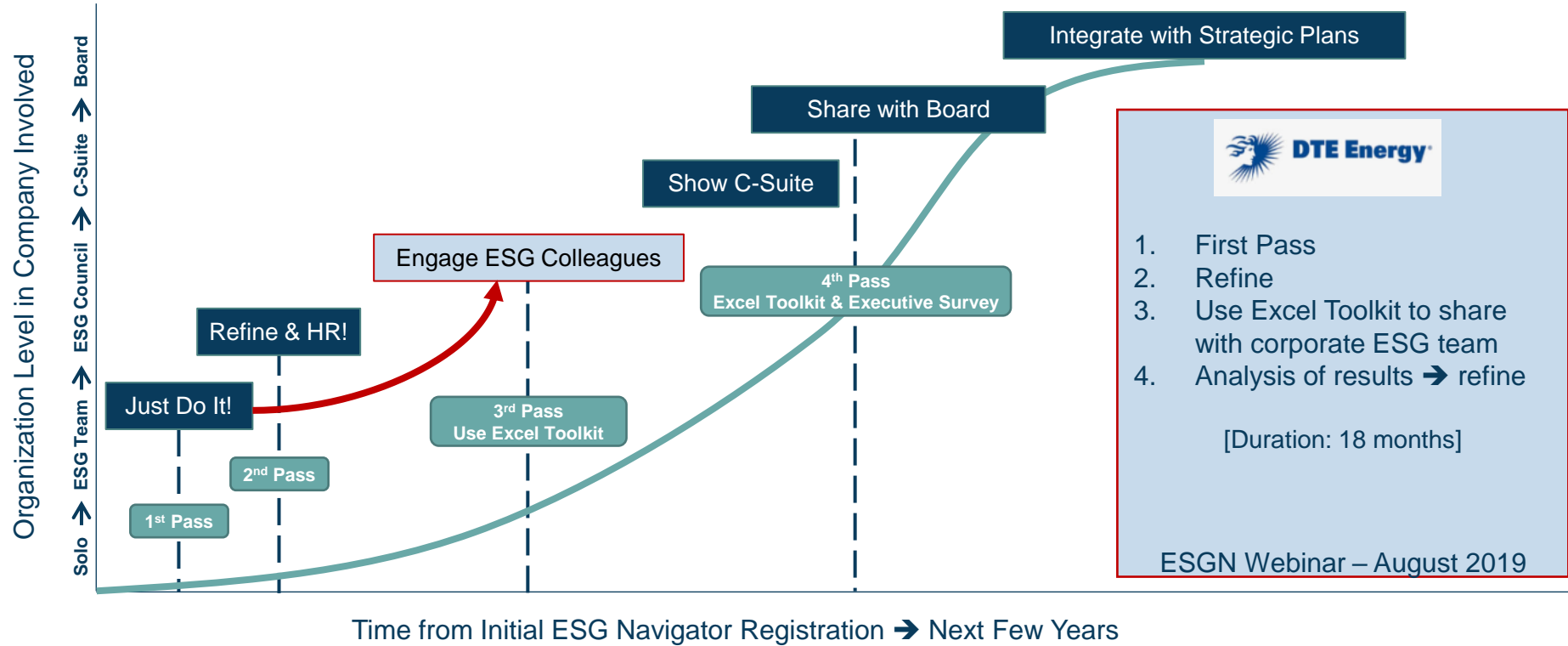




# How to Use ESG Navigator

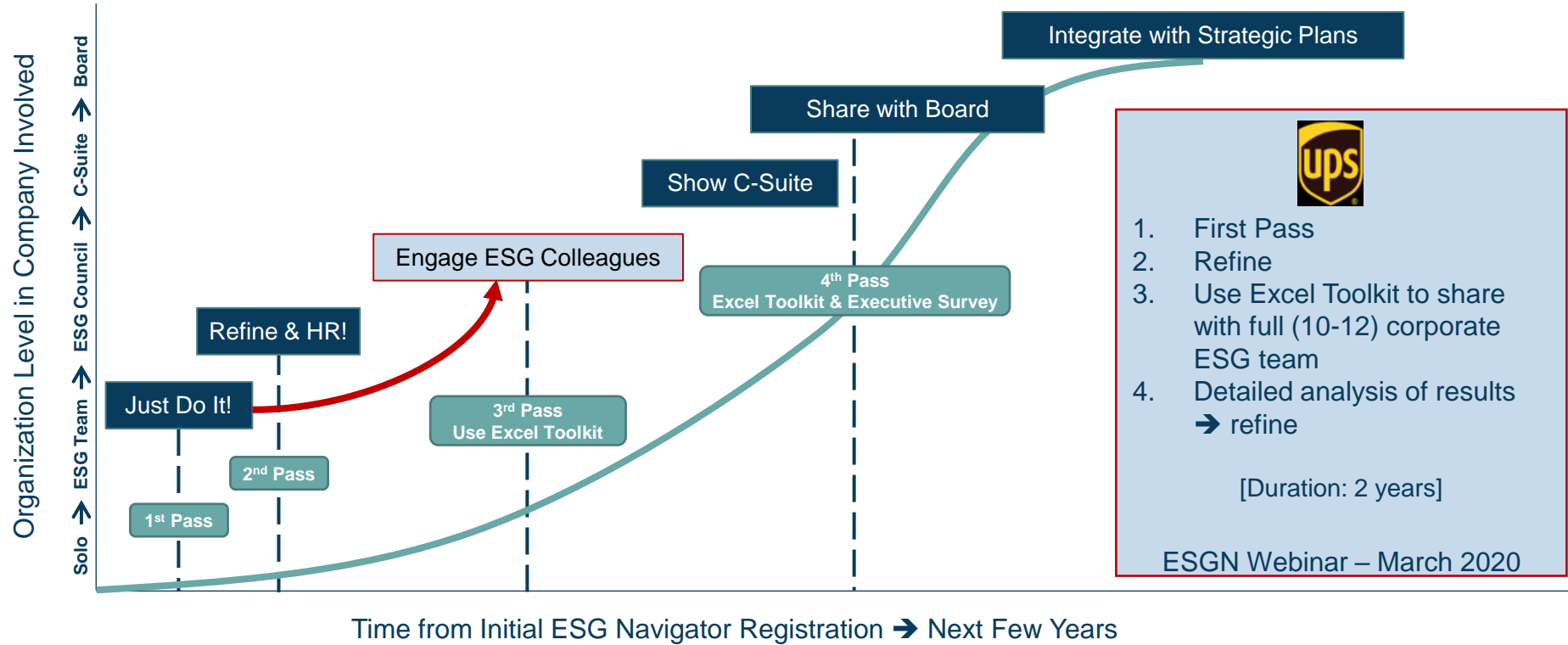


# How to Use ESG Navigator



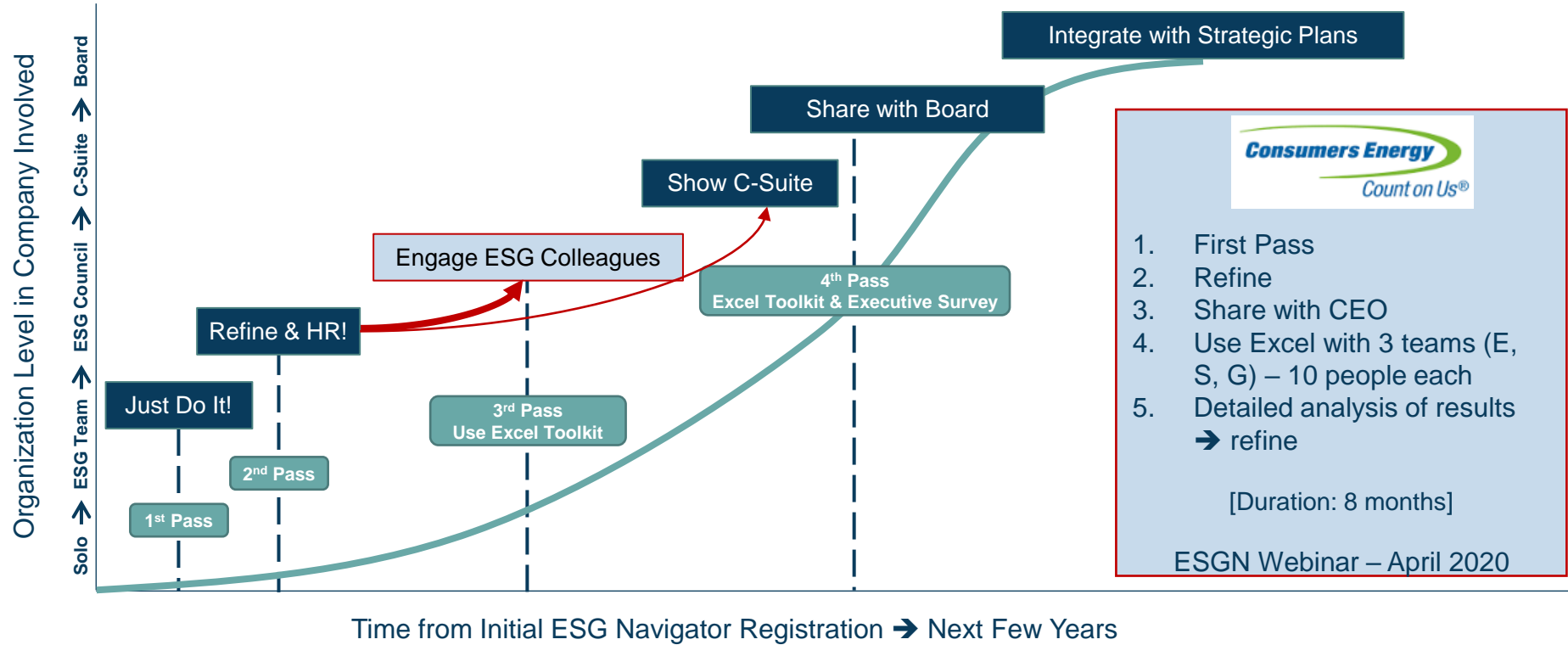


# How to Use ESG Navigator



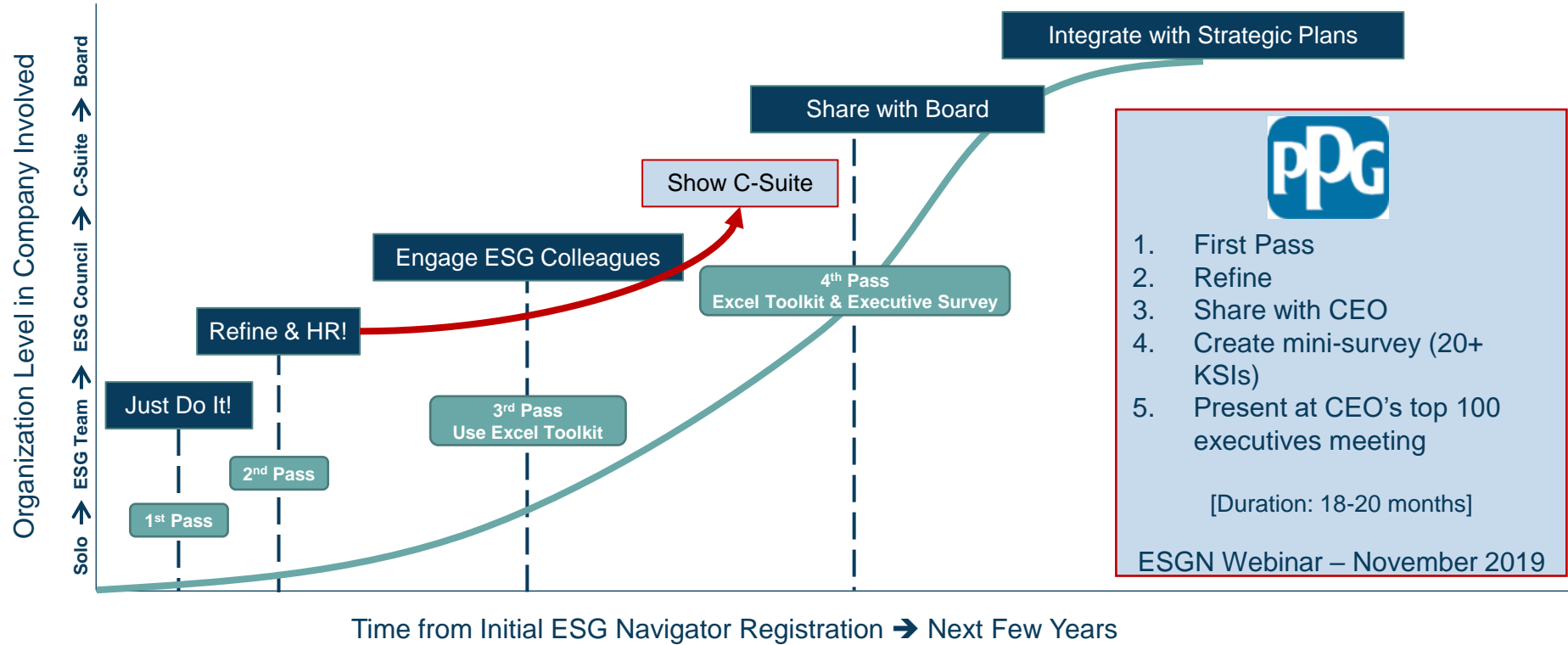


# How to Use ESG Navigator



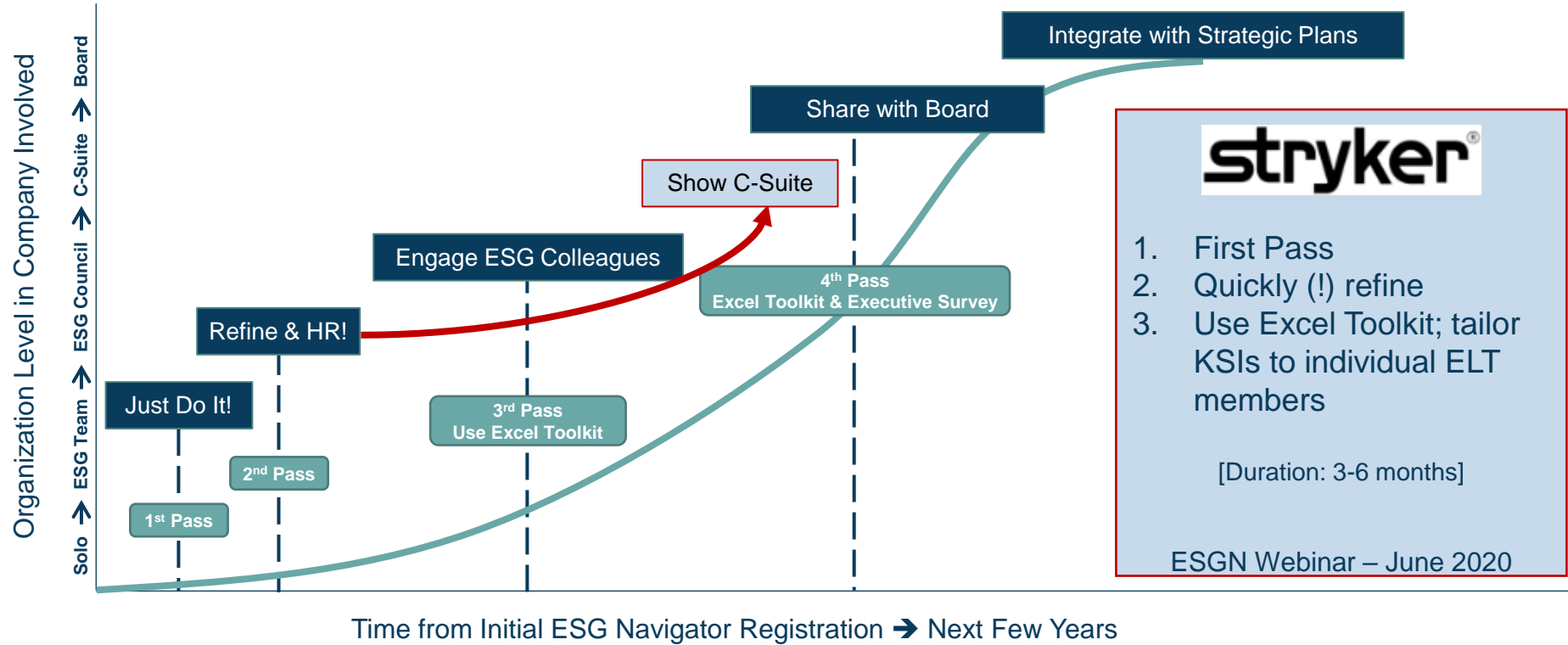


# How to Use ESG Navigator

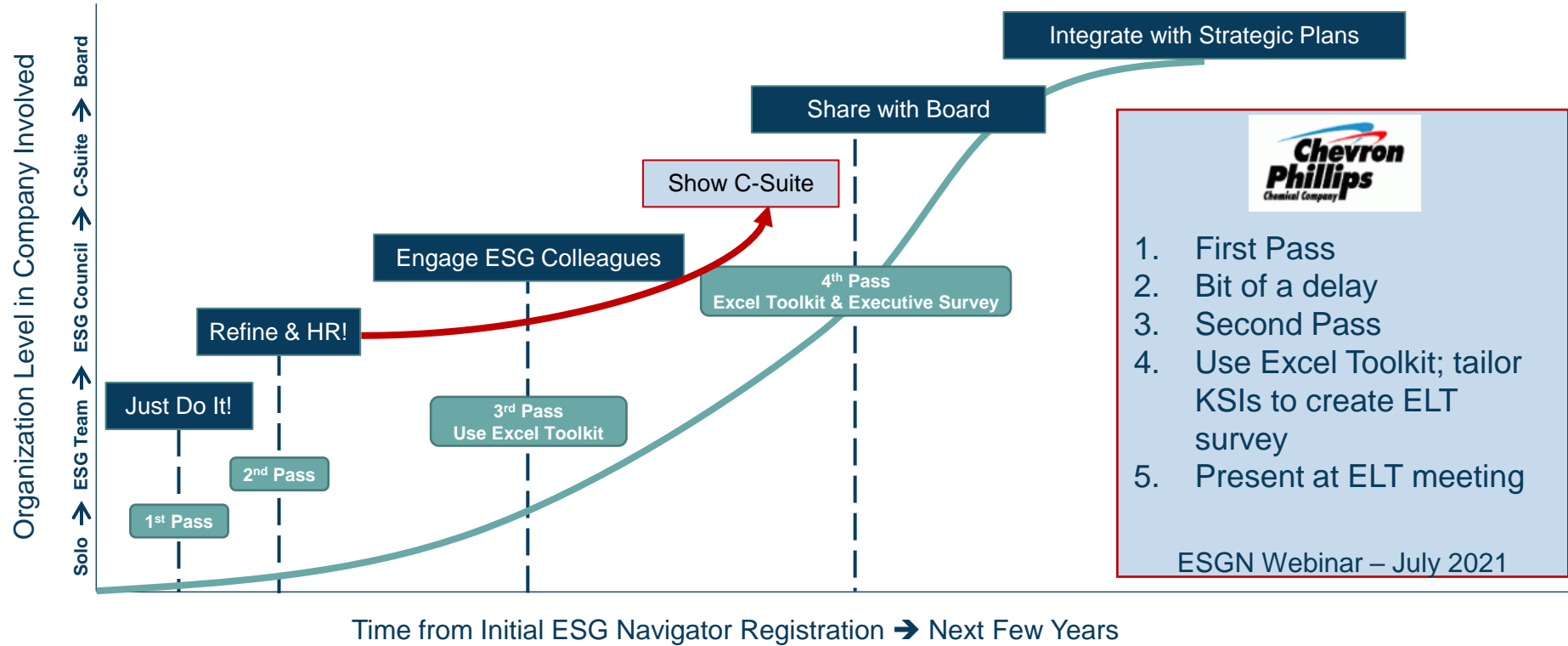




# How to Use ESG Navigator

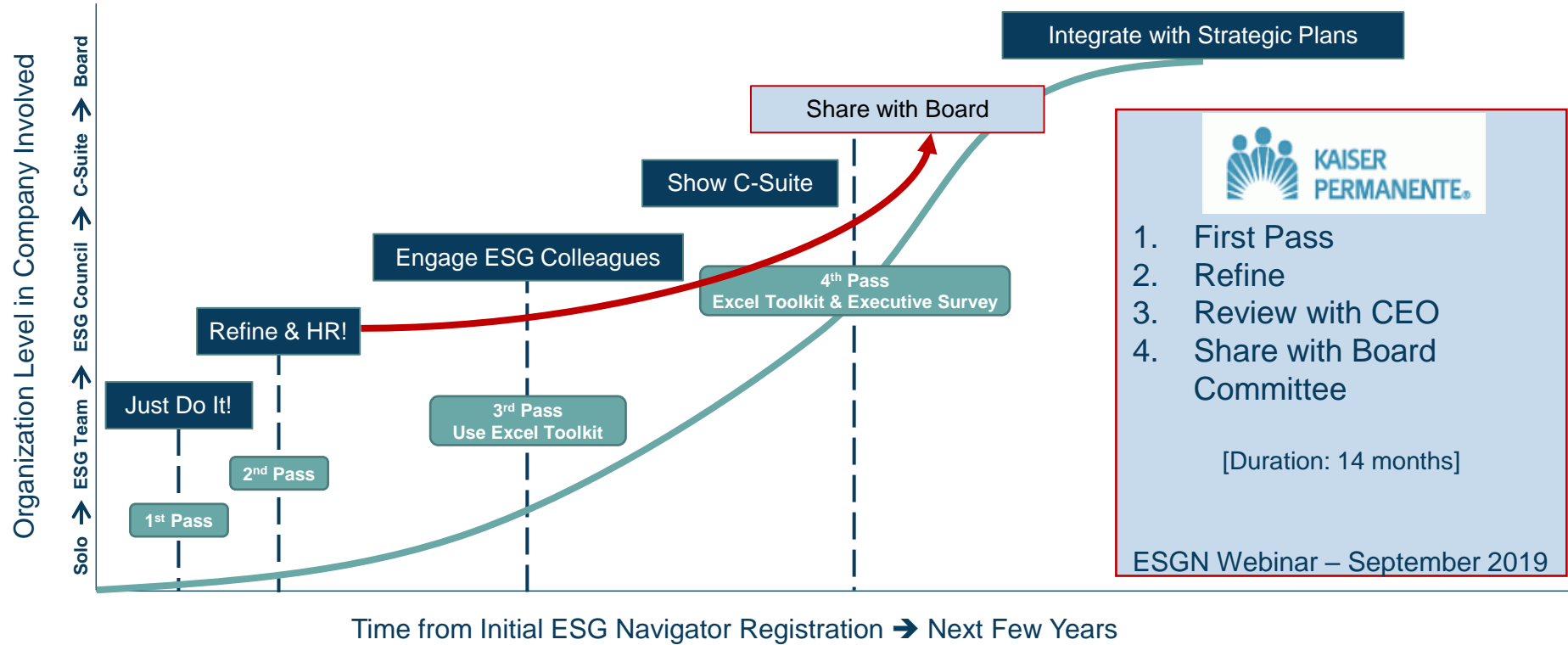


