



Sustainable Growth
NAVIGATOR

Example C-suite Deck

Is our company future-ready?

August 2026



Contents

Purpose and Introduction

Knowing Our Position

- HIGH-LEVEL SUMMARY
- ESG RATINGS POSITIONING
- DRILL-DOWN: E+S+G+STRATEGY

Charting Our Course

- IDENTIFYING IMPROVEMENT PRIORITIES
- DRILL-DOWN: 12 IMPROVEMENT PRIORITIES

Navigating Changes Ahead

- ESG NAVIGATOR MEMBERSHIP OPTIONS



Purpose of this CEO Pitch Deck

- When the boss or any C-suite member asks for an update on the company's ESG and sustainability (ESG/S) performance...
- Imagine you have a deck like this...
 - On your company PPT templates
 - With your company (vs. ABC Co.) data
- Your team can create and edit this quickly...
 - Log-in and create your company assessment on ESG Navigator
 - Sign up for Gold Membership
 - Download any of the graphics you like and create a report like this



Are we thinking about sustainability strategically?

EACH OF THE 17 ELEMENTS IS ALIGNED WITH A TYPICAL C-SUITE FUNCTION

Governance & Leadership

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

Environmental Stewardship

- Operations
- Supply Chain: Environment
- Product Impacts



Strategy & Execution

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

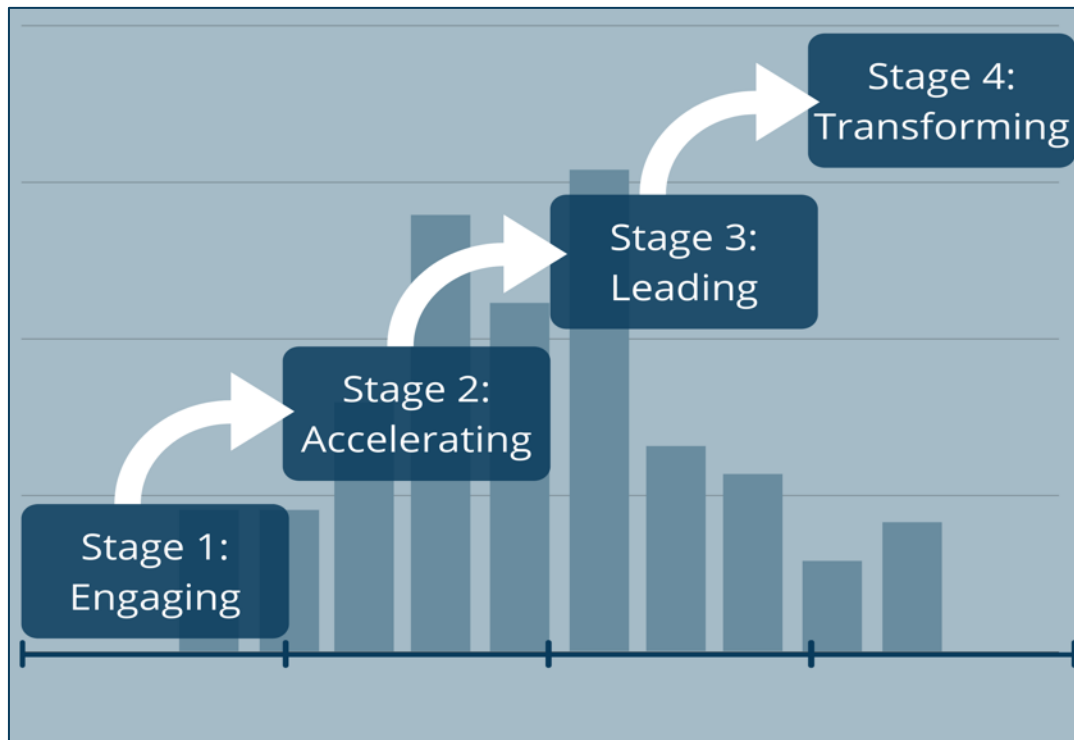
Social Responsibility

- Workplace
- Supply Chain: Social
- Community



The Navigator is our 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)



The Navigator Maturity Model

100 KPIs (KSIs) – 60% GOVERNANCE AND STRATEGY

NAVIGATOR KPIs (KSIs)

Governance and Leadership

COMPANY PURPOSE	CEO & C-SUITE LEADERSHIP	BOARD LEADERSHIP	GOALS & METRICS	CULTURE & ORGANIZATION	DISCLOSURE & REPORTING
Purpose, Vision, Mission	Public Positioning	Full Board Oversight	Goals and Roadmap: Near-Term	Compensation and Goals	Annual Reporting & Financial Disclosures
Operationalizing Sustainability	Financial Strategy	Committees, Charters, and Rules	Goals and Roadmap: Long-Term	Organization	Disclosure of Material Impacts and Strategy
Public Comments	Engagement with Investors/Owners	Sustainability Fidelity	Materiality Assessment	Accountability and Leadership	Assurance and Verification
Long-term Viability of Core Businesses	Collaboration with Key Customers	Meeting Agendas	Tracking Footprint Reduction	Reward and Recognition	Transparency and Marketing
Key Business Decisions	Messages to Employees	Time Commitment in Meetings	Trading Revenue		Public Policy Alignment (e.g., Lobbying)
	Engagement with NGOs	Board Diversity	Accounting for Material Risks, Externalities, Ratings and Rankings		

NAVIGATOR KPIs (KSIs)

Strategy and Execution

CUSTOMERS AND MARKETS	STRATEGIC PLANNING	INNOVATION, R&D	PRODUCT OFFERINGS	SUPPLY CHAIN MANAGEMENT
Customer Engagement	Strategic Planning Process	Linkage: Sustainability and Innovation	Product Value Proposition	Responsible Sourcing Approach
Market Strategy: Existing Products and Services	Use of Scenario Analysis	Materials and Labor Inputs	Product Stewardship	Engaging on Material Issues
Market Strategy: New Products and Services	Cost Reduction	Product Design and Development	Product Risk Assessment	Standards for Supply Chain Impacts
Product Portfolio Transformation	Enterprise Risk Management	R&D Partnerships	Product Labeling & Rating	Measuring Supply Chain Impacts
Impacts on Brand	Revenue Pipeline	R&D Investment	Product Quality and Safety	Verifying Supply Chain Impacts
	Capital Allocation		Product Marketing and Advertising	

NAVIGATOR KPIs (KSIs)

Environmental Stewardship

OPERATIONS	SUPPLY CHAIN: ENVIRONMENT	PRODUCT IMPACTS
GHG Emissions: Owned or Controlled Sources (Scope 1)	Approach to Supply Chain Environmental Impacts	Responsibility for Product Use and End of Life
GHG Emissions: Energy Purchased (Scope 2)	Materials Sourced: Human Made	Product Traceability
Non-Carbon Emissions	Materials Sourced: Biological-Based	Product Carbon Impact
Buildings and Equipment	Scope 3 GHG Emissions	Product Durability
Water Management	Supply Chain Impact: Biodiversity	Product Biodegradability
Biodiversity and Land Management	Supply Chain Impact: Water	Product Recyclability and Reusability
Waste Management	Supply Chain Impact: Waste	Product Water-Use Efficiency
		Product Packaging

NAVIGATOR KPIs (KSIs)

Social Responsibility

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





Is our company future-ready?



Designed for business leaders “by industry – for industry”

OTHER TOOLS ARE DESIGNED BY OUTSIDERS TELLING YOU WHAT TO DO

VALUE PROPOSITION

The Navigator helps companies capture value from sustainability.

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 sustainability...

