



ESG Navigator™

ENVIRONMENT • SOCIAL • GOVERNANCE

ESG NAVIGATOR

INTRODUCTION

January 2024

Welcome to ESG Navigator

The premier global platform to help companies capture value from ESG

Initially crafted in 1997 Fortune 250 board meetings...

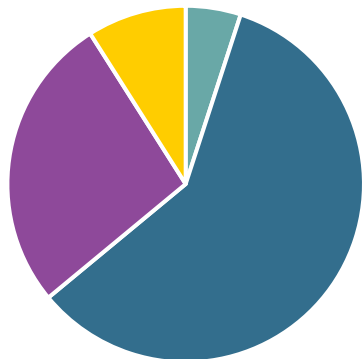
Can you develop a scorecard that helps us answer:





- *How should we think about sustainability?*
- *How do we stack-up?*
- *What's the roadmap for capturing value?*

Every company needs to transform... but how?

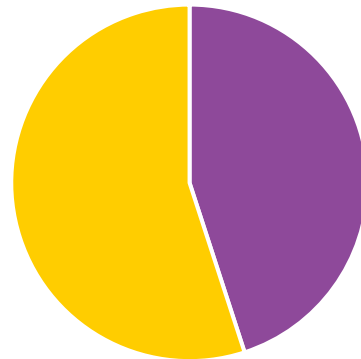
RESULTS OF POLLING ~80 FORTUNE 500 ESG EXECUTIVES – Q2-2023





How our top ~50-100 executives view ESG and sustainability TODAY



-  A communication & PR exercise
-  A set of required disclosures
-  A strategic set of risks and opportunities
-  A transformation imperative

Our Goal for 2025

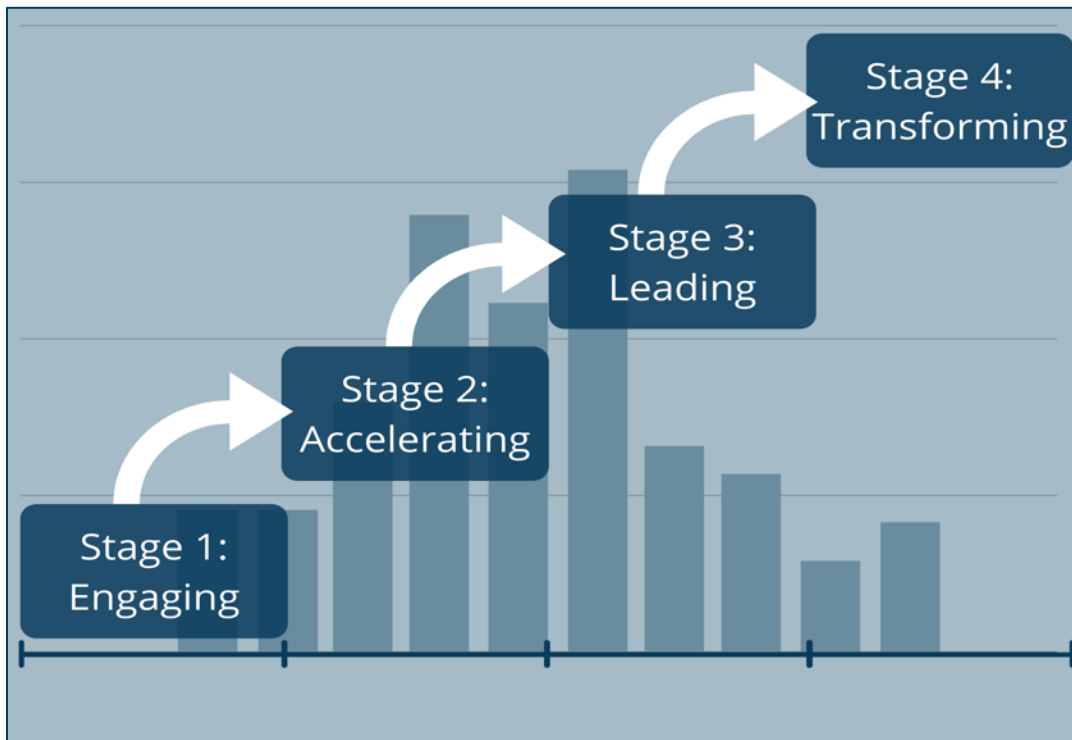


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ESG Navigator is your roadmap

