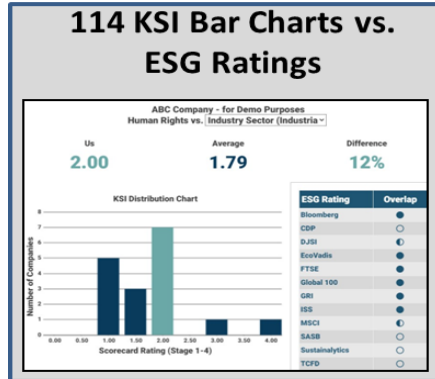




2. CHART YOUR COURSE

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

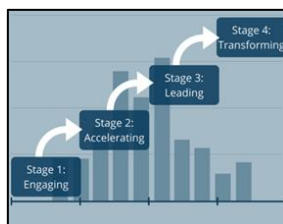
| Section | # | Element Name | Avg. Score | KSIs | CDP | GRI | SASB | TCFD | BB | DJSI | FTSE | ISS | MSCI | Sust. | Vigno | Eco-V | CK | JUST | ERC |
|---------|----|---------------------------------|------------|------|-----|-----|------|------|----|------|------|-----|------|-------|-------|-------|----|------|-----|
| 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 |



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 | | | | | |
|--|------------------|-----|---|--------------------|--|
| Section | Element | KSI | KSI Name | Company | Best Practice "Blurb" |
| Governance | Purpose & Values | 1.1 | Company Purpose (CEO's View re the Role of Company in | Neste (Finland) | Facing headwinds and market devaluation in oil refining, transformed the company to develop sustainable sources of energy. |
| Governance | Purpose & Values | 1.1 | Company Purpose (CEO's View re the Role of Company in | Østed | Known as Danish Oil and Natural Gas until 2017, began a bold transformation in 2009-reinventing itself as a top-to-bottom renewable energy company. |
| Governance | Purpose & Values | 1.1 | Company Purpose (CEO's View re the Role of Company in | Trane Technologies | Spun off from Ingersoll Rand in early 2020 as a pure-play climate company that creates "efficient and sustainable solutions for buildings, homes, and transportation." |

| ESG Navigator Annual Membership Options | | Details | Free (Option A) | Standard (Option B) | Premium (Option C) |
|--|--|----------------------|--------------------|------------------------|-----------------------|
| KNOW YOUR POSITION | | More | | | |
| RATE YOUR COMPANY | | More | | | |
| Access ESG Navigator Maturity Map – Proprietary ESG maturity model and rating criteria | | More | ● | ● | ● |
| Conduct Self-Assessment – Rate our company; complete online & update 24/7/365 | | More | ● | ● | ● |
| BENCHMARK VS. PEERS | | More | | | |
| Compare vs. <u>All Companies and Industry Sector</u> | | More | ● | ● | ● |
| Compare vs. <u>Industry Sub-sector</u> | | More | X | ● | ● |
| Compare to companies by <u>Revenue, FTE, Location, Public/Private</u> | | More | X | X | ● |
| View <u>Summary level</u> and download analytics (bar charts, etc.) | | More | ● | ● | ● |
| Drill down (D-1) to <u>Section level</u> (4 Sections: E+S+G+Strategy) | | More | ● | ● | ● |
| Drill down (D-2) to <u>Element level</u> (17 Elements - e.g., Goals & Metrics) | | More | X | ● | ● |
| Drill down (D-3) to <u>KSI level</u> (114 Key Sustainability Indicators -e.g., 2050 goals) | | More | X | ● | ● |
| MAP ACROSS 15 MAJOR ESG RATINGS | | More | | | |
| View Example ESG Ratings Maps – For ABC Company | | More | ● | ● | ● |
| Understand Coverage of 15 ESG Ratings – Compare topics covered vs. ESG Navigator KSIs | | More | X | ● | ● |
| CHART YOUR COURSE | | More | | | |
| ZERO IN ON IMPROVEMENT PRIORITIES | | More | | | |
| Gather input from 1-50 colleagues internally – Access Excel Toolkit; view detailed analysis | | More | \$700 | ● | ● |
| Flag Highly Relevant (!) KSIs – Zero in on improvement priorities | | More | ● | ● | ● |
| Download Example CEO Pitch Deck – See how peer companies use ESG Navigator output | | More | ● | ● | ● |
| Download Best Practices Library – Download 800+ company best practices - sortable in Excel | | More | \$900 | ● | ● |
| Compare to Others – See which KSIs peer companies & our ESG Navigator Team select | | More | X | ● | ● |
| ANALYZE YOUR POSITIONING vs. MAJOR ESG RATINGS | | More | | | |
| Analyze your company vs. <u>CDP & S&P only</u> – Access (partial) ESG Ratings Maps | | More | ● | ● | ● |
| Analyze your company vs. <u>all 15 major ESG ratings</u> – Access Full ESG Ratings Maps | | More | \$2,000 | \$1,800 | \$1,500 |
| Compare your company scores vs. <u>15 ESG Ratings</u> – View 4x15 Rainbow Charts | | More | X | ● | ● |
| Compare your company scores vs. <u>15 ESG Ratings (detailed level)</u> – View 114 KSI Bar Charts | | More | X | X | ● |
| NAVIGATE CHANGES AHEAD | | More | | | |
| KNOWLEDGE HUB & ESG NAVIGATOR COLLABORATIVE | | More | | | |
| Join Monthly ESG Navigator Webinars – Engage in peer-to-peer learning and sharing | | More | ● | ● | ● |
| Access 2021 Survey of ESG Frameworks and Ratings: Final Report | | More | X | X | ● |
| Download Signposts – Track major ESG news developments | | More | X | X | ● |
| TAP INTO BEST EXTERNAL THINKING | | More | | | |
| Join Quarterly ESG Strategy Forum – Engage in high-level strategic discussion re ESG | | More | X | X | ● |
| 1:1 calls with ESG Navigator Team – Engage during the year | | More | X | X | ● |
| Access all new ESGN features, tools, etc. during the year | | More | X | X | ● |
| BASE ANNUAL SUBSCRIPTION FEE | | More | Free | \$2,500 | \$4,000 |
| Founding Member Discount (Data entry before 2019 and updated in 2021) | | More | N/A | -500 | -800 |
| TOTAL: Founding Members | | More | N/A | \$3,800 | \$4,700 |
| TOTAL: All Others (Pricing for a-la-carte items shown in table) | | More | \$3,600 | \$4,300 | \$5,500 |

X = Feature not available