Reduce cost
Reduce risk



Grow sales
Create options



Enhance
reputation



Access Talent
Access Capital



Gain
Competitive
Advantage



Participating Companies *(selected)*



Endorsed by *The Conference Board*

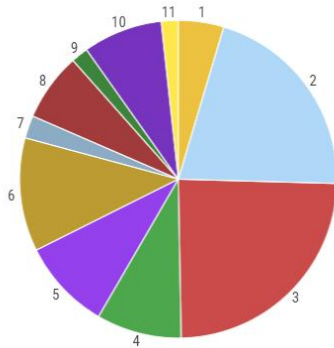
Respected author of “*Leading Economic Indicators*”

“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

Broad Industry Participation *[Data from 150+ major companies]*

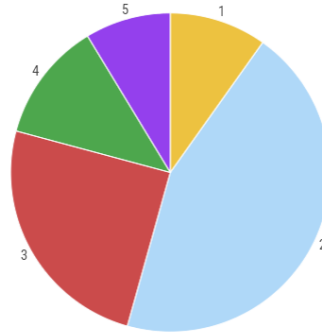
Participating Companies by Industry



Industry Sector

1. Energy (8)
2. Materials (36)
3. Industrials (42)
4. Consumer Discretionary (15)
5. Consumer Staples (16)
6. Health Care (20)
7. Financials, Insurance, RE (4)
8. Information Technology (12)
9. Telecommunications (2)
10. Utilities (14)

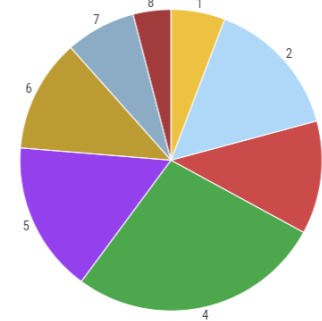
Participating Companies by Annual Revenue



Annual Revenue

1. Less than \$1B (17)
2. \$1-10B (77)
3. \$10-20B (43)
4. \$20-50B (21)
5. Greater than \$50B (15)

Participating Companies by Company Headcount



Headcount

1. Less than 1,000 (10)
2. 1,000-5,000 (26)
3. 5,000-10,000 (21)
4. 10,000-25,000 (47)
5. 25,000-50,000 (28)
6. 50,000-100,000 (21)
7. 100,000-200,000 (13)
8. Greater than 200,000 (7)



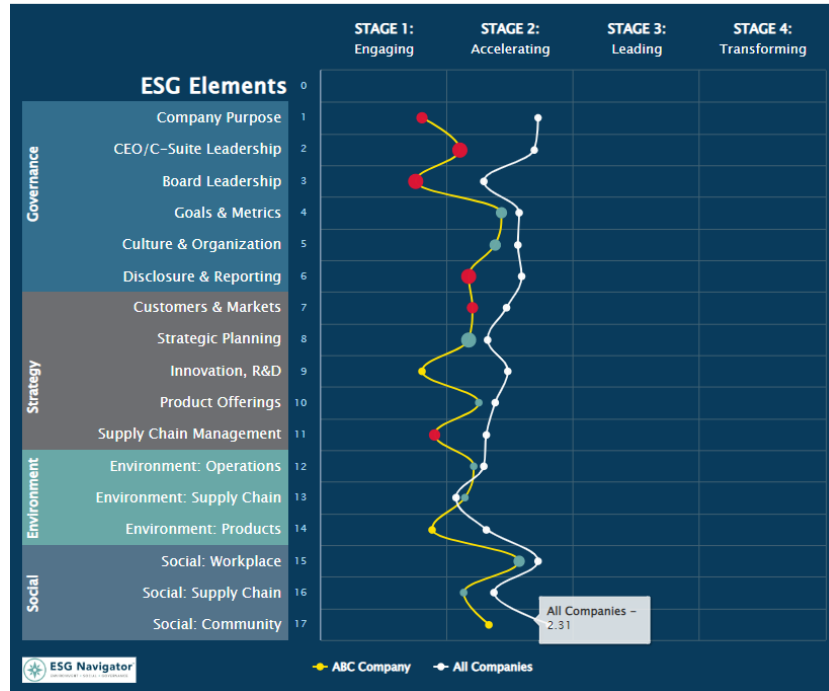


Knowing Our Position

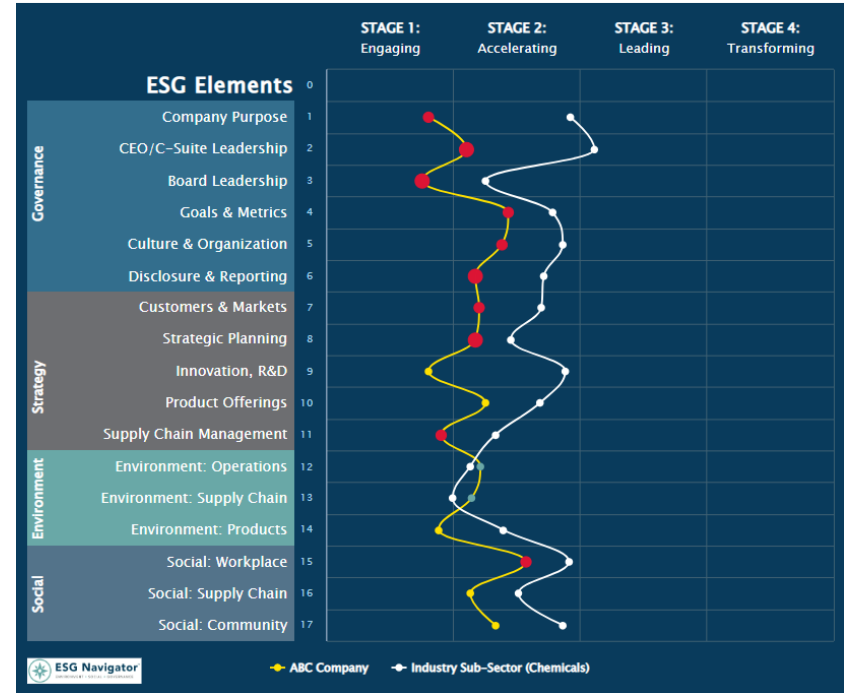
BENCHMARK vs. INDUSTRY PEERS

Knowing Our Position | High-Level Summary

ABC Company vs. All Companies

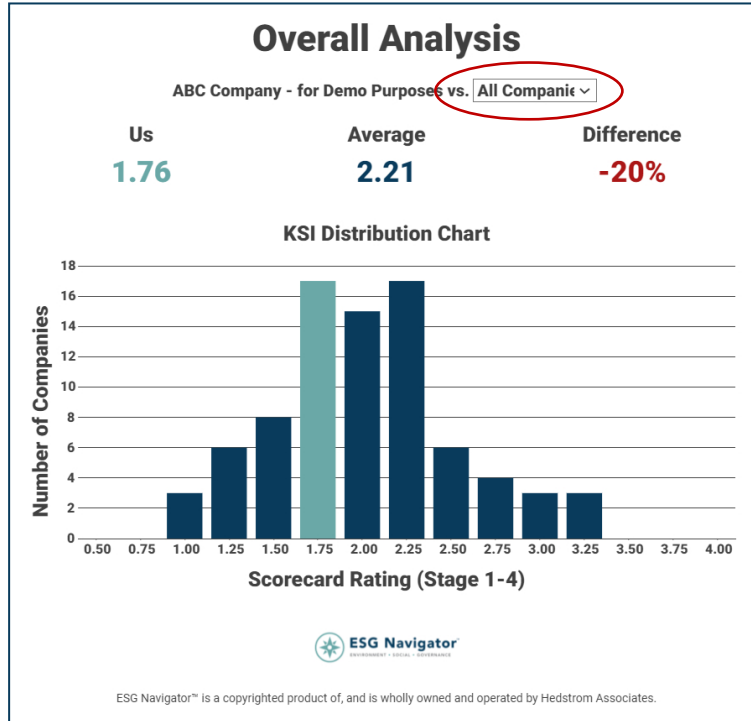


ABC Company vs. Industry Sub-Sector (Chemicals)