DESIGNED FOR BUSINESS LEADERS – BY INDUSTRY – FOR INDUSTRY



Four-stage roadmap (maturity path)

Tough rating scale

- No company is Stage 4
- Stage 4 = “what’s expected of us”
- Many Stage 4 leading practices

100 KPIs:

- Cover E + S + G + Strategy
- 60% are Governance and Strategy
- Mapped across ESG reporting frameworks and ESG ratings
 - ~50% of KPIs = disclosed
 - ~50% of KPIs = confidential



Note: We refer to the 100 KPIs as Key Sustainability Indicators (KSIs)



Designed for business leaders “by industry – for industry”

ALL THE OTHERS ARE DESIGNED BY OUTSIDERS TELLING YOU WHAT TO DO

VALUE PROPOSITION

ESG Navigator helps companies capture value from ESG.

Empowers C-Suite executives and teams to create a tailored, future-ready strategy –

- Know where your company *truly* stands today (vs. peers and ESG ratings)
- Build robust governance systems and strategy to create long-term value tomorrow

Capturing value from ESG...

Reduce cost
Reduce risk



Grow sales
Create options



Enhance
reputation



Access Talent
Access Capital



Gain
Competitive
Advantage



Endorsed by *The Conference Board*

Respected author of “*Leading Economic Indicators*”

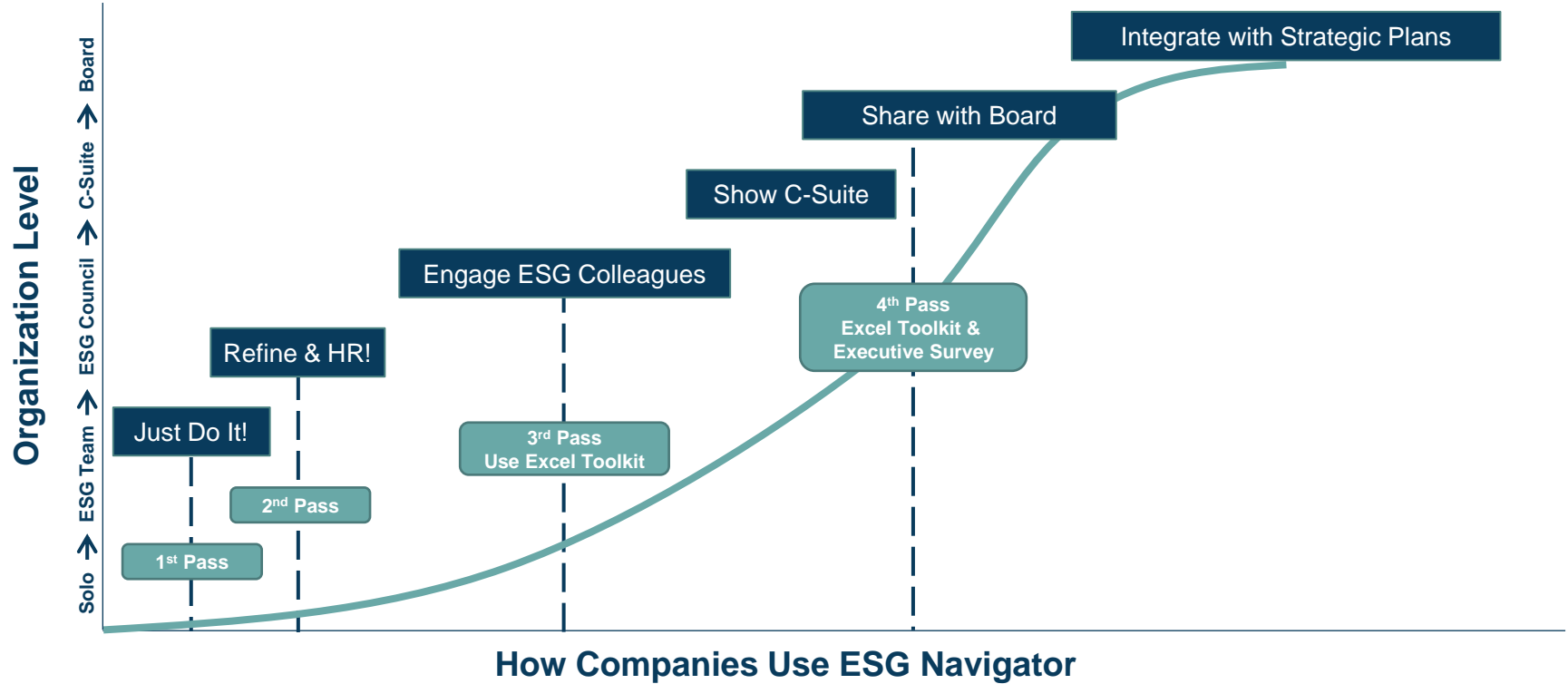
“The Conference Board’s **1,000+ corporate members globally** are benefiting from the **power** – and **elegant simplicity** – of ESG Navigator.”

