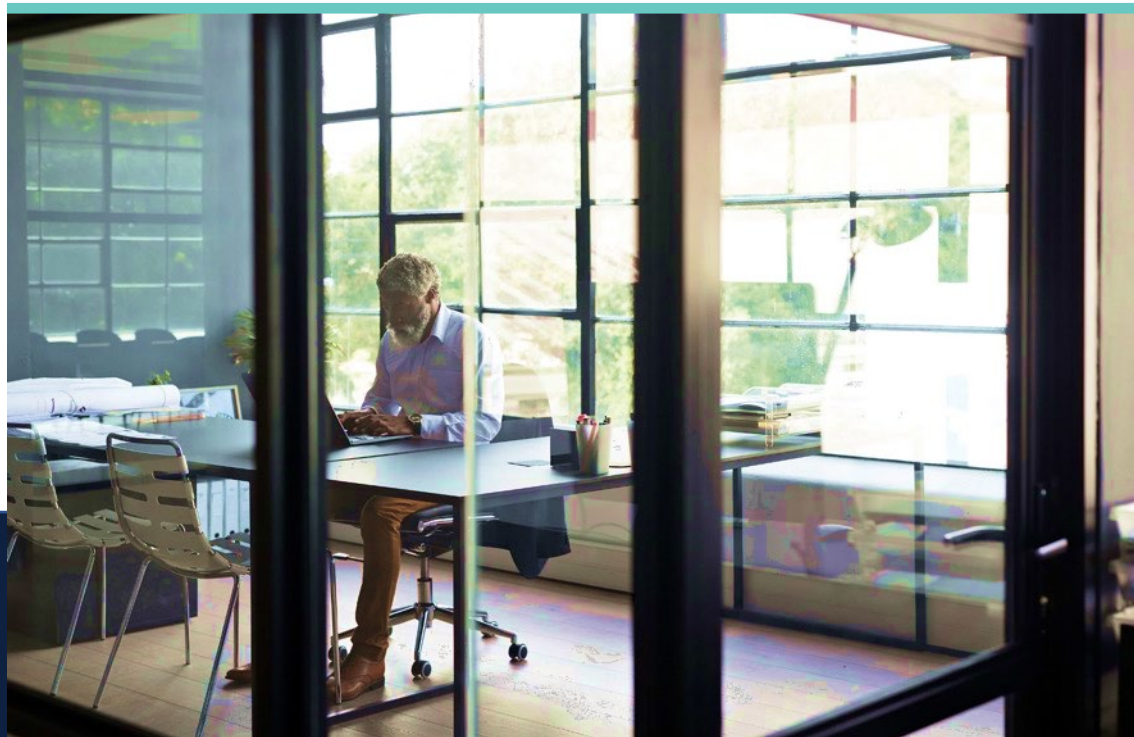


ALIGNING ESG INITIATIVES TO STRATEGY AND VALUE

SUMMARY RESULTS



FEBRUARY 2023

WHO DID WE SURVEY?



Between November 2022 and December 2023, Gatepoint Research invited selected executives to participate in a survey themed *Aligning ESG Initiatives to Strategy and Value*.

Candidates from several industries were invited via email and 100 executives have participated to date.

Management levels represented are all senior decision-makers: 22% hold the title CxO or are VPs, 41% are directors, 37% are senior or department managers.

100% of responders participated voluntarily; none were engaged using telemarketing.