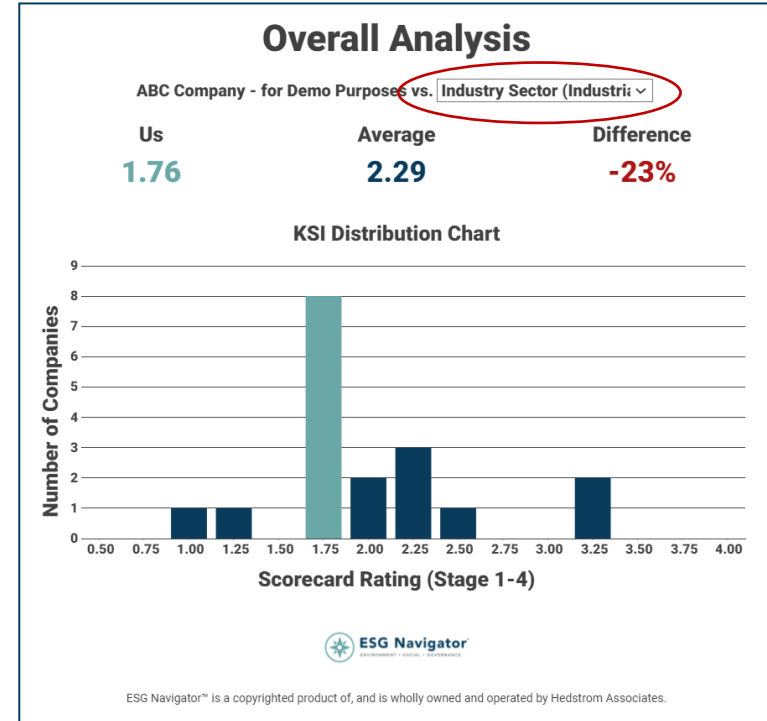


Knowing Our Position | High-Level Summary

Our Company vs. All Companies

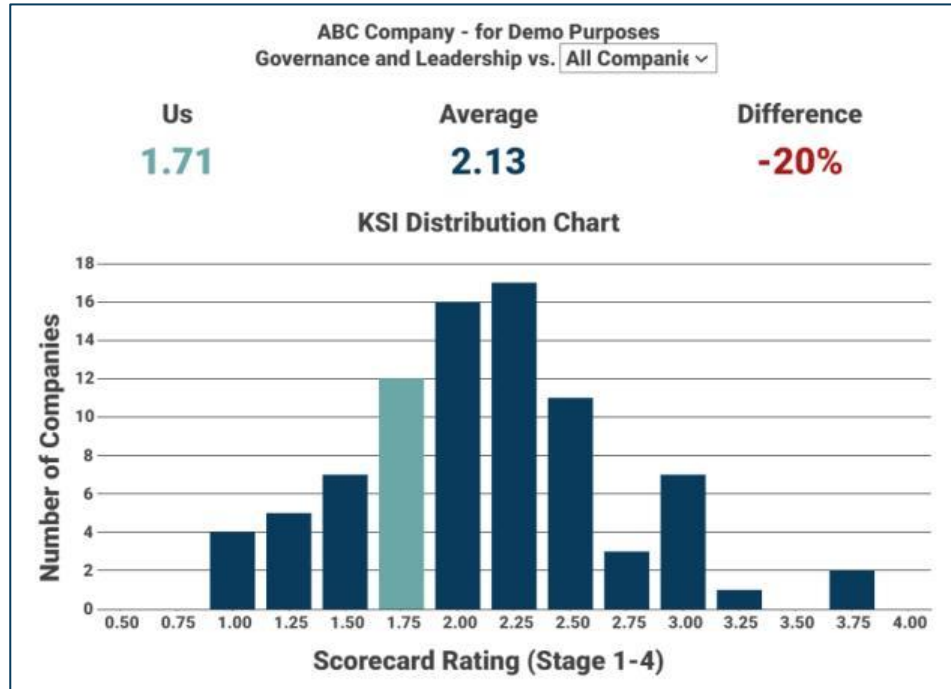


Our Company vs. Our Industry Sector



Knowing Our Position | Governance

Benchmark: All companies currently in Navigator database



Benchmark:
Our industry
sector peers

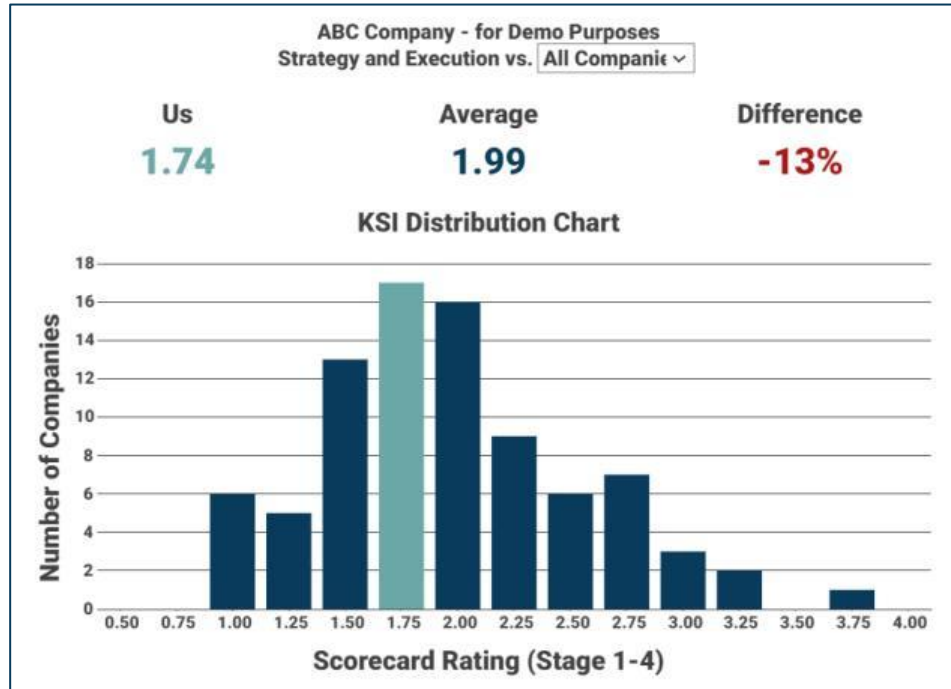


Benchmark:
Our industry
sub-sector
peers



Knowing Our Position | Strategy

Benchmark: All companies currently in Navigator database



Benchmark:
Our industry
sector peers

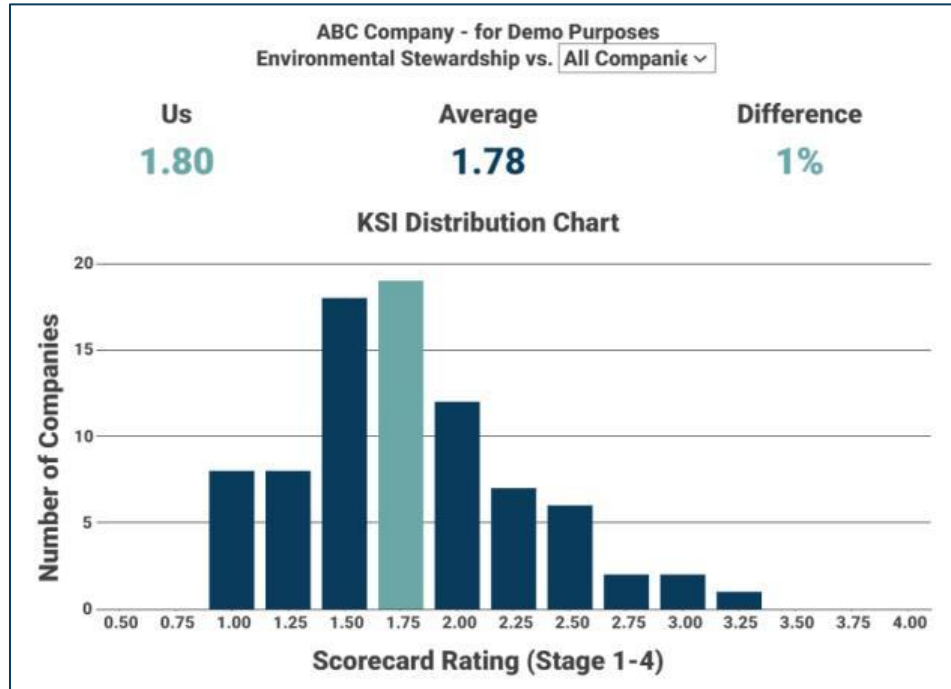


Benchmark:
Our industry
sub-sector
peers



Knowing Our Position | Environment

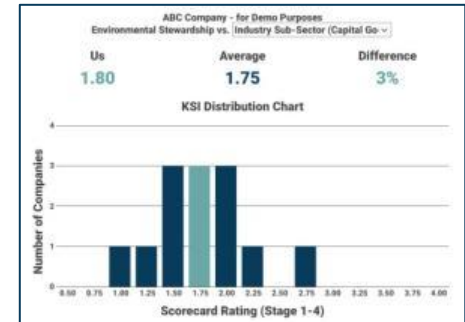
Benchmark: All companies currently in Navigator database



Benchmark:
Our industry
sector peers

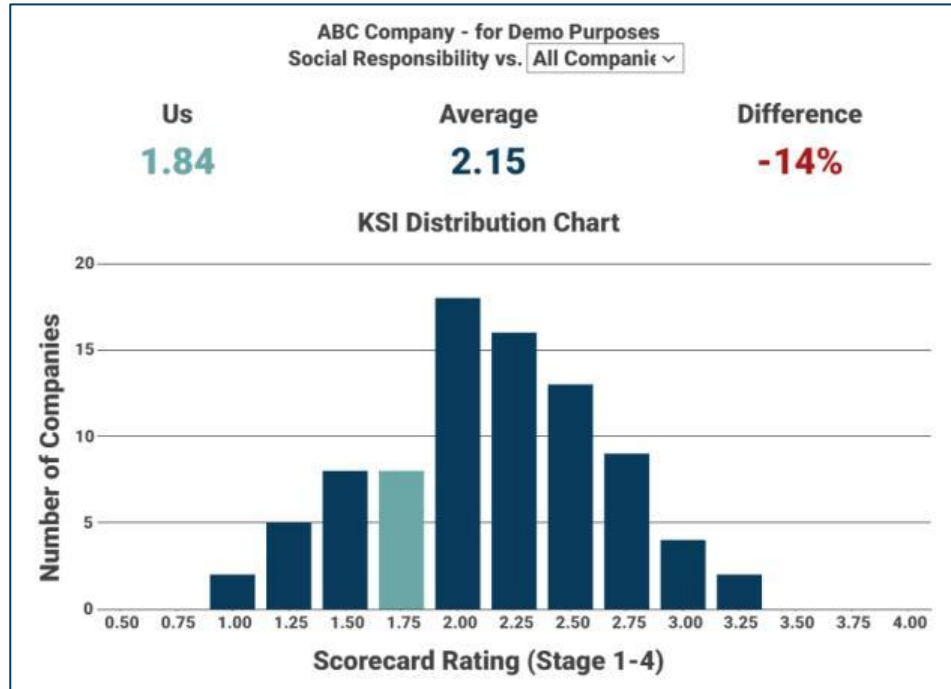


Benchmark:
Our industry
sub-sector
peers



Knowing Our Position | Social

Benchmark: All companies currently in Navigator database



Benchmark:
Our industry
sector peers



Benchmark:
Our industry
sub-sector
peers





Knowing Our Position

BENCHMARK vs. REGULATIONS AND RATINGS



Knowing Our Position | ESG Regulations & Ratings Maps

Sustainability Regulations Maps

European Union
☒ EU - CSRD ☒ EU - CBA ☒ EU - CSDDD ☒ EU - Tax. ☒ EU - L & M ☒ EU - Def.

IFRS
☒ IFRS S1 ☒ IFRS S2

California
☒ CA - Climate ☒ CA - SC

US: SEC
☒ SEC

Sustainability Ratings Maps

Framework
☒ CDP ☒ EU ☒ GRI ☒ SASB ☒ TCFD

Rating (Financial)
☒ FTSE ☒ ISS-C ☒ ISS-ES ☒ ISS-G ☒ MSCI ☒ Refin ☒ S&P ☒ Susty ☒ VE

Rating (Other)
☒ EcoV ☒ G100 ☒ JUST

Select which regulations and ratings are applicable to your company...
... then download your Regulations Maps and Ratings Maps

Knowing Our Position | ESG Regulations Heat Maps

KSI	Section	KSI Name	Score	HR!	EU CSRD	EU CBA	EU CSDDD	EU Tax.	EU L & M	EU Def.	IFRS S1	IFRS S2	CA Climate	CA SC	USA SEC	SRC
2.3	GOV	Engagement with Investors/Owners	2.5	~												0
2.4	GOV	Collaboration with Key Customers	2.5	!												0