Paul Washington, *Executive Director* | ESG Center

Participating Companies *(selected)*



How ~175 Major Companies Use ESG Navigator



ESG Navigator helps ESG Leaders Report to the C-Suite and Board



- 1 | Are we thinking about ESG strategically?
- 2 | Are we aligned internally on ESG?
- 3 | What is our current position vis-à-vis peer companies?
- 4 | How do we improve our ESG ratings' positioning?
- 5 | Where do we invest to create value?

1 | Are we thinking about ESG strategically?

ESG NAVIGATOR IS BUILT ON 100 KPIS – COVERING ALL OF ESG/SUSTAINABILITY

ESG NAVIGATOR KSIs

Governance and Leadership

COMPANY PURPOSE	CEO & C-SUITE LEADERSHIP	BOARD LEADERSHIP	GOALS & METRICS	CULTURE & ORGANIZATION	DISCLOSURE & REPORTING
Company Purpose (Vision, Mission)	CEO/C-Suite Public Position on ESG/S	Full Board Oversight of ESG/S	ESG/S Goals and Roadmap	Driving ESG Culture: Compensation & Goals	Annual Reporting & Financial Disclosures
Operationalizing ESG/S	CEO/C-Suite Messages to Investors	Board Committees, Charters, and Roles	Long-term (e.g., 2050) ESG/S Goals	ESG/S Organization	Disclosure of Material ESG/S Impacts
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ESG/S in Key Business Decisions	Engagement by CEO/C-Suite with NGOs	Time Spent on ESG/S in Board Meetings	Revenue from ESG/S-Advantaged PSS		Public Policy (e.g., Lobbying) Alignment
		Board Diversity, Equity & Inclusion	Accounting for Material ESG/S Risks		Corporate Marketing & Advertising
			ESG/S Ratings and Rankings		

ESG NAVIGATOR KSIs

Strategy and Execution

CUSTOMERS AND MARKETS	STRATEGIC PLANNING	INNOVATION, R&D	PRODUCT OFFERINGS	SUPPLY CHAIN MANAGEMENT
Customer ESG/S Engagement	Strategic Planning Process	Linkage between ESG/S and Innovation	Product (PSS) Value Proposition	Responsible Sourcing Approach
Market Strategy for Product ESG/S Features	Use of Scenario Planning	ESG/S in Materials and Labor Inputs	Product (PSS) Stewardship	Engaging on Material Supply Chain ESG/S Impacts
Market Expansion for ESG/S Features	ESG/S Cost Reduction	ESG/S in Product Design and Development	Product (PSS) ESG/S Risk Assessment	Standards for Supply Chain ESG/S Impacts
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ESG/S Impacts on Brand	Revenue Pipeline from ESG/S Products (PSS)	Investment in ESG/S Products, Technology	Product (PSS) Quality and Safety	Verifying Supply Chain ESG/S Impacts
	Capital Allocation to Address ESG/S Impacts		Product (PSS) Marketing and Advertising	