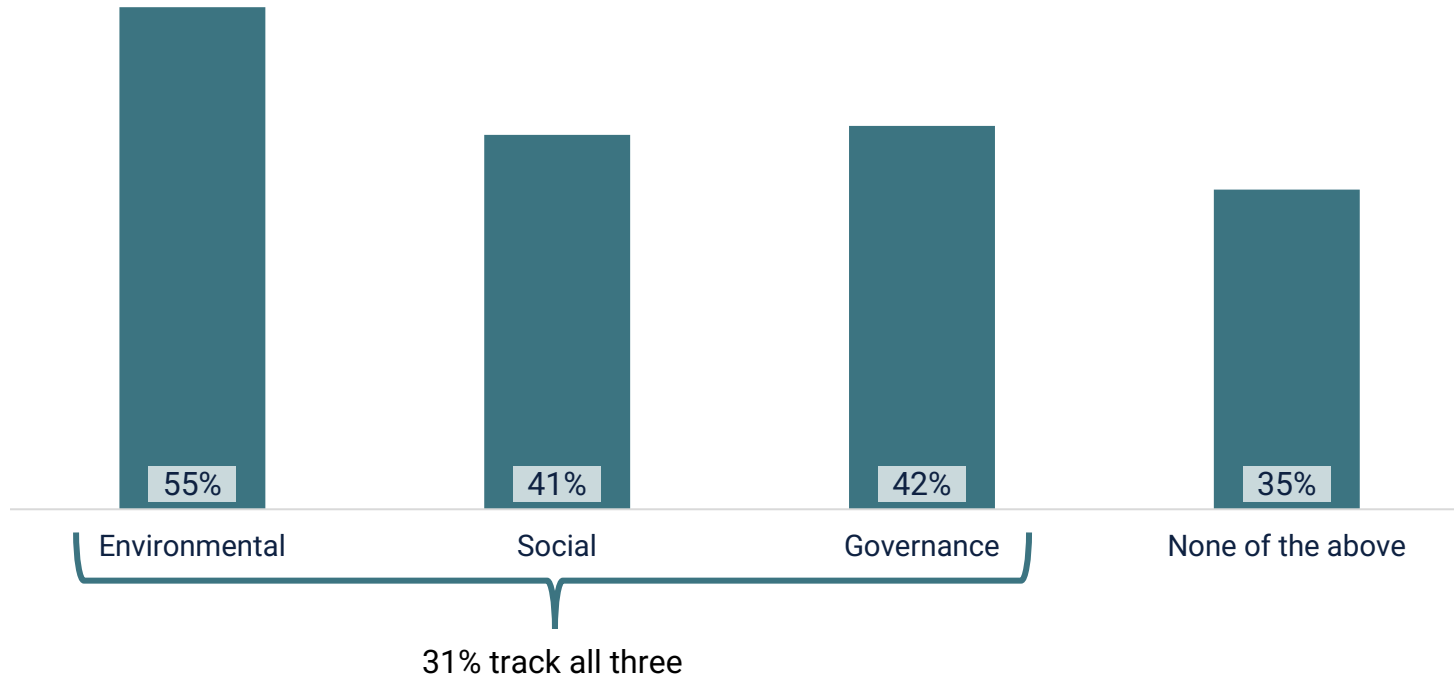
EXECUTIVE SUMMARY

Responsible investing has elevated the value of tracking environmental, social, and governance (ESG) impacts, but getting at the data is difficult. 40% of surveyed organizations have limited visibility to ESG data. Many companies are using spreadsheets and time-consuming manual processes to track and inform strategic ESG decisions. While strategic intent may be clear, nearly half lack necessary roadmap visualizations or an understanding of the impacts to tradeoff decisions. What else is blocking successful achievement of ESG goals?

This survey asks respondents to report:

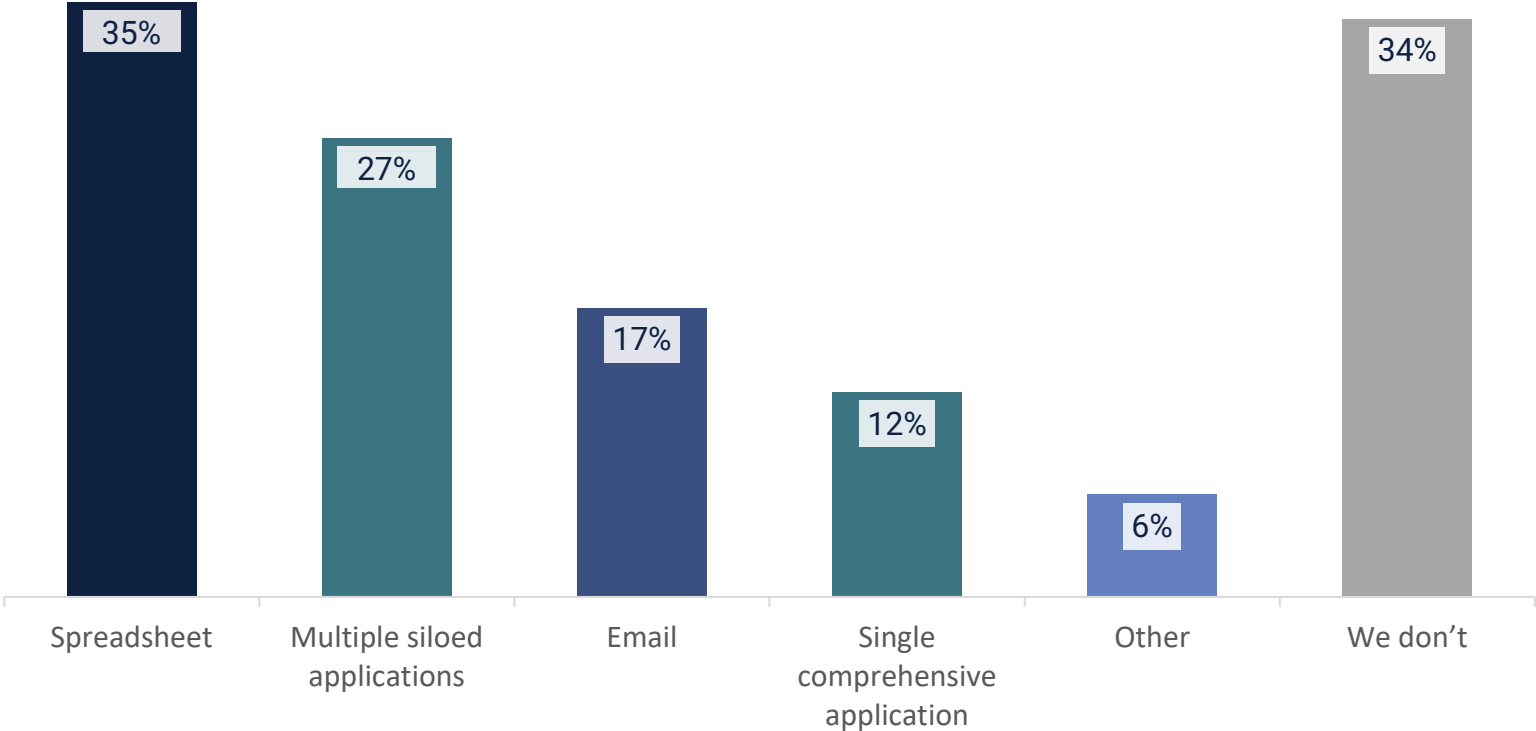
- How do you track and prioritize your ESG initiatives?
- What challenges do you anticipate in achieving ESG initiatives?
- What do you need to add to help your ESG initiatives succeed?
- When do you expect to evaluate the portfolio management method you use for ESG planning, management, and reporting?

Are you already tracking environmental, social, and governance (ESG) data?



Measuring environmental, social, and governance impact has become vitally important as owners, stockholders, and boards place higher value on responsible investing. 65% of those surveyed track one or more components of ESG, and 31% track all three.

How do you track your ESG initiatives?