# How to Use ESG Navigator





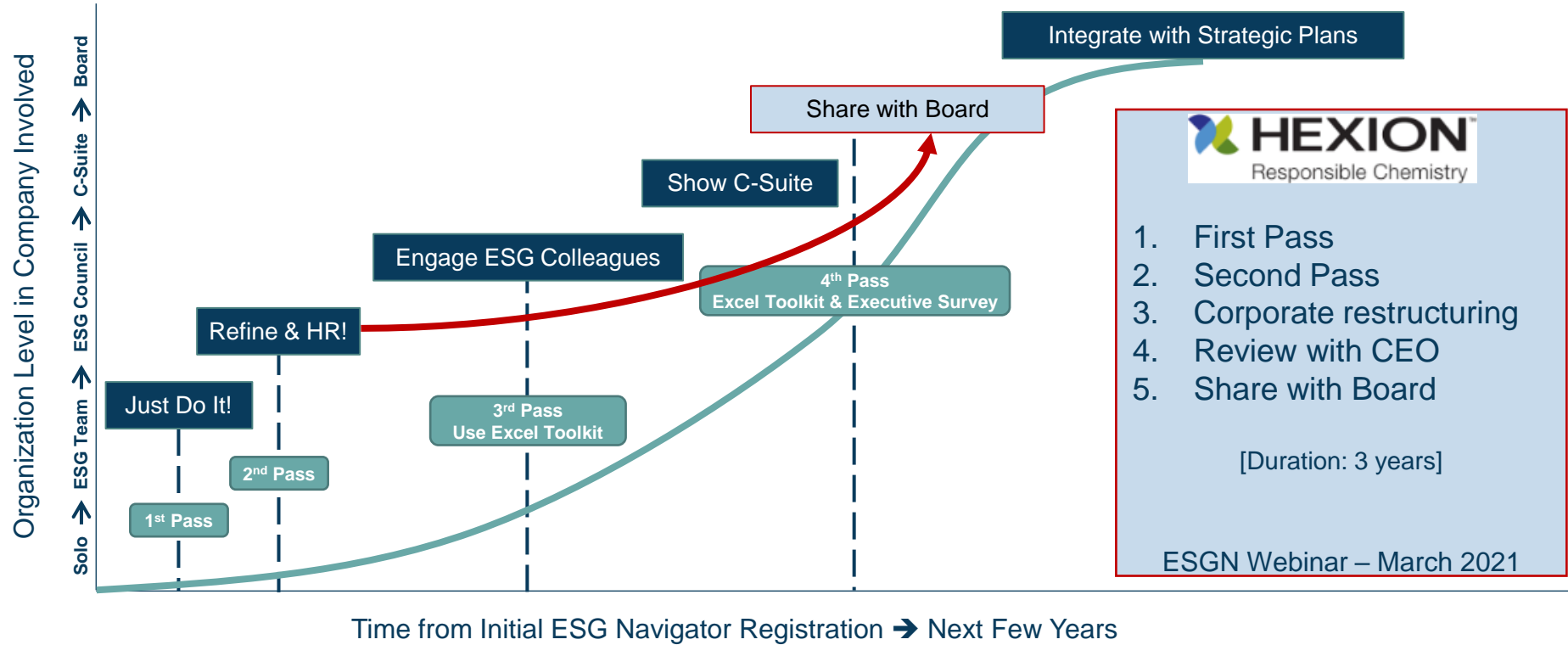
# How to Use ESG Navigator





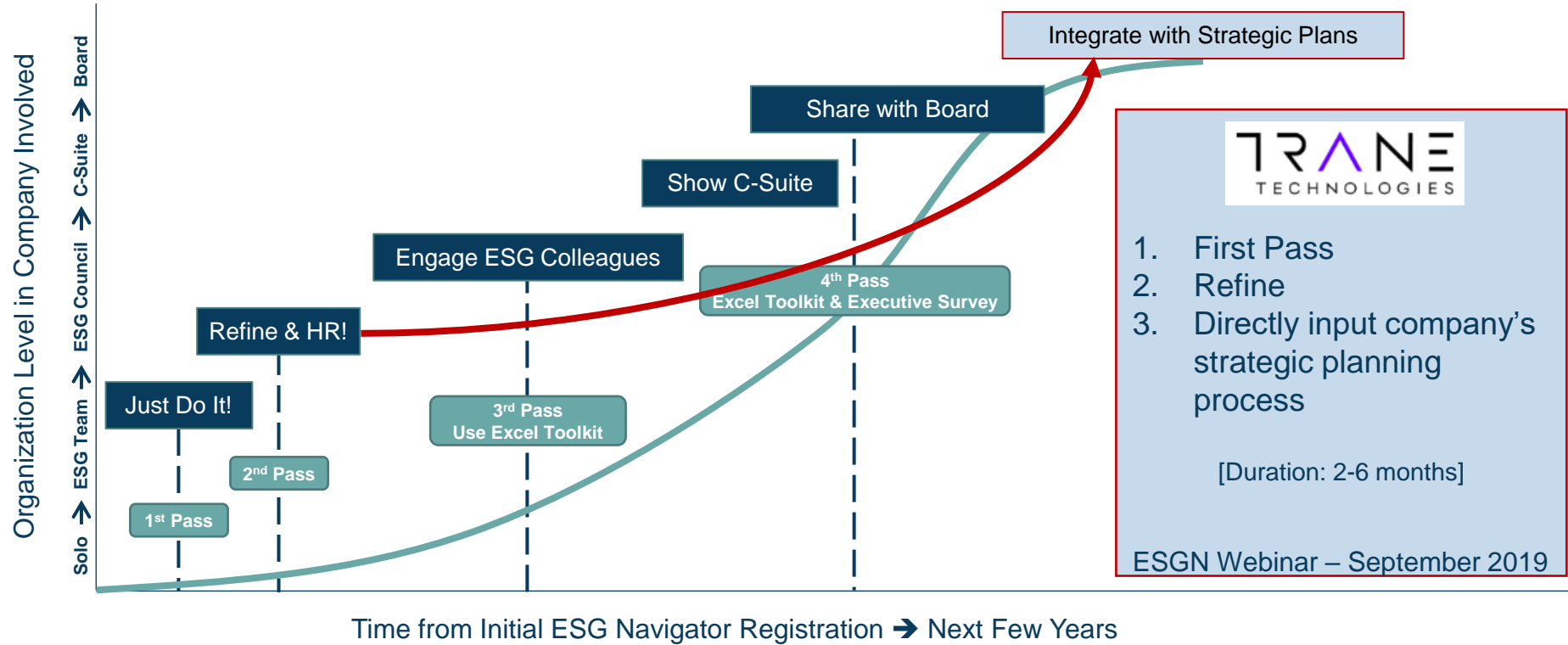


# How to Use ESG Navigator





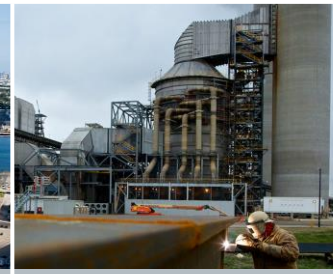
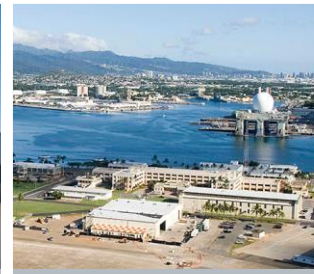
# How to Use ESG Navigator



# FLUOR'S USE OF ESG NAVIGATOR

Lucy Brady

September 10, 2021



**FLUOR**<sup>®</sup>

# Fluor at a Glance

Founded in 1912 and headquartered in Irving, Texas, Fluor Corporation (NYSE:FLR) is a