ESG NAVIGATOR KSIs

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ENVIRONMENT: OPERATIONS	ENVIRONMENT: SUPPLY CHAIN	ENVIRONMENT: PRODUCTS
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		Product Packaging

ESG NAVIGATOR KSIs

Social Responsibility

SOCIAL: WORKPLACE	SOCIAL: SUPPLY CHAIN	SOCIAL: COMMUNITY
Workplace Environment	Approach to Supply Chain Social Impacts	Philosophy Regarding "Community"
Diversity, Equity, and Inclusion (DEI)	Human Rights	Engagement with Communities and NGOs
ESG/S in Recruitment/Retention	Labor Relations	Social Investment
Safety Programs and Performance	Animal Welfare	Community and Stakeholder Partnerships
Health, Wellness, and Sustainable Lifestyles	Supply Chain Capacity Building	Infrastructure Development
ESG/S Training and Staff Development		Community Job Creation
Employee Engagement with ESG/S		

See Attachment for detail



2 | Are we aligned internally on ESG?

THE 100 KPIs – ADDRESS EVERY CORPORATE FUNCTION

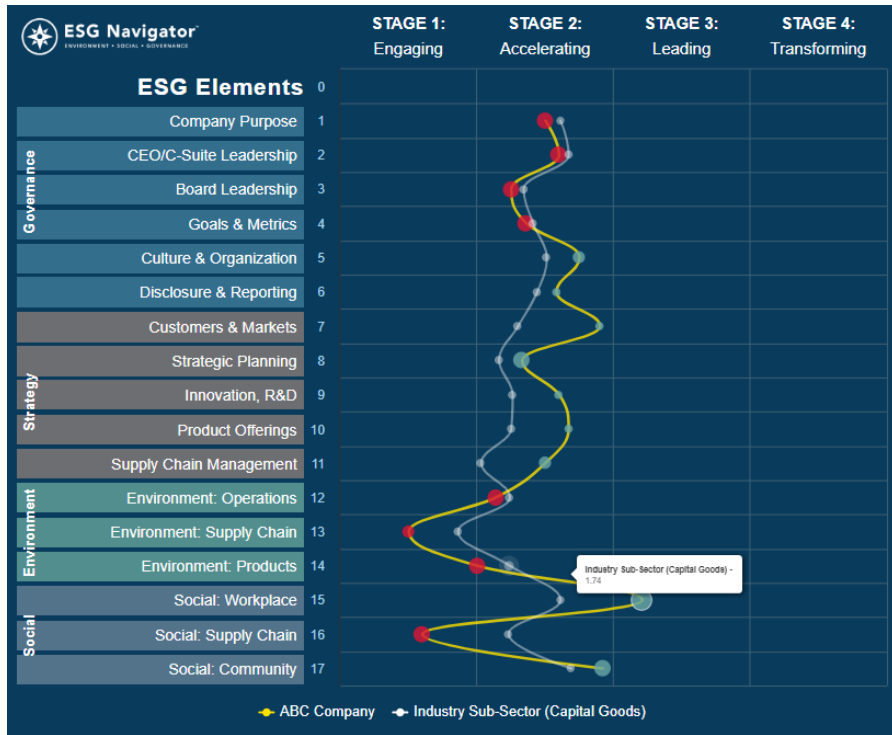


Companies use the ESG Navigator Excel Toolkit to “slice and dice” the 100 KPIs; each functional/ and/or business team can score the ~15-25 most relevant to them.



3 | What is our current position vs. peer companies?