2.5	GOV	Messages to Employees	2.5	~												0
2.6	GOV	Engagement with NGOs	2.5	!												5
3.1	GOV	Full Board Oversight	1.5	~												45
3.2	GOV	Committees, Charters, and Roles	2.0	!												32
3.3	GOV	Sustainability Fluency	1.5	!												27
3.4	GOV	Meeting Agendas	1.5	!												32
3.5	GOV	Time Commitment in Meetings	1.0	~												23
3.6	GOV	Board Diversity	2.0	~												14
4.1	GOV	Goals and Roadmap - Near-Term	2.5	~												55
4.2	GOV	Goals and Roadmap - Long-Term	3.0	!												55
4.3	GOV	Materiality Assessment	2.5	~												50

Regulations Heat Maps

- “Stoplight” approach
- Multiple levels of detail:
 - By KSI (100)
[shown here]
 - By Element (17)
 - By Section (4)



Avg. Score = Our Company's ESG Navigator Self-Assessment Score

Knowing Our Position | ESG Ratings Heat Maps

Section	E#	Element Name	Avg. Score	KSIs	BB	CDP	G100	EcoV	FTSE	GRI	ISS	JUST	MSCI	Refin	SASB	S&P	Susty	TCFD	VE	ERC
Gov	1	Company Purpose and Values	1.70	5																45
Gov	2	CEO and C-Suite Leadership	1.83	6																18
Gov	3	Board of Directors Leadership	1.00	7																50
Gov	4	Goals and Metrics	2.57	7																67
Gov	5	Culture and Organization	1.40	5																38
Gov	6	Stakeholder Engagement	2.17	6																48
Gov	7	Disclosure and Reporting	1.25	6																75
Str	8	Strategic Planning	1.29	7																68
Str	9	Innovation, R&D	1.67	6																67
Str	10	Customers and Markets	1.71	7																38
Str	11	Products, Services and Solutions	2.29	7																66
Env	12	Environment: Operations	2.56	8																92
Env	13	Environment: Supply Chain	1.00	7																88
Env	14	Environment: Products	1.75	8																54
Soc	15	Social: Workplace	2.57	7																63
Soc	16	Social: Supply Chain	1.13	8																70
Soc	17	Social: Community	1.93	7																49

Ratings Heat Maps

- “Stoplight” approach
- Multiple levels of detail:
 - By KSI (100)
 - By Element (17) *[shown here]*
 - By Section (4)

