



The 2020 Best 50:
Overview of Methodology

Corporate **Knights**

WWW.CORPORATEKNIGHTS.COM

Best 50 fast facts

Overview

- **Annual ranking** of corporate sustainability performance.
- **Released each June** during the Corporate Knights Gala Dinner; published in Corporate Knights Magazine.

Approach

- Ranking is based on **publicly-disclosed data** (e.g., financial filings, sustainability reports). Submissions from companies are **not** required.
- Companies which are part of the Best 50 starting universe **are contacted for data verification** prior to project completion.
- Methodology is based on up to **21 key performance indicators** (KPIs) covering resource, employee, financial management, clean revenue and supplier performance.

Eligibility

- **Size:** Publicly-traded, privately-owned or Crown corporations with gross revenue of at least \$1 billion (most recent financial data) and evidence of sustainability reporting*. Other inclusions include credit unions with more than \$10 billion in assets, top 10 largest Canadian coop organizations by revenue, and previous two years' Best 50 companies.
- **Corporate Knights Industry Group (CKIG) and geography:** All industries and geographies are automatically considered before screening out companies from certain industries or with identified egregious practices (see Appendix III, Exclusionary Screens)

Contact info and to learn more

- Email best50@corporateknights.com if you would like to confirm or update the correct contacts for your organization
- [Sign up for email updates](#) on future rankings and research from Corporate Knights
- Visit www.corporateknights.com/reports/2020-best-50/ for more details

*For non-publicly-traded organizations only; determined from the Global Reporting Initiative database

Ranking is conducted by Corporate Knights, a specialized media and investment research firm

Corporate Knights is a Toronto-based, employee-owned B Corp that operates in three segments:

- **Corporate Knights Magazine**

- World's largest circulating magazine focused on sustainability and responsible business.
- Reaches 443,250 of the world's most influential business and political decision-makers.

- **Corporate Knights Research**

- CK Research offers a range of corporate sustainability ratings, investment product ratings and tools.
- CK Research also manages several external research projects (e.g. Carbon Clean 200, Sustainable Stock Exchange Ranking, Global Green Financial Index).

- **Council for Clean Capitalism**

- CEO-supported group catalyzing smart and efficient public policy.
- Engages with leading public policy-makers.

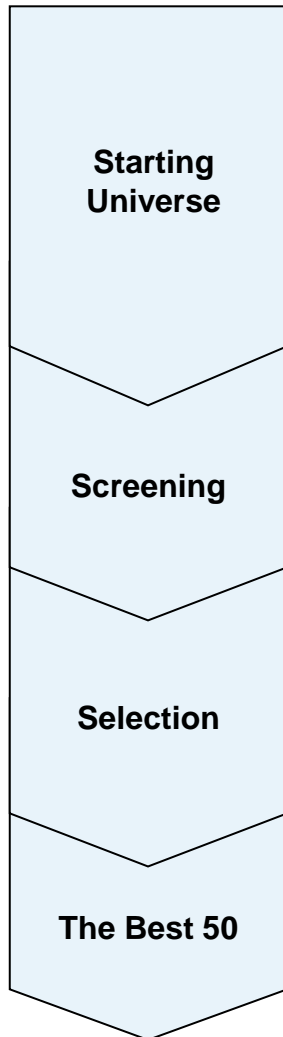
Philosophical perspective of the Best 50

- **Relevance:** The ranking is meant to be representative of business sustainability in the current socio-economic context.
- **Transparency:** The precise methodology of the ranking and the results of the process are fully disclosed.
- **Objectivity:** Eligible companies will only be assessed using quantitative data and performance indicators.
- **Public data:** Only data-points that are part of the public domain are used.
- **Comparability:** Companies are compared against their *Corporate Knights Industry Groups** peers based on performance indicators for which the underlying data are reasonably well disclosed by their CK Industry Group globally.
- **Engagement:** Companies eligible for the ranking are informed prior to the ranking, so as to have an opportunity to ensure the necessary data is made available publicly.
- **Stakeholders:** Stakeholder feedback is actively solicited throughout the project. A Panel of Experts, consisting of several sustainability practitioners, review and comment on all aspects of the methodology.

