

Stakeholder Scorecard Analysis

Performance snapshot of Fortune® companies

Performance (Financial)	FY2017	FY2019	Favorable Delta Δ in green
Revenues (Median, in US\$ Billions)	11.3	12.7	12.2%
EBITDA (Median, in US\$ Billions)	2.0	2.4	20.2%
EBITDA to Revenue (Median, Ratio)	15.5	16.9	8.8%
ENTERPRISE VALUE/EBITDA (Median, %)	10.7	10.7	0.0 pp
Return on Invested Capital (Median, %)	8.6	8.7	+0.3 pp
Market Capitalization (Median, in US\$ Billions)	19.4	19.0	-1.8%
Planet (Resource Use)	FY2017	FY2019	Favorable Delta Δ in green
Greenhouse Gas Emissions (Median, in Millions of Metric Tons)	0.9	0.9	-4.0%
Water Use (Median, in Millions of Cubic Meters)	5.4	5.7	4.4%
Offers Water Policy (%)	58.1	66.9	+8.7 pp
Recycled Waste (Median, in Thousands of Metric Tons)	38.4	44.9	16.8%
Offers Waste Reduction Policy (%)	68.0	74.0	+5.9 pp
People (Employees, Communities)	FY2017	FY2019	Favorable Delta Δ in green
Number of Employees (Median, in Thousands)	24.6	26.0	5.3%
Volunteered Hours (Median, in Thousands)	82.7	99.5	20.3%
Employee Turnover (Average, %)	12.9	12.7	-0.3 pp
Total Community Investment (Median, in US\$ Millions)	31.2	35.3	13.1%
Community Spending (Median, in US\$ Millions)	11.7	13.1	12.0%
Women in Workforce (Median, %)	31.0	31.6	0.6 pp
Policies (Governance)	FY2017	FY2019	Favorable Delta Δ in green
Taxes Paid in Cash (Median, in US\$ Millions)	214.0	204.1	-5%
CSR/Sustainability Committee (%)	35.1	49.2	+14.1 pp
Women on Boards (Median, %)	22.2	25.0	+2.8 pp
Social Supply Chain Risk Management (%)	72.5	81.3	+8.8 pp
ESG Linked to Bonus (%)	25.7	27.3	+1.6 pp
ESG Disclosure Score (Median, scale 0 to 10)	34.3	35.9	5%

Mixed Financial Performance

Positive reinforcement of environmental policies is paying off

Societal investments increased along with employees' contributions to society

More representation and accountability among F500 companies

Notes and Methodology:

***"Fortune 500 Companies" consist of companies in the Fortune® 500. 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. Green growth rates indicate a favorable change. In limited cases, percentage point change replaces growth rate, "pp" corresponds to percentage point changes that evidence deltas between metrics reflecting percentages. Year-over-year calculations are based on a three-year matched- set data. Fortune companies include companies from all nine industries from the Bloomberg Terminal.