CONDUCT AN HONEST COMPANY SELF-ASSESSMENT (USE EXCEL TOOLKIT TO GATHER DATA)



Companies love the “Snake Chart”

The one chart to show your C-suite & board

- Speaks their language
- They want to see an honest picture of where we stand

“Snake Chart”

- Yellow line = our honest assessment today
- White line = different benchmark groups
 - vs. industry sector
 - vs. industry sub-sector [shown in graphic on left]
 - vs. custom (e.g., customers, suppliers, leaders)
- Color of dots = leading or lagging benchmark group
- Size of dots = your “importance” ratings

4 | How do we improve our ESG ratings?

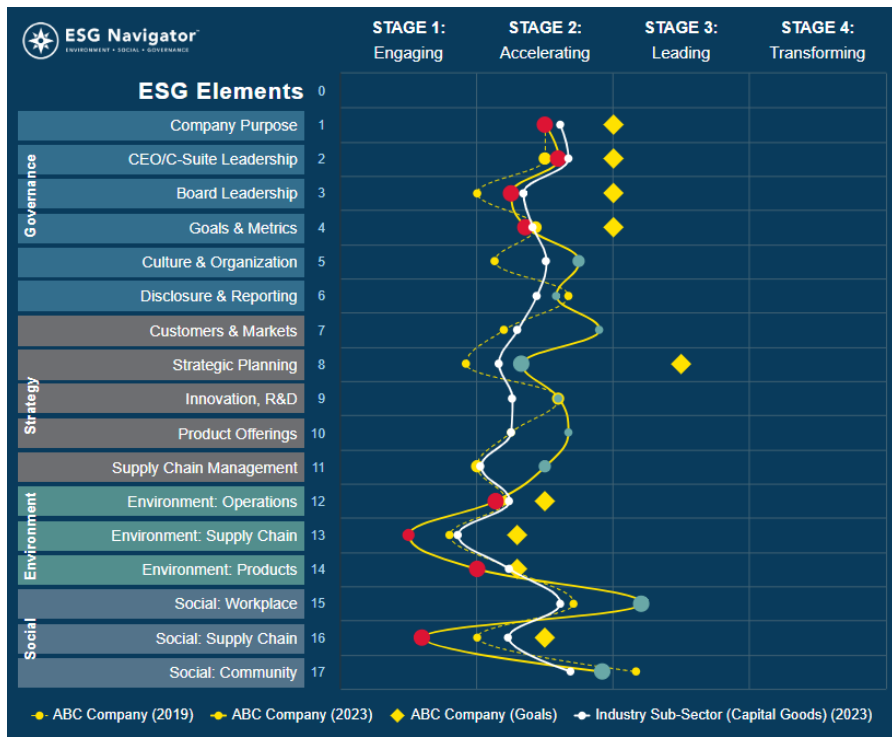
THEN MAP YOUR COMPANY SCORES ACROSS ESG FRAMEWORKS AND RATINGS

KSI	Section	KSI Name	Score	HR!	CDP	EU	GRI	SASB	TCFD	ISS-C	ISS-ES	ISS-G	MSCI	S&P	Susty	EcoV	ERC
1.1	GOV	Company Purpose (Vision, Mission)	2.5	!													8
1.2	GOV	Operationalizing ESG/S	1.5	!													42
1.5	GOV	ESG/S in Key Business Decisions	2.0	!													50
2.3	GOV	CEO/C- suite Interaction with Customers	2.0	!													8
2.4	GOV	CEO/C-Suite Messages to Employees	2.5	!													8
3.2	GOV	Board Committees, Charters, and Roles	2.0	!													63
3.4	GOV	Board Agendas Regarding ESG/S	1.5	!													21
4.1	GOV	ESG/S Goals and Roadmap: Near-Term	2.0	!													71
4.3	GOV	Materiality Assessment	2.5	!													63
4.6	GOV	Accounting for Material ESG/S Risks	1.5	!													50
5.1	GOV	Driving ESG/S Culture: Compensation & Goals	2.5	!													67
8.1	STR	Strategic Planning Process	2.0	!													63
8.2	STR	Use of Scenario Analysis	1.5	!													46
8.5	STR	Revenue Pipeline: ESG/S Products	2.0	!													57

! = Most important; Red boxes = areas we are vulnerable because (a) we score < Stage 2; and (b) that ESG reporting framework or rating covers that topic.