Avg. Score = Our Company's ESG Navigator Self-Assessment Score





Charting Our Course

IDENTIFY IMPROVEMENT PRIORITIES

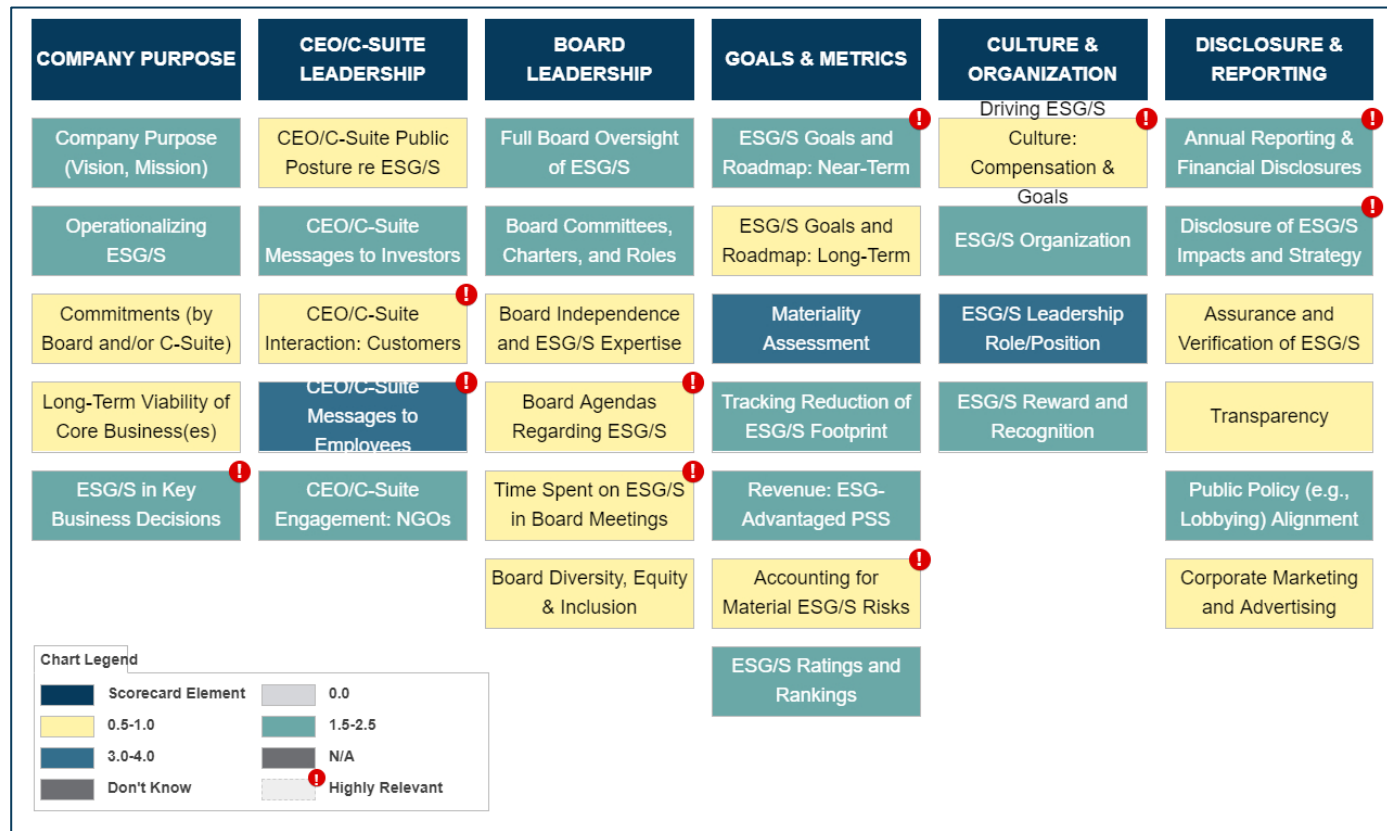
Where do we improve – *to drive value creation?*

The Navigator – 100 Key Sustainability Indicators (KSIs)

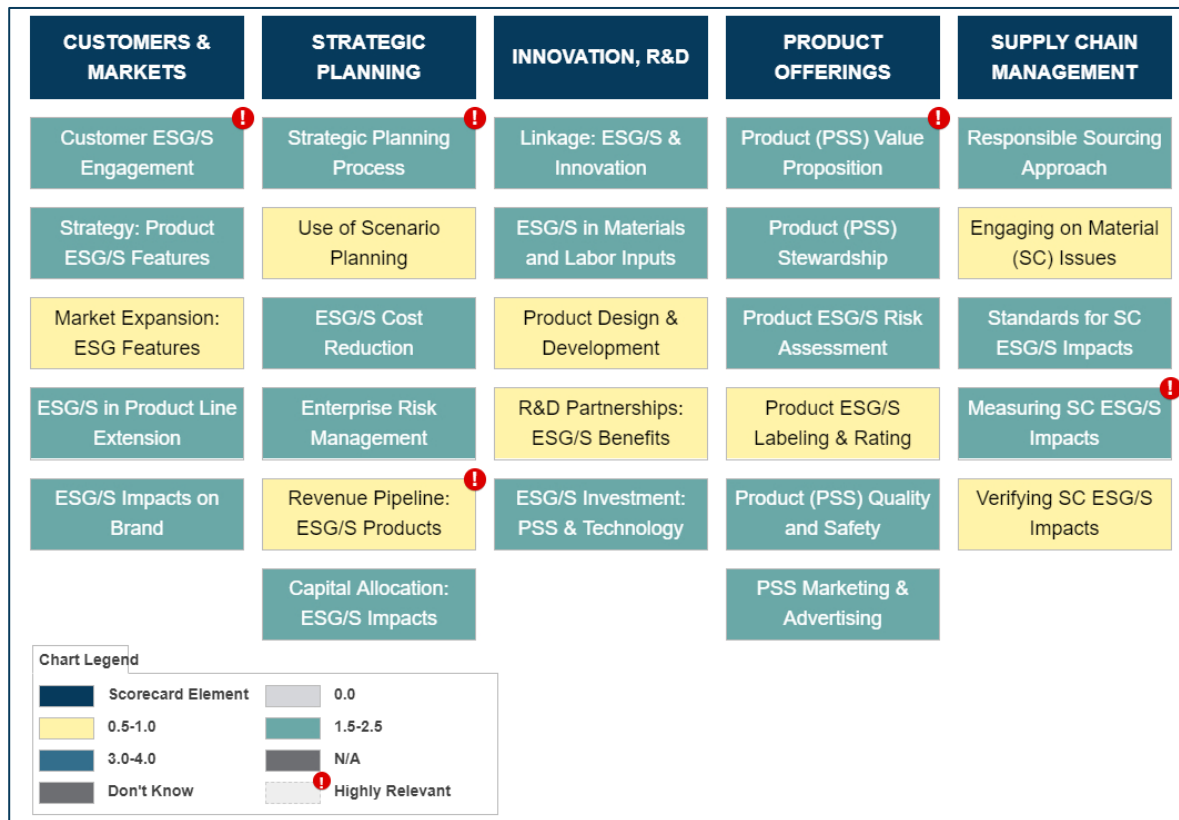
We selected “top 12” as “Most Important” to our company based on:

- **Governance:** Critical to how we run the company & integrate ESG/S into our business
- **Strategy:** Especially important to how we drive growth
- **Environment** and **Social:** Most material issues