global, publicly traded engineering, procurement, construction and maintenance company.

➤ **14.2** BILLION REVENUE IN 2020

➤ **44,000** EMPLOYEES

➤ PROJECTS PERFORMED IN **60+**  
COUNTRIES



# Why ESGN?

- ◆ Benchmark peers
- ◆ Understand a baseline
- ◆ Identify weak & strong spots
- ◆ Plan ahead
- ◆ Value for the cost

# 2018-2019: First Time – Nancy Kralik

- ◆ 2018: First time – Nancy Kralik
  - just the scores (not the HR!)
  - then went back and added HR!
- ◆ 2019: Second Pass – Nancy updated the Navigator

# 2020: Third Pass

- ◆ Sustainability Committee members comprised of corporate functions completed ESG Navigator in 2<sup>nd</sup> quarter 2020
- ◆ Detailed results shared with Sustainability Committee members at 3<sup>rd</sup> quarter meeting with discussion on path forward
- ◆ Summarized results shared with all employees via Fluor intranet site / Sustainability page so that they can see areas where we can improve and where there are opportunities

# Fluor Intranet Site / Sustainability Page

## Knowledge OnLine: Sustainability

### Community Quick Links



Welcome to Search Assist! What are you looking for today?



#### Fluor launches new Energy Transition community New

What's driving the energy transition and what challenges stand in front of us as a global community to create a sustainable future? Here you'll find resources about Fluor's energy transition technologies and focus areas that can be used for business development efforts or for your own knowledge.

[More...](#)

This feature will not yet display for ICA or Stork employees or those accessing Connections remotely. [More information here.](#)

### News Blog

[Create Blog Entry](#)

#### Managing Our Operations in Environmentally Responsible Manner

Amber Wilson | Sep 1 | Tags: [sustainability](#) [greenhouse\\_gas\\_emissions](#) [netzero2023](#) [sustainability\\_report](#) [environment](#) [carbon\\_footprint](#) | 5 Visits

♡ 2

[Stop Following this Community](#) | [Comm](#)

### Bookmarks and More







## 2020: Fourth Pass

- ◆ In August, 2020, Fluor Corporate Sustainability Committee was restructured to comprise of Business Lines rather than corporate functions
- ◆ New committee members - Business Line leaders - are completing ESG Navigator questionnaire
- ◆ Compared / reviewed results from corporate functions and business lines with the Sustainability Committee and discussed any disconnects