5 | Where do we invest to create value?

IDENTIFY PRIORITY ACTION AREAS TO ADDRESS WEAKNESSES



Additional “Snake Chart” features

- Yellow dotted line
 - prior year assessments
 - to track progress
- Yellow diamonds
 - Set company goals
 - Select which elements are top priorities

5 | Where do we invest to create value?

IDENTIFY PRIORITY ACTION AREAS TO ADDRESS WEAKNESSES

EXAMPLE					
5. Governance: Culture and Organization					
KSI #	Key Sustainability Indicators (KSIs)	Stage 1 “Engaging”	Stage 2 “Accelerating”	Stage 3 “Leading”	Stage 4 “Transforming”
5.1	Driving ESG/S Culture: Compensation and Goals	CEO and C-suite KPIs ¹ (tied to compensation) may include a few “traditional” ESG/S topics (e.g., compliance, safety, EHS). Annual employee ESG/S goals are largely limited to these ESG/S topics.	CEO and C-suite compensation (<15%) is tied to performance against material ESG/S issues in own operations. Several C-suite members have annual ESG/S performance goals.	CEO and C-suite compensation (about 15-20%) is based on performance on material ESG/S issues across value chain (including GHG). CEO/C-suite ESG/S annual goals cascade down the chain of command.	CEO and C-suite compensation (20%+) is based on performance against material ESG/S issues (full value chain). Cascade down to all staff and relevant contractors, reinforcing sustainability as a core value and the company’s (North Star) core purpose.

↑

OUR COMPANY TODAY

↑

OUR GOAL

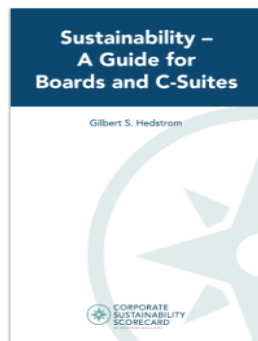
Articles and books highlight the ESG Navigator platform

2015

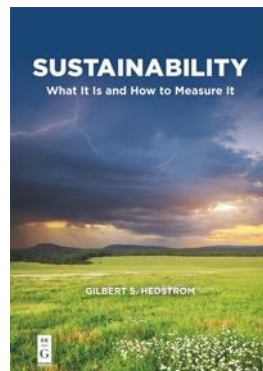
The Conference Board



2017



2018
DG | Press



2019
The Conference Board



Fall 2022

National Association of Corporate Directors



National Association of Corporate Directors

- Quarterly journal – *Directorship*
- Cover story – December 2022
- Mailed to 20,000 (board) members
- Based, in part, on ESG Navigator

Summary: Benefits



Proven

- Crafted in boardrooms in 1997
- Refreshed annually by ESG experts
- Tested & vetted:
 - Initially by 80+ companies –
 - Conference Board members
 - Honed by ~150 companies



Robust

- Proprietary ESG Maturity Model
- A tough 4-stage rating scale:
 - Stage 1-3 are okay, good, better
 - Stage 4 is best - the next frontier
- 100 “Key Sustainability Indicators”
- Spans every ESG theme and every corporate function



Easy & Fast

- Get started for free
- Complete quickly:
 - Quick Start in 15 minutes
 - Full assessment in 60-90 minutes
- Immediately compare vs. peers