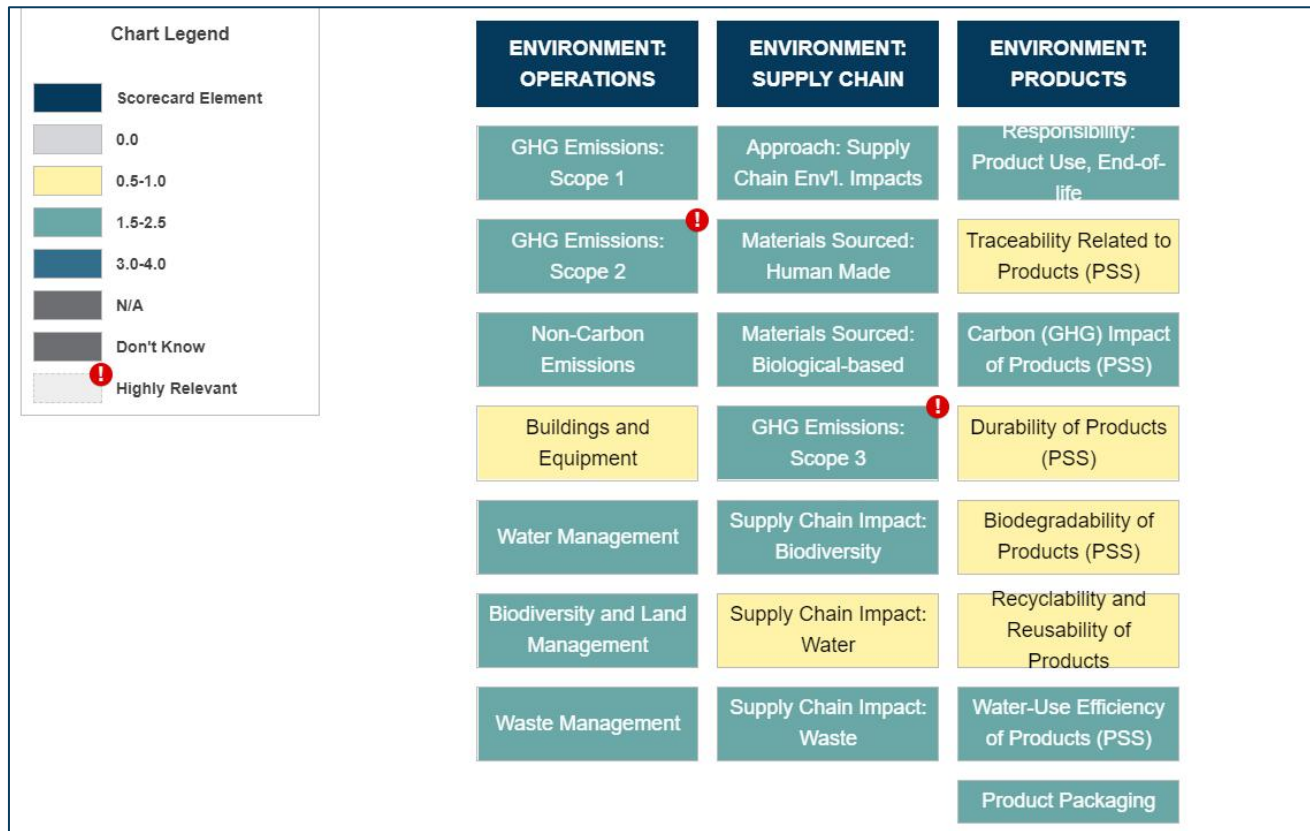
Improvement Priorities | Governance



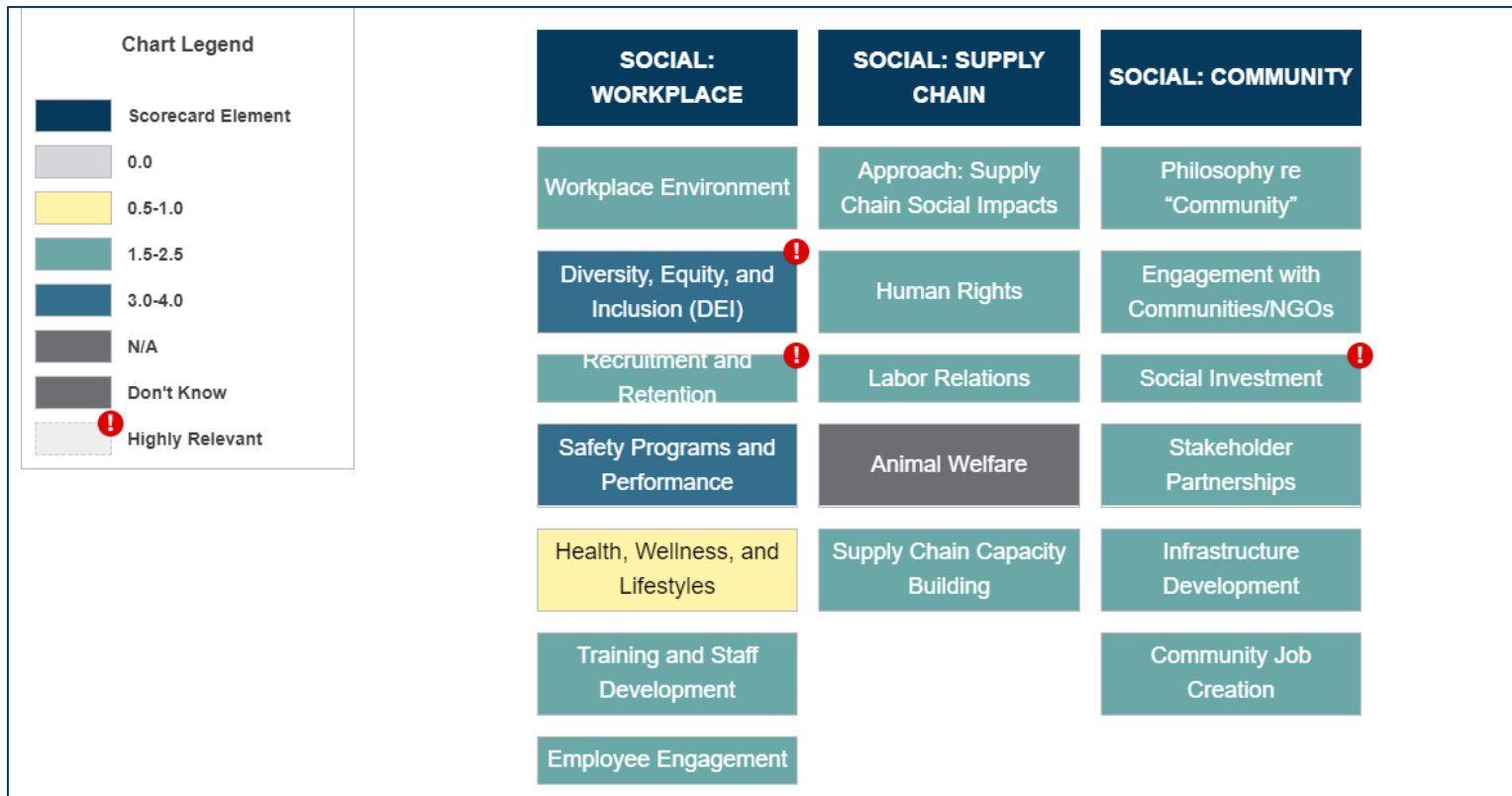
Improvement Priorities | Strategy



Improvement Priorities | Environment



Improvement Priorities | Social





Charting Our Course

DRILL-DOWN: 12 IMPROVEMENT PRIORITIES

Priority KSIs | 12 Marked as Most Important

**4 Key
Strengths to
Leverage**

**8 Key
Improvement
Priorities**

Areas we should find ways to better leverage

All KSIs you rated 2.5 or higher and "Highly relevant"

- Embedding ESG/S in Enterprise Risk Management
- Product (PSS) Value Proposition
- Energy Purchased
- ESG/S Benefits in Recruitment and Retention