# 2020: Internal Engagement

- ◆ CEO Transition
- ◆ New Focus
  - DE&I
  - Net Zero 2023
- ◆ Restructured the Company
- ◆ Sustainability reports into the C-Suite
- ◆ Shared consolidated results with the Board
- ◆ Agreed upon Sustainability Focus Areas for 2021

# Sustainability Focus Areas for 2021

- ◆ *Board of Directors' Leadership*
- ◆ *Goals & Metrics*
- ◆ *Strategic Planning*
- ◆ *Environmental Footprint: Operations*
- ◆ *Supply Chain - Environmental Impacts*

# Sustainability Scope within Focus Areas

## ◆ *Board of Directors' Leadership*

- *Board receives updates on key sustainability issues at each meeting*
  - *Sustainability Report*
  - *Discrete sustainability topics (e.g., safety; environmental; diversity, equity & inclusion)*
- *Board performs self-assessment of sustainability metrics*

# Sustainability Scope within Focus Areas

## ◆ *Environmental Footprint: Operations*

- *Commence Net Zero 2023 for Scopes 1 & 2 absolute greenhouse gas emissions for global offices*
- *Work with projects and supply chain to enter data into the Sustainability Performance Indicator Management System*

# 2020: External and Internal reporting

- ◆ Shared the results with employees
- ◆ Referenced in annual Sustainability Report (restructured the report to follow ESG Navigator structure)

# Next Steps

- ◆ Complete ESG Navigator in 2021
- ◆ Determine Focus Areas for 2022
- ◆ Work with Gib and others to recruit more companies in our industry sub-sector (rule of six)



# Lessons Learned

- ◆ Just get started... don't try to be perfect the first time
- ◆ Reach out internally – start small and engage (a lot of training)
- ◆ Craft your story (e.g., C-Suite pitch deck) – to engage others
- ◆ Get the Sustainability Committee to input to the scoring and prioritizing (HR!)
- ◆ Minimize HR! and focus on areas that really impact the Company



BREAKOUT GROUPS

# ESG Navigator: First Pass → Boardroom

## Ideas for progressing faster up the organization

1. Reactions to Fluor case study
2. Other thoughts

BREAKOUT GROUPS

# Agenda

## Updates *(10-15 minutes)*

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- **Renewal Season:** FY22 Join Options
- **ESG Ratings Maps:** Clickable Ratings Organizations

## How to Use ESG Navigator: First Pass to the Boardroom *(30-40 minutes)*

- The typical progression
- **Member Case Study: *Fluor***
- Small Group Discussion
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## A Look Ahead *(5 minutes)*

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





# What's Next?

# 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

(positioning + HR!)

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

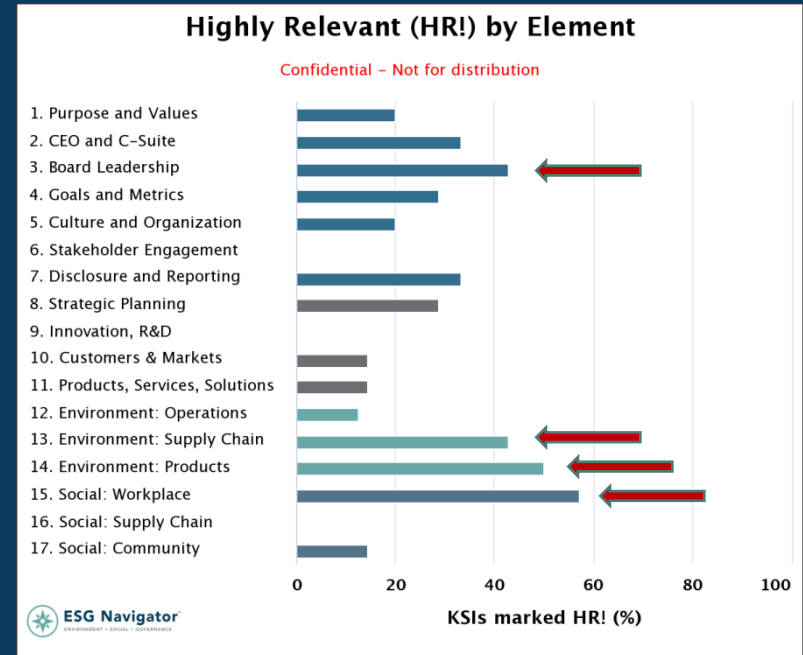
# So What's Next for *ESG Ratings Maps*?

1. Clickable Ratings Orgs.

2. Fine-tune “Stoplight Yellow”

3. Highly-Relevant (!)

New report: HR! by Element





# 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
- **Intra-company peer group comparison**
  - Your company (corporate)
  - Your company business units (A, B, C, etc.)
- **Highly-Relevant Analysis**
  - Highly Relevant bar chart by Element
  - Survey feature (PPG, CPCChem examples)

## 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







**ESG Navigator™**  
ENVIRONMENT • SOCIAL • GOVERNANCE

**THANK YOU!**