*There are 97 CK Industry Groups.

Overview of the Best 50 ranking process

Description



- Canadian-headquartered private organizations and crown corporations with at least \$1 billion in revenue and evidence of sustainability reporting
 - Canadian credit unions with at least \$10 billion in assets and evidence of sustainability reporting
 - Companies listed in Canada (TSX60 or revenue of at least \$1 billion)
 - Top 10 largest Canadian cooperative organizations by revenue
 - All Best 50 companies from the previous two years' are grandfathered to starting universe
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- Companies screened for :
 - Product categories and behavior (see Appendix III)
-
- Companies are scored on up to 21 KPIs ('priority KPIs' for their respective CK Industry Groups, and all the Universal KPIs. See Appendix II)
-
- The 2020 *Best 50* is populated according to overall score

Rating methodology

2020 Best 50 Ranking

Resource management KPIs

KPI	Methodology
Energy Productivity	Revenue (converted to USD using PPP exchange rate) / (Energy use – renewable energy generated and/or purchased RECs)
GHG Productivity	Revenue (converted to USD using PPP exchange rate) / GHG emissions: scope 1 & 2
Water Productivity	Revenue (converted to USD using PPP exchange rate) / Water use
Waste Productivity	Revenue (converted to USD using PPP exchange rate) / Non-recycled or reused waste generated
VOC Productivity	Revenue (converted to USD using PPP exchange rate) / VOC emissions
NOx Productivity	Revenue (converted to USD using PPP exchange rate) / NOx emissions
SOx Productivity	Revenue (converted to USD using PPP exchange rate) / SOx emissions
Particulate Matter Productivity	Revenue (converted to USD using PPP exchange rate) / Particulate matter emissions

Companies will only be scored on the KPIs that are deemed “priority KPIs” for their respective CK Industry Group + the eight universal KPIs

Financial management KPIs

KPI	Methodology
Innovation Capacity	R&D expenditures / revenue – three year trailing
Percentage Tax Paid	Cash tax amount paid / EBITDA – five year trailing (2014-2018)
Highest Paid Employee-Average Employee Pay	Highest paid employee compensation / average employee compensation
Pension Fund Status	75%*(total DB and DC employer contributions/ FTE employees percentile-ranked against peers) + 25%*(fair value of DB plan assets/FTE employees percentile-ranked against peers - (1-(fair value of DB plan assets/liability percentile-ranked against peers)). Note: DC contributions include 401(k), RRSPs and equivalents
Supplier Sustainability Score	The weighted CK Sustainability Score of a company's largest supplier by spend).

Companies will only be scored on the KPIs that are deemed “priority KPIs” for their respective CK Industry Group + the eight universal KPIs

Employee management KPIs

KPI	Methodology
Injuries	Lost time incidents rate
Fatalities	All employee and contractor fatalities/ total number of full-time equivalent employees
Employee Turnover	Number of departures / average total employees
Women in Executive Management	Women representation in executive management team (percentile-ranked against all companies in the universe)
Women on Boards	Women representation on board of directors (percentile ranked against all companies in the universe)
Sustainability Pay Link	Mechanisms that link senior executive pay to sustainability targets


Companies will only be scored on the KPIs that are deemed “priority KPIs” for their respective CK Industry Group + the eight universal KPIs

Deduction due to sanctions

KPI	Methodology
Sanction Deductions (January 1, 2017 to February 28, 2020)	Total fines penalties and settlements / revenue

Companies will only be scored on the KPIs that are deemed “priority KPIs” for their respective CK Industry Group + the eight universal KPIs