Our key improvement priorities

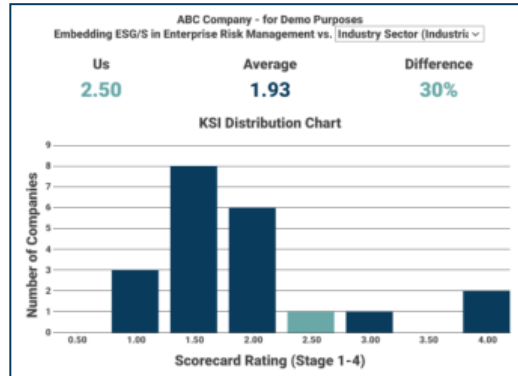
All KSIs you rated 0.5 to 2.0 and "Highly relevant"

- Key Business Decisions: ESG/S Risks & Opportunities
- Company's Approach to ESG/S – by CEO and C-Suite
- Board Agendas Regarding ESG/S
- Driving ESG/S Culture via Compensation and Goals
- Accounting for Material ESG/S Risks and Externalities
- Use of Scenario Planning
- Company's ESG/S Approach to Customers
- Approach to Supply Chain Environmental Footprint

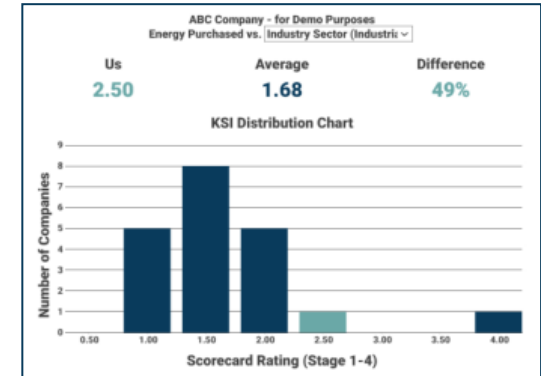


Key Strengths to Leverage | vs. Industry Sector Peers

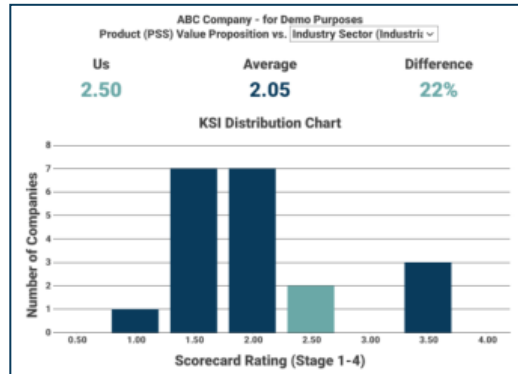
Enterprise Risk Management



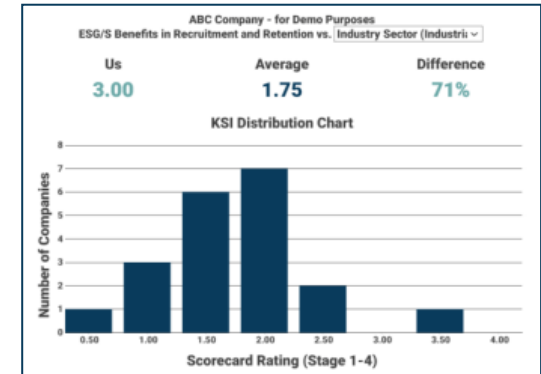
Energy Purchased



Product (PSS) Value Proposition



Recruitment and Retention

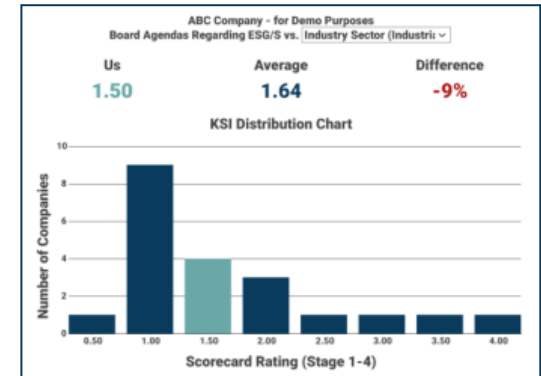


Key Opportunities | vs. Industry Sector Peers

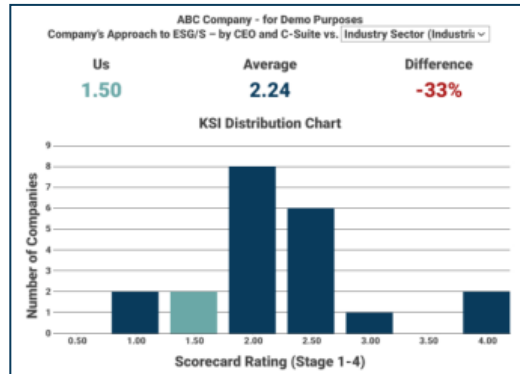
Key Business Decisions



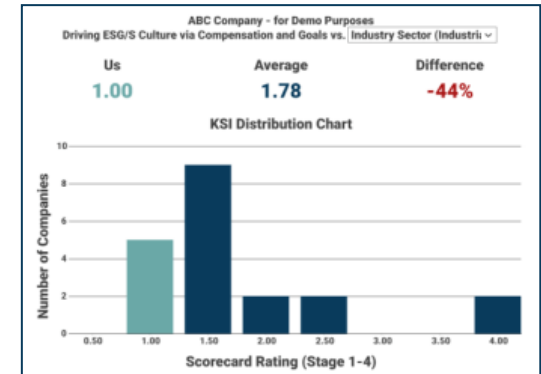
Board Agendas



Approach to ESG/S by CEO and C-Suite

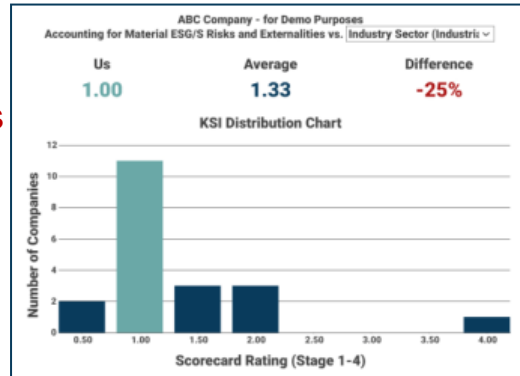


Driving Culture via Compensation and Goals

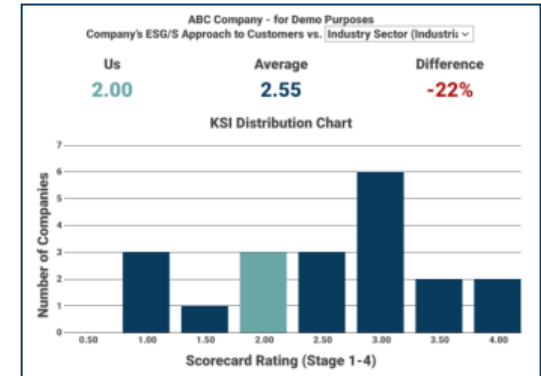


Key Opportunities | vs. Industry Sector Peers

Accounting for
Material Risks
and Externalities



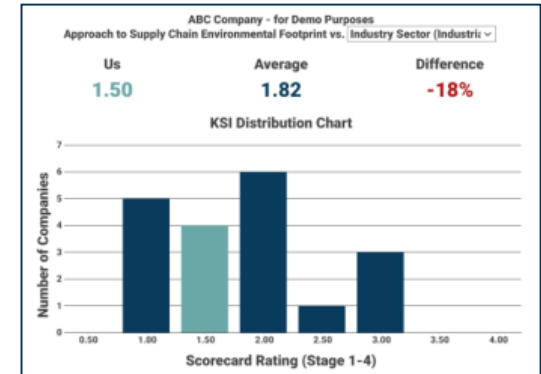
Company's
ESG/S
Approach to
Customers



Use of Scenario
Planning

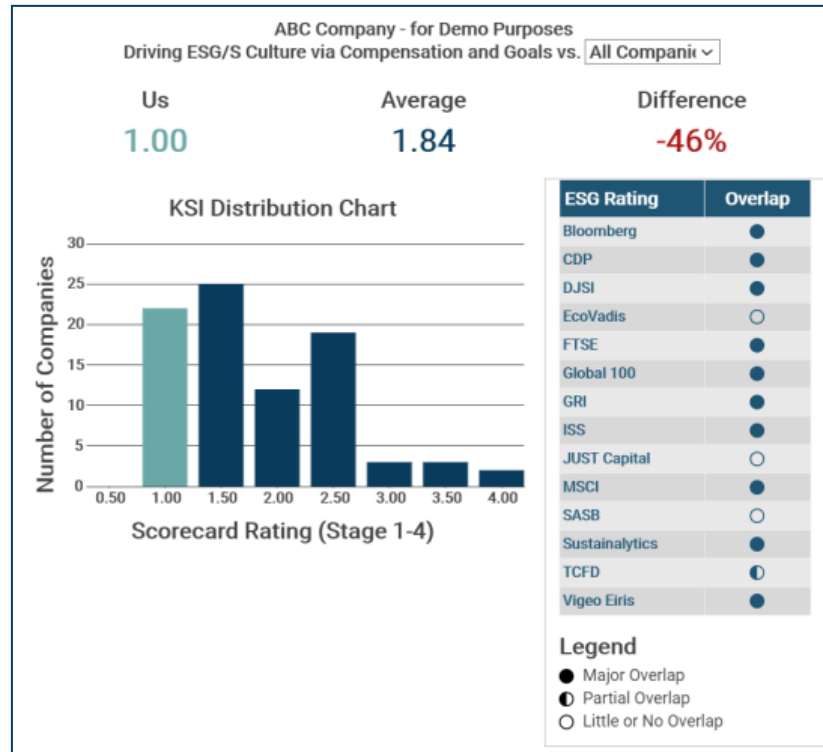


Approach to
Supply Chain
Environmental
Footprint



KSI 5.1 Governance: Culture and Organization – Driving Culture via Compensation and Goals

Example detail



Take-away messages [Illustrative]

- Compensation = Investor priority
- Opportunity to drive fast change

Navigator Maturity Map: Rating Criteria

Stage 1 "Engaging"	Stage 2 "Accelerating"	Stage 3 "Leading"	Stage 4 "Transforming"
CEO and C-Suite compensation and KPIs ¹ may include a few "traditional" ESG/S topics (e.g., safety; diversity, compliance). Annual ESG/S goals for individual employees are largely limited to ESG/S staff and teams.	CEO and C-Suite compensation and KPIs include measuring performance against key, material ESG/S metrics (including GHG for almost all sectors). Several C-Suite members have ESG/S goals as part of their personal annual performance goals.	CEO and C-Suite compensation (about 15-20%) is based on performance on material ESG/S issues. CEO/S-Suite ESG/S annual goals cascade down the chain of command.	CEO and C-Suite compensation (about 20%*) is based on performance on material ESG/S issues. CEO/S-Suite annual goals track performance against material ESG/S metrics. GHG target cascades to all relevant company staff and contractors.



Navigating Changes Ahead

Navigating Changes Ahead | Resources

Webinars

"The Sustainable Growth Navigator is much more than a tool. Gib has brought together a diverse group of leading companies to discuss and address the latest sustainability topics companies are wrestling with."

Howard Whittaker – Senior Director of Sustainability – J.M. Huber

Navigator Webinars: 2026

Registered Users of the Sustainable Growth Navigator (any company with login credentials) can join our Navigator Webinars. You can also view slides from our past webinars.

- **January 23, 2026 (Friday) 12:00 Noon (EST)**
 - Open to all Navigator Registered Users (companies with login credentials)
- **April 2, 2026 (Thursday) 11:00 AM (EST)**
 - Open to all Navigator Registered Users (companies with login credentials)
- **September 10, 2026 (Thursday) 11:00 AM (EST)**
 - Open to all Navigator Registered Users (companies with login credentials)
- **November 19, 2026 (Thursday) 11:00 AM (EST)**
 - Open to all Navigator Registered Users (companies with login credentials)

[Register for Navigator Webinars](#)

Click here to register for webinars.

Webinars

- Open to anyone who is a Registered User of the Navigator
- Frequent company presentations

THE CLIMATE STORY

HOME ABOUT THE STORY SERVICES CONTACT

CLIMATE FLUENCY FOR CORPORATE LEADERS

How is climate change impacting your business, strategy, and customers today?

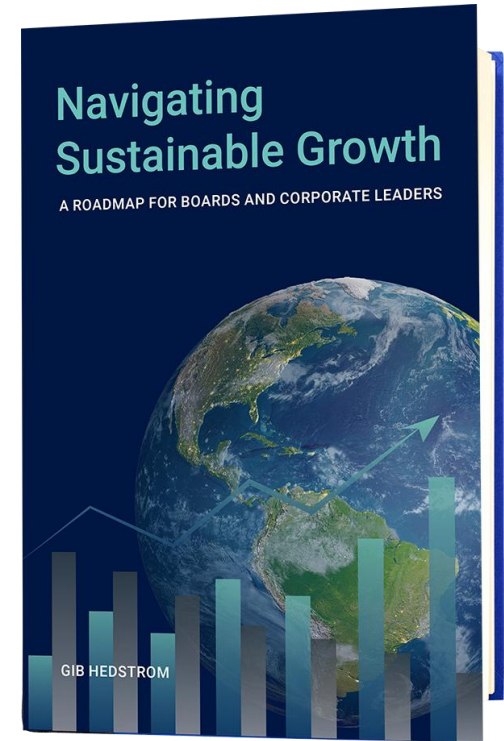
And do you know what to expect over the next five years?

FREE ACCESS: "THE STORY"
(~30 SLIDES)
BEST TO VIEW ON LAPTOP OR IPAD

7. Global Insurance Losses: Natural Catastrophe Events

Billions of Dollars

Year	Global Insurance Losses (Billions of Dollars)
2012	50
2013	60
2014	70
2015	80
2016	90
2017	100
2018	110
2019	120
2020	130
2021	140
2022	150
2023	160
2024	170



Annual membership/subscription service

Starter Benchmark	Bronze Engage your C-Suite	Gold Full ESG Navigator Benefits	Gold PLUS Full ESG Navigator Benefits
✓ Access via: ▪ Esgnavigator.com ▪ 1:1 support available ✓ Rate your company: ▪ 100% confidential ▪ Update 24/7/365	✓ Download: ▪ <i>Bronze PPT Report</i> ▪ <i>ESG Navigator Handbook</i> ✓ Benchmark: ▪ Vs. ~150 companies ▪ Analyze at Levels 1 & 2 ✓ FREE for companies that were founding members of the Navigator Collaborative in 2018	✓ Map Regulations & Ratings: ▪ Select from 15 frameworks & ratings ▪ Map your performance ▪ View "stoplight" positioning vs. ratings ✓ Download: ▪ <i>Gold PPT Report</i> ▪ <i>Best Practices Library</i> ▪ <i>Signposts</i> ✓ Benchmark: ▪ Vs. custom peer group ▪ Engage partners	✓ Full Gold Benefits: ▪ All Gold benefits plus 1:1 advice and coaching throughout the year ▪ Equivalent of 2+ hours every three months ✓ Personal Coaching ▪ Gib joins your ratings update ▪ Or, as desired, joins a post-rating call ✓ New in 2026: ▪ Special internal webinars ▪ Subject likely combination of ➢ The Climate Story ➢ Navigating S. G. (book)
Free	Bronze – \$1,000/year	Gold – \$5,500/year	Gold Plus – \$8,500/year Personal Coaching

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



Sustainable Growth NAVIGATOR

Learn More

Please visit <https://esgnavigator.com/>

or email gib@hedstromassociates.com