

Strategic Scorecards

CECP BOARD OF BOARDS

“What gets measured gets done.”

- Fortune® 500 Scorecard Analysis
- Company Strategic Scorecard
 - › Background and Recommendations
 - › Template



CECP

THE CEO FORCE
FOR GOOD

Fortune® 500 Scorecard Analysis

Performance snapshot of CECP companies versus the Fortune® 500

Analysis reflects most current data available; in May CECP will publish FY2017 versus prior year. CECP companies and All other Fortune® 500 companies include all nine industries using Bloomberg classification. Please note CECP companies have higher representation of Financial and Health Care companies.



PERFORMANCE (Financial)		FY2015	FY2016	Favorable Delta Δ in green
Revenues (Median, in US\$ Billions)	CECP companies	16.6	16.6	0.3%
	All other Fortune® 500 companies	9.4	9.6	2.2%
EBITDA (Median, in US\$ Billions)	CECP companies	3.3	3.2	-2.2%
	All other Fortune® 500 companies	1.2	1.3	9.1%
EBITDA to Revenue (Median, Ratio)	CECP companies	21.3	20.9	-2.0%
	All other Fortune® 500 companies	13.0	13.5	4.2%
Enterprise Value/EBITDA (Median, %)	CECP companies	12.4	13.4	+1.0 pp
	All other Fortune® 500 companies	11.5	11.8	+0.3 pp
Return on Invested Capital (Median, %)	CECP companies	8.4	8.0	-0.4 pp
	All other Fortune® 500 companies	8.0	7.6	-0.5 pp
Market Capitalization (Median, in US\$ Billions)	CECP companies	29.2	32.8	12.4%
	All other Fortune® 500 companies	9.6	10.8	11.8%
PLANET (Resource Use)		FY2015	FY2016	Favorable Delta Δ in green
Greenhouse Gas Emissions (Median, in Millions of Metric Tons)	CECP companies	1.0	1.0	-2.7%
	All other Fortune® 500 companies	1.2	1.2	1.5%
Water Use (Median, in Millions of Cubic Meters)	CECP companies	3.4	3.7	7.2%
	All other Fortune® 500 companies	9.6	9.6	-0.5%
Recycled Waste (Median, in Thousands of Metric Tons)	CECP companies	32.6	34.1	4.4%
	All other Fortune® 500 companies	29.1	35.0	20.2%
Offers Products Addressing Climate Change (%)	CECP companies	2.7	3.4	+0.7pp
	All other Fortune® 500 companies	1.3	2.6	+1.3pp
PEOPLE (Communities, Customers, Employees)		FY2015	FY2016	Favorable Delta Δ in green
Employee Turnover (Average, %)	CECP companies	13.1	12.5	-0.6 pp
	All other Fortune® 500 companies	17.2	18.7	+1.5 pp
Total External Social Investment (Median, in US\$ Millions)	CECP companies	24.9	25.3	1.9%
	All other Fortune® 500 companies	13.5	11.9	-11.9%
Total Giving as a % of Pre-Tax Profit (Median, %)	CECP companies	0.8	0.9	+0.1 pp
	All other Fortune® 500 companies	0.9	0.8	-0.1 pp
Women in Workforce (Median, %)	CECP companies	38.0	38.0	0.0 pp
	All other Fortune® 500 companies	30.0	30.0	0.0 pp
Training Spending per Employee (Average, in US\$ Thousands)	CECP companies	1.0	1.0	2.0%
	All other Fortune® 500 companies	1.0	0.7	-27.0%
Lost Time Incident Rate per 100K Employees (Average, Ratio)	CECP companies	0.4	0.4	3.2%
	All other Fortune® 500 companies	0.6	0.6	-8.8%
POLICIES (Governance)		FY2015	FY2016	Favorable Delta Δ in green
CSR/Sustainability Committee (%)	CECP companies	37.4	36.8	-0.6 pp
	All other Fortune® 500 companies	18.3	19.6	+1.3 pp
Women on Boards (%)	CECP companies	23.0	25.0	+2.0 pp
	All other Fortune® 500 companies	18.0	18.0	0.0 pp
Business Ethics Policy (%)	CECP companies	100.0	100.0	0.0 pp
	All other Fortune® 500 companies	99.7	100.0	+0.3 pp
Social Supply Chain Risk Management (%)	CECP companies	68.6	74.8	+6.3 pp
	All other Fortune® 500 companies	49.6	55.4	+5.7 pp
ESG Linked to Bonus (%)	CECP companies	32.7	32.2	-0.6 pp
	All other Fortune® 500 companies	18.4	18.0	-0.4 pp