Annual membership/subscription service

Starter Benchmark	Bronze Engage your C-Suite	Silver Deep-dive benchmarking	Gold Full ESG Navigator Benefits
<ul style="list-style-type: none">✓ Access via:<ul style="list-style-type: none">▪ Esnavigator.com▪ The Conference Board✓ Rate your company:<ul style="list-style-type: none">▪ 100% confidential▪ Update 24/7/365	<ul style="list-style-type: none">✓ Download:<ul style="list-style-type: none">▪ <i>Bronze PPT Report</i>▪ <i>ESG Navigator Handbook</i>✓ Benchmark:<ul style="list-style-type: none">▪ Vs. ~175 companies▪ Analyze at Levels 1 & 2	<ul style="list-style-type: none">✓ Download:<ul style="list-style-type: none">▪ <i>Silver PPT Report</i>▪ <i>Excel Toolkit</i>▪ <i>Internal Alignment Report</i>✓ Benchmark:<ul style="list-style-type: none">▪ Vs. industry sector▪ Vs. industry sub-sector▪ Analyze @ Levels 1, 2, 3, 4✓ Align on ESG internally	<ul style="list-style-type: none">✓ Map ESG Ratings:<ul style="list-style-type: none">▪ 15 frameworks & ratings▪ Map your performance▪ View “stoplight” positioning✓ Download:<ul style="list-style-type: none">▪ <i>Gold PPT Report</i>▪ <i>Best Practices Library</i>▪ <i>Signposts</i>✓ Benchmark:<ul style="list-style-type: none">▪ Vs. custom peer group▪ Engage supply chain
Free	\$1000/year	\$4000/year	\$5500/year
			Gold Plus – \$8,500/year Special Requests

Membership Options

ESG Navigator Access via both ESG Navigator and The Conference Board

[Paid options are all-inclusive: no additional cost for multiple users in your company.]



Great Value for the Money

Several Gold Members say:
“We would pay about \$500K for what ESG
Navigator provides (for ~\$5K)”

ATTACHMENT

ESG NAVIGATOR KPIs

[KEY SUSTAINABILITY INDICATORS (KSIs)]

Are we thinking about ESG strategically?

THE CONFERENCE BOARD ENDORSES ESG NAVIGATOR'S HOLISTIC APPROACH

Governance & Leadership

- Company Purpose
- CEO and C-Suite Leadership
- Board Leadership
- Goals and Metrics
- Culture and Organization
- Disclosure and Reporting



Environmental Stewardship

- Environment: Operations
- Environment: Supply Chain
- Environment: Product

Strategy & Execution

- Customers and Markets
- Strategic Planning
- Innovation, R&D
- Product Offerings
- Supply Chain Management

Social Responsibility

- Social: Workplace
- Social: Supply Chain
- Social: Community

100 KPIs (KSIs) – 60% Governance & Strategy

THE CONFERENCE BOARD ENDORSES ESG NAVIGATOR'S HOLISTIC APPROACH

ESG NAVIGATOR KSIs

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Operationalizing ESG	CEO/C-Suite Messages to Investors	Board Committees, Charters, and Roles	Long-term (e.g., 2050) ESG/G Goals	ESG/G Organization	Disclosure of Material ESG/G Impacts
Commitments (by Board and/or C-Suite)	CEO/C-Suite Interaction with Customers	Board Independence & ESG/G Expertise	Materiality Assessment	ESG/G Leadership Role, Position	Assurance and Verification of ESG/G
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			ESG/G Ratings and Rankings		

ESG NAVIGATOR KSIs

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ESG NAVIGATOR KSIs

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Buildings and Equipment	Scope 3 GHG Emissions	Durability of Products (PSS)
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Biodiversity and Land Management	Supply Chain Impacts: Water	Recyclability/Reusability of Products (PSS)
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		Product Packaging

ESG NAVIGATOR KSIs

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ESG/G Training and Staff Development		Community Job Creation
Employee Engagement with ESG/G		



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Get Started Now

<https://esgnavigator.com/request-log-in-access>

For more information...

Contact: gib@esgnavigator.com



ESG Navigator™

ENVIRONMENT • SOCIAL • GOVERNANCE

THANK YOU!

Please visit us at <https://esgnavigator.com>
or email us: gib@esgnavigator.com