Additional KPIs

KPI	Methodology
<p>Clean Revenue</p> <p><i>This is a multi-year project by Corporate Knights to develop and make publicly-available an open-source definition of clean revenue categories for all sub-sectors; we welcome comments and suggestions in evolving and refining this clean revenue definition.</i></p>	<p>Percentage of your total revenue derived from products and services that are categorized as “clean” according to the Corporate Knights open-source clean revenue taxonomy, which is informed by synthesis of the below sources and best practices:</p> <ul style="list-style-type: none"> - Climate Bonds Taxonomy (Climate Bonds Initiative) - EU Sustainable Taxonomy (High-Level Expert Group in Sustainable Finance) - Sustainability Account Standards Board (SASB) reporting standards - Environmental Goods and Services Sector (Eurostat) - China Green Bond Endorsed Project Catalogue - Green Bond Principles - TCFD recommended climate opportunity metrics - Other private sector rating agencies with green or sustainability taxonomy - Industry experts consultation covering all relevant CKIG subsectors with solicited feedback on industry definition of clean from leading industry experts and government agencies <p>Please click on the link below to view the full list of products and services that are categorized as clean</p> <p style="text-align: center;"></p> <p style="text-align: center;">https://docs.google.com/spreadsheets/d/1Yit1pphFcx-axawF_Y9G8ZBSJe9A-xft2CSWNuBxAkw/edit?usp=sharing</p>

This is a Universal KPI: all companies will only be scored on this KPI irrespective of CK Industry Group

The Eight Universal KPIs

All companies, irrespective of **CK Industry Group** will still be assessed on all eight universal KPIs:

- Percentage Tax Paid
- Pension Fund Status
- Supplier Sustainability Score (except financial services organizations)
- Women in Executive Management
- Women on Boards
- Sustainability Pay Link
- Sanctions Deductions
- Clean Revenue

Priority KPIs and weighting scheme for each CK Industry Group under the updated methodology

Impact-weighted KPIs

Philosophy: Each CK Industry Group accounts for a unique share of global impact for each individual KPI. The bigger the CK Industry Group's impact for a given performance metric is in relation to the other CK Industry Groups, the higher the weight of that KPI. Of the 21 indicators, 17 are weighted according to their relative impact, and five are assigned pre-determined fixed weights: Clean Revenue (50%), Sustainability Pay Link (5%), Supplier Sustainability Score (2.5%), Women in Executive Management (5%) and Women Board Members (5%).

Impact calculation example - Energy use by the Wholesale Power CK Industry Group as an example:

The average Energy Productivity over the past three years for all companies in the coverage universe is calculated as well as the average energy productivity for each CK Industry Group. The weight assigned to the Energy Productivity indicator for a given industry is a function of the industry average Energy Productivity / entire coverage universe Energy Productivity.

Weighing KPIs according to impact – Wholesale Power CK Industry Group as an example:

Wholesale Power has 21 applicable KPIs. Of these, Clean revenue, Women on Boards, Women in Executive Management, Supplier Sustainability Score and Sustainability Pay Link have fixed weights (50%, 5%, 5%, 2.5% and 5% respectively). The remaining 16 KPIs, representing the remaining 32.5% of the weights are weighted in accordance to the relative magnitudes of their impacts: for instance, Wholesale Power' impact on water is 31.9 times the global average.

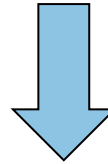
	Energy	GHG	Water	Waste	VOC	NOx	SO ₂	PM	Innovation Capacity	Percentage Tax Paid	Highest Paid – Avg Employee Pay	Pension Fund Status	Supplier Sustain Score	Injuries	Fatalities	Employee Turnover	Women in Exec Mgt	Women on Boards	Sustain Pay Link	Sanctions Deduction	Clean Revenue
Impact ratio relative to economy	21.4	14.4	31.9	5.5	-	4.1	3.8	5.5	0.3	3.1	0.9	3.0	-	0.8	4.2	1.0	-	-	-	-	-
Final Weight	6.95%	4.69%	10.37%	1.8%	-	1.35%	1.22%	1.78%	0.09%	1.02%	0.31%	0.97%	2.50%	0.27%	1.36%	0.33%	5%	5%	5%	0	50%

* All figures presented here are rounded off to 1 data point.

Note: Weighting scheme is updated every three years based on new datasets

Priority indicators and weights per CK Industry

Please **click** on the icon below to open the list of priority indicators and weights for each CK Industry Group.



https://docs.google.com/spreadsheets/d/1HFwzQNeiB6V_WWQjsYfeP8NSZpumdi1HXK02zNeCJPc

Appendix I: The CK Financial Sanctions Screen

- The CK Financial Sanctions screen measures the amount of money that companies have paid out in qualifying fines, penalties or settlements on a trailing three-year (January 1, 2017 – February 28, 2020*) basis.
- *Approach*
 1. Data on fines, penalties or settlements is obtained for each company. Payouts may relate to repercussions from environmental accidents, generalized environmental pollution, infringement of labour standards, human rights-related abuses, price-fixing, child exploitation or violation of collective bargaining arrangements.
 2. Payouts that occurred from January 1, 2017 to February 28, 2020 are totaled and converted to USD (using the prevailing exchange rate at the time of the payout) and then divided by total revenue reported over the same period.
 3. The resulting ratio is then percent-ranked against all companies in the same CK Industry Group.
 4. Those companies that receive a bottom quartile percent score (e.g. 25% or below) are eliminated from contention for the Best 50.

*Note: CK reserves the right to include major financial sanctions that occur between February 28, 2020 and before the ranking is published in June 2020.

Appendix II: Detailed scoring methodology

#	Name of KPI	Measurement	UN Sustainable Development Goals
1	Energy Productivity	In the first step, each company's Energy Productivity is calculated. Energy Productivity is defined as Revenue (\$PPP-converted) / Total Energy Use (GJ) – Certified RECs and purpose built renewable generation (GJ) (does not apply to standard grid issue). It is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe, and multiplied by 0.75. In the second step, the change in each company's Energy Productivity over a two-year period is calculated and percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. If the company's percent-rank is top quartile, the percent-rank is multiplied by 1 and then by 0.25. If the company's percent-rank is second quartile, the percent-rank is multiplied by 0.75 and then by 0.25. If the company's percent-rank is third quartile, the percent-rank is multiplied by 0.5 and then by 0.25. If the company's percent-rank is bottom quartile, the percent-rank is multiplied by 0.25 and then by 0.25. In the third step, the value from the first and second steps are totaled.	<ul style="list-style-type: none"> • GOAL 7: Affordable and Clean Energy (Ensure access to affordable, reliable, sustainable and modern energy for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)
2	GHG Productivity	In the first step, each company's Greenhouse Gas (GHG) Productivity is calculated. GHG Productivity is defined as Revenue (\$PPP-converted) / Total Greenhouse gas (GHG) Emissions (CO2e). Only Scope 1 and Scope 2 emissions are included according to the GHG Protocol. It is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe, and multiplied by 0.75. In the second step, the change in each company's GHG Productivity over a two-year period is calculated and percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. If the company's percent-rank is top quartile, the percent-rank is multiplied by 1 and then by 0.25. If the company's percent-rank is second quartile, the percent-rank is multiplied by 0.75 and then by 0.25. If the company's percent-rank is third quartile, the percent-rank is multiplied by 0.5 and then by 0.25. If the company's percent-rank is bottom quartile, the percent-rank is multiplied by 0.25 and then by 0.25. In the third step, the value from the first and second steps are totaled.	<ul style="list-style-type: none"> • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 13: Climate Action (Take urgent action to combat climate change and its impacts)

*Subtracting Renewable Energy Use in Energy Productivity calculation applies to all CKIGs except Wholesale Power and Electric Utilities

Appendix II: Detailed scoring methodology

3	Water Productivity	<p>In the first step, each company's Water Productivity is calculated. Water Productivity is defined as Revenue (\$PPP-converted) / Total water (m3). It is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe, and multiplied by 0.75. In the second step, the change in each company's Water Productivity over a two-year period is calculated and percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. If the company's percent-rank is top quartile, the percent-rank is multiplied by 1 and then by 0.25. If the company's percent-rank is second quartile, the percent-rank is multiplied by 0.75 and then by 0.25. If the company's percent-rank is third quartile, the percent-rank is multiplied by 0.5 and then by 0.25. If the company's percent-rank is bottom quartile, the percent-rank is multiplied by 0.25 and then by 0.25. In the third step, the value from the first and second steps are totaled.</p>	<ul style="list-style-type: none"> • GOAL 6: Clean Water and Sanitation (Ensure availability and sustainable management of water and sanitation for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 15: Life on Land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss)
4	Waste Productivity	<p>In the first step, each company's Waste Productivity is calculated. Waste Productivity is defined as Revenue (\$PPP-converted) / [Total waste generated (metric tonnes) – waste recycled (metric tonnes)]. It is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe, and multiplied by 0.75. In the second step, the change in each company's Waste Productivity over a two-year period is calculated and percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. If the company's percent-rank is top quartile, the percent-rank is multiplied by 1 and then by 0.25. If the company's percent-rank is second quartile, the percent-rank is multiplied by 0.75 and then by 0.25. If the company's percent-rank is third quartile, the percent-rank is multiplied by 0.5 and then by 0.25. If the company's percent-rank is bottom quartile, the percent-rank is multiplied by 0.25 and then by 0.25. In the third step, the value from the first and second steps are totaled.</p>	<ul style="list-style-type: none"> • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns)

Appendix II: Detailed scoring methodology (continued)

5	VOC Productivity	<p>In the first step, each company's sub-indicator Productivity is calculated by dividing Revenue (\$PPP-converted) by the air pollutant. It is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe, and multiplied by 0.75. In the second step, the change in each company's sub-indicator Productivity over a two-year period is calculated and percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. If the company's percent-rank is top quartile, the percent-rank is multiplied by 1 and then by 0.25. If the company's percent-rank is second quartile, the percent-rank is multiplied by 0.75 and then by 0.25. If the company's percent-rank is third quartile, the percent-rank is multiplied by 0.5 and then by 0.25. If the company's percent-rank is bottom quartile, the percent-rank is multiplied by 0.25 and then by 0.25. In the third step, the value from the first and second steps are totaled.</p>	<ul style="list-style-type: none"> • GOAL 3: Good Health and Well-being (Ensure healthy lives and promote well-being for all at all ages) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns)
6	NOx Productivity		
7	SOx Productivity		
8	Particulate Matter Productivity		
9	Innovation Capacity	<p>In the first step, each company's Innovation Capacity score is determined by measuring the ratio of research and development (R&D) expenditures to total revenue averaged over a trailing three-year period. In the second step, each company's Innovation Capacity score is percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe.</p>	<ul style="list-style-type: none"> • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)

Appendix II: Detailed scoring methodology (continued)

10	Percentage Tax Paid	<p>In the first step, each company's Percentage Tax Paid is calculated as the amount of taxes paid in cash over a trailing five year period (2014-2018) divided by their total EBITDA over the same period. Companies score a 0% in the event that their total EBITDA or taxes paid in cash is zero or lower over the five year period (2014-2018). In the second step, each company's Percentage Tax Paid is percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe.</p>	<ul style="list-style-type: none"> • GOAL 10: Reduced Inequality (Reduce inequality within and among countries)
11	Highest Paid Employee – Avg Employee Pay*	<p>Each company's Highest Paid to Average Employee Pay ratio is calculated as total CEO compensation or highest paid executive divided by average employee compensation. Average employee compensation is calculated by dividing the company's total wage bill by the total number of employees. Each company's Highest Paid Employee to Average Employee Pay ratio is percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. [The lower the ratio, the higher the rank.]</p> <p>*in the situation where the CEO earns \$1 for the fiscal year, the highest paid executive's salary would be used.</p>	<ul style="list-style-type: none"> • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 10: Reduced Inequality (Reduce inequality within and among countries)
12	Pension Fund Status	<p>In the first step, the sum of the company's contribution to the defined benefit and defined contribution pension plans are added up, then divided by the total number of full-time equivalent employees. Note that DC contributions include 401(k), RRSPs and equivalents. This ratio is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. This is labelled as "A"</p> <p>In the second step, the fair value of the defined benefit plan assets is divided by the total number of full-time equivalent employees; this ratio is then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. This is labelled as "B",</p> <p>In the third step, the fair value of the defined benefit plan assets is divided by the projected defined benefit plan obligations, then percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. This is labelled as "C".</p> <p>The Pension Fund Status Score is arrived at by the following formula: $(0.75 \times A) + 0.25(B - (1 - C))$</p>	<ul style="list-style-type: none"> • GOAL 1: No Poverty (End poverty in all its forms everywhere) • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)

Appendix II: Detailed scoring methodology (continued)

13	Supplier Sustainability Score	The Sustainability Score for the company's largest supplier by total spend.	<ul style="list-style-type: none"> • GOAL 1: No Poverty (End poverty in all its forms everywhere) • GOAL 2: Zero Hunger (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) • GOAL 3: Good Health and Well-being (Ensure healthy lives and promote well-being for all at all ages) • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls) • GOAL 6: Clean Water and Sanitation (Ensure availability and sustainable management of water and sanitation for all) • GOAL 7: Affordable and Clean Energy (Ensure access to affordable, reliable, sustainable and modern energy for all) • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 10: Reduced Inequality (Reduce inequality within and among countries) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns) • GOAL 13: Climate Action (Take urgent action to combat climate change and its impacts) • GOAL 14: Life Below Water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) • GOAL 15: Life on Land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) • GOAL 16: Peace and Justice Strong Institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) • GOAL 17: Partnerships to achieve the Goal (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development)
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Appendix II: Detailed scoring methodology (continued)

14	Injuries	Each company's Injury Score is determined by calculating the company's lost time injury rate (defined as the number of lost time incidents per 200,000 employee hours) and percent-ranking it against all of the same-CK Industry Group peers within the CK coverage universe.	<ul style="list-style-type: none"> • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)
15	Fatalities	Each company's Fatality Score is determined by calculating the company's fatality rate (defined as the number of fatalities by employees and contractors divided by the total number of full-time equivalent employees) and percent-ranking it against all of the same-CK Industry Group peers within the CK coverage universe.	<ul style="list-style-type: none"> • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)
16	Employee Turnover	Each company's Employee Turnover (Number of departures / average total employees) is percent-ranked against all of the same CK Industry Group peers within the CK coverage universe. [The lower the ratio, the higher the rank.]	<ul style="list-style-type: none"> • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)
17	Women in Executive Management	Each company's Executive Diversity Score is calculated by determining the proportion of the senior executive team that is comprised of women executives and percent-ranking it against all companies within the CK coverage universe.	<ul style="list-style-type: none"> • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls)
18	Women on Boards	Each company's Board Diversity Score is calculated by determining the proportion of the Board of Directors that is comprised of women directors and percent-ranking it against that of all companies within the CK coverage universe.	<ul style="list-style-type: none"> • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls)

Appendix II: Detailed scoring methodology (continued)

19	Sustainability Pay Link	<p>The Sustainability Pay Link indicator is designed to reward companies that have set up mechanisms to link the remuneration of senior executives with the achievement of sustainability goals or targets. A score of 100% is given to companies that describe such a mechanism (e.g. the company specifies the proportion of a particular named executive's compensation that is linked to the achievement of a corporate clean capitalism target, such as reducing emissions, improving energy efficiency, or reducing health & safety accidents). A score of 0% is given to companies that do not report any linking mechanisms. Unlike all other indicators, Sustainability Pay Link does not use any percent-ranking.</p>	<ul style="list-style-type: none"> • GOAL 3: Good Health and Well-being (Ensure healthy lives and promote well-being for all at all ages) • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls) • GOAL 6: Clean Water and Sanitation (Ensure availability and sustainable management of water and sanitation for all) • GOAL 7: Affordable and Clean Energy (Ensure access to affordable, reliable, sustainable and modern energy for all) • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 10: Reduced Inequality (Reduce inequality within and among countries) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns) • GOAL 13: Climate Action (Take urgent action to combat climate change and its impacts) • GOAL 14: Life Below Water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) • GOAL 15: Life on Land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) • GOAL 16: Peace and Justice Strong Institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)
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Appendix II: Detailed scoring methodology (continued)

20	Sanctions Deduction	<p>Each company's Sanctions' ratio is determined by measuring the ratio of Sanctions (the amount of money that companies paid out in qualifying fines, penalties or settlements over the January 1, 2017 to February 28, 2020 period) to total revenue for the same or closest match period. Each company's Sanctions ratio is percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe. Companies receive deductions on a graded scale up to a maximum of 5% off their overall score. Companies with no Sanctions receive no deductions. A 5% deduction is applied to a company's overall score if it has the worst-in-class record (0 percentile) on financial sanctions over the relevant time period, 5% if they are in the third quartile (25-49%), 2.5% if they are in the second quartile (50-74%), 1% if they are in the first quartile (75-99%) with those scoring 100% (i.e. no fines) get no deductions.</p>	<ul style="list-style-type: none"> • GOAL 1: No Poverty (End poverty in all its forms everywhere) • GOAL 3: Good Health and Well-being (Ensure healthy lives and promote well-being for all at all ages) • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls) • GOAL 6: Clean Water and Sanitation (Ensure availability and sustainable management of water and sanitation for all) • GOAL 7: Affordable and Clean Energy (Ensure access to affordable, reliable, sustainable and modern energy for all) • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 10: Reduced Inequality (Reduce inequality within and among countries) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns) • GOAL 13: Climate Action (Take urgent action to combat climate change and its impacts) • GOAL 14: Life Below Water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) • GOAL 15: Life on Land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) • GOAL 16: Peace and Justice Strong Institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)
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Appendix II: Detailed scoring methodology (continued)

21	Clean Revenue	<p>Each company's Clean Revenue ratio is determined by measuring the ratio of Clean Revenue to total revenue according to the open-source Corporate Knights Clean Revenue Taxonomy. Each company's Clean Revenue ratio is percent-ranked against all of the same-CK Industry Group peers within the CK coverage universe.</p>	<ul style="list-style-type: none"> • GOAL 1: No Poverty (End poverty in all its forms everywhere) • GOAL 2: Zero Hunger (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) • GOAL 3: Good Health and Well-being (Ensure healthy lives and promote well-being for all at all ages) • GOAL 4: Quality Education (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all) • GOAL 5: Gender Equality (Achieve gender equality and empower all women and girls) • GOAL 6: Clean Water and Sanitation (Ensure availability and sustainable management of water and sanitation for all) • GOAL 7: Affordable and Clean Energy (Ensure access to affordable, reliable, sustainable and modern energy for all) • GOAL 8: Decent Work and Economic Growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) • GOAL 9: Industry, Innovation and Infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) • GOAL 10: Reduced Inequality (Reduce inequality within and among countries) • GOAL 11: Sustainable Cities and Communities (Make cities and human settlements inclusive, safe, resilient and sustainable) • GOAL 12: Responsible Consumption and Production (Ensure sustainable consumption and production patterns) • GOAL 13: Climate Action (Take urgent action to combat climate change and its impacts) • GOAL 14: Life Below Water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) • GOAL 15: Life on Land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) • GOAL 16: Peace and Justice Strong Institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) • GOAL 17: Partnerships to achieve the Goal (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development)
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Appendix III: Exclusionary Screens

Metric	Metric Description
Access to medicine laggards	Identifies lagging pharmaceutical companies in the bottom quartile of the Access to Medicine ranking .
Access to nutrition laggards	Identifies lagging food companies in the bottom quartile of the Access to Nutrition ranking .
Adult entertainment	Identifies companies operating in the adult entertainment industry based on Wespath, and Sin Stocks report listings.
Blocking climate policy	Identifies laggards in the bottom quartile of the 2019 50 Most Influential Carbon Policy Footprint Ranking by InfluenceMap and scored less than a D- in the InfluenceMap Performance Score.
Blocking climate resolutions	Identifies assets managers that are voting negatively on climate policy resolutions according InfluenceMap voting record (bottom quartile).
Cement carbon laggards	Identifies laggard companies in the cement industry that were divested by Norges Bank Investment Management (NBIM), utilizing an internal Corporate Knights analysis.
Civilian firearms	Identifies companies that manufacture small arms/civilian firearms by identifying companies that were divested from by the NZ SuperFund .
Controversial weapons	Identifies companies involved with cluster munition, anti-personnel mine, and nuclear weapons manufacturing by identifying companies that were divested by NBIM and NZ SuperFund .
Conventional Weapons	Identifies the Top 100 weapons producers as tracked by Stockholm International Peace Research Institute (SIPRI) for companies that earn more than 50% of revenue from weapons.
Deforestation	Identifies worst-in-class companies that are engaging in deforestation in South America and Southeast Asia as deemed by Chain Reaction Research .
Energy	Identifies companies that operate in the fossil fuel industry based on Global Industry Classification System (GICS) with less than 20% of new investments (most recently available) in themes consistent with decarbonization.
Excess of Conventional over Clean Energy Financing	Based on Corporate Knights database sourced firm corporate disclosures. Companies who sum of conventional energy financing exceeds new energy financing are removed.

Appendix III: Exclusionary Screens (continued)

Metric	Metric Description
Farm animal welfare laggards	Identifies laggard companies in farm animal welfare practices in consultation with animal welfare experts.
For-profit prisons	Identifies companies that own or operate private prisons (facility management) and is recommended for divestment by the Project of the American Friends Service Committee .
Gambling	Identifies companies that operate in the gambling industry based on Global Industry Classification System (GICS).
Gross corruption violation	Identifies worst-in-class companies in terms corruption violations by identifying companies that have been divested from by NBIM due to gross corruption violations.
Harmful Pesticides	Identifies companies whose product sales are heavily derived from pesticides classified by WHO as highly hazardous to health or the environment. Company derives more than 30% of its product sales from highly hazardous pesticides (HHPs).
Illegal activity	Identifies companies whose revenue was over \$1bn and whose fines-to-revenue ratio was over 1.1%.
Oil sands laggards	Identifies oil sands companies that were divested by NBIM , utilizing an internal Corporate Knights analysis.
Palm oil laggards	Identifies palm oil companies that were divested by NBIM , utilizing an internal Corporate Knights analysis.
Severe environmental damage	Identifies companies that have caused several environmental damage and have been excluded by NBIM .
Severe human rights violations	Identifies companies that have committed several human rights violations or have violated individuals' rights in situations of war or conflict and have been excluded by NBIM .
Thermal coal	Identifies companies engaging in production of coal or coal-based energy and have been excluded by NBIM .
Tobacco	Identifies companies that earn revenue from tobacco and have been excluded by NBIM .

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