The value of CECP companies was higher:

CECP companies out-performed in terms of Revenues, Enterprise Value/EBITDA (Multiple Ratio), and Market Cap

+12.4%

Market Cap increase for CECP Companies

CECP Companies Caring for the Environment:

Greenhouse Gas Emissions decreased, Recycled Waste increased, and Offering of Products Addressing Climate Change also increased among CECP companies

-2.7%

Greenhouse Gas Emissions reduction rate for CECP companies

Better Societal Outcomes for CECP companies:

Less Employee Turnover, more External Social Investment, more Total Giving as a % of Pre-Tax Profits, more Women in the Workforce, more Training Spending per Employee among CECP companies

+1.9%

Growth Rate of Total External Social Investments from CECP companies.

CECP Companies putting more Governance Policies in place:

More Women Representation on Boards and Social Supply Chain Risk Management policies than all other companies

+2.0 pp

Percentage points of increase in terms of % of Women on Boards

Notes and Methodology: "CECP companies" consist of companies affiliated with CECP as of February 2018. "All other Fortune® 500 companies" consist of all other companies in the Fortune 500 ranking. Fortune magazine is a registered trademark of Time Inc. Monetary figures are measured in nominal US Dollars. Data is retrieved from CECP's dataset and the Bloomberg database. Sample size ranges between 20 to 335, this variation is derived from differences in metrics data availability. Green growth rates indicate a favorable change. In limited cases, percentage point change replaces growth rate. Year-over-year calculations are based on a two-year matched-set data. "pp" corresponds to percentage point changes that evidence deltas between metrics reflecting percentages. Both CECP companies and All other Fortune® 500 companies include companies from all nine industries from the Bloomberg Terminal, however, CECP companies have higher representation of Financials and Health Care companies. All other Fortune® 500 companies have higher representation of Consumer Discretionary and Industrials companies.

Strategic Scorecard Template

The Best Template helps visualize what a Strategic Scorecard could look like for one company.



Strategic Theme (Strategy Opportunities)	Current Year	Previous Year	Target Range	Target Year	Score	Comments
Revenue/Market (%)						
Market Share (%)						
Research and Development						
Capital Expenditure (%)						
Strategy A						
PERFORMANCE (Financial)	Current Year	Previous Year	Target Range	Target Year	Score	Comments
Revenue (%)						
EBITDA (%)						
Expenses/Market/EBITDA (Ratio)						
Market Capitalization (%)						
Research and Development Capital						
People (Community, Technology, Employees)	Current Year	Previous Year	Target Range	Target Year	Score	Comments
Employee Turnover (%)						
Women in Workforce/Workforce Diversity (%)						
Costs/Assets/Investment (Ratio)						
Regulatory Score						
Regulatory Score V						
BLANK (Resource/Risk)	Current Year	Previous Year	Target Range	Target Year	Score	Comments
Greenhouse Gas Emissions						
Water Management						
Waste Management						
Mineral Score						
Mineral Score V						
GOVERNANCE (Governance)	Current Year	Previous Year	Target Range	Target Year	Score	Comments
Board Diversity (G/G/Women)						
Board Size/Size/Improvement/Minors						
Supply Chain/Market (%)						
Customer Satisfaction V						

CECP companies can login to MyCECP for full content

© 2023 CECP. All rights reserved. This document is for informational purposes only. It is not intended to be used as a template for any specific company. The content is subject to change without notice. The logo and name of CECP are trademarks of CECP. All other marks are the property of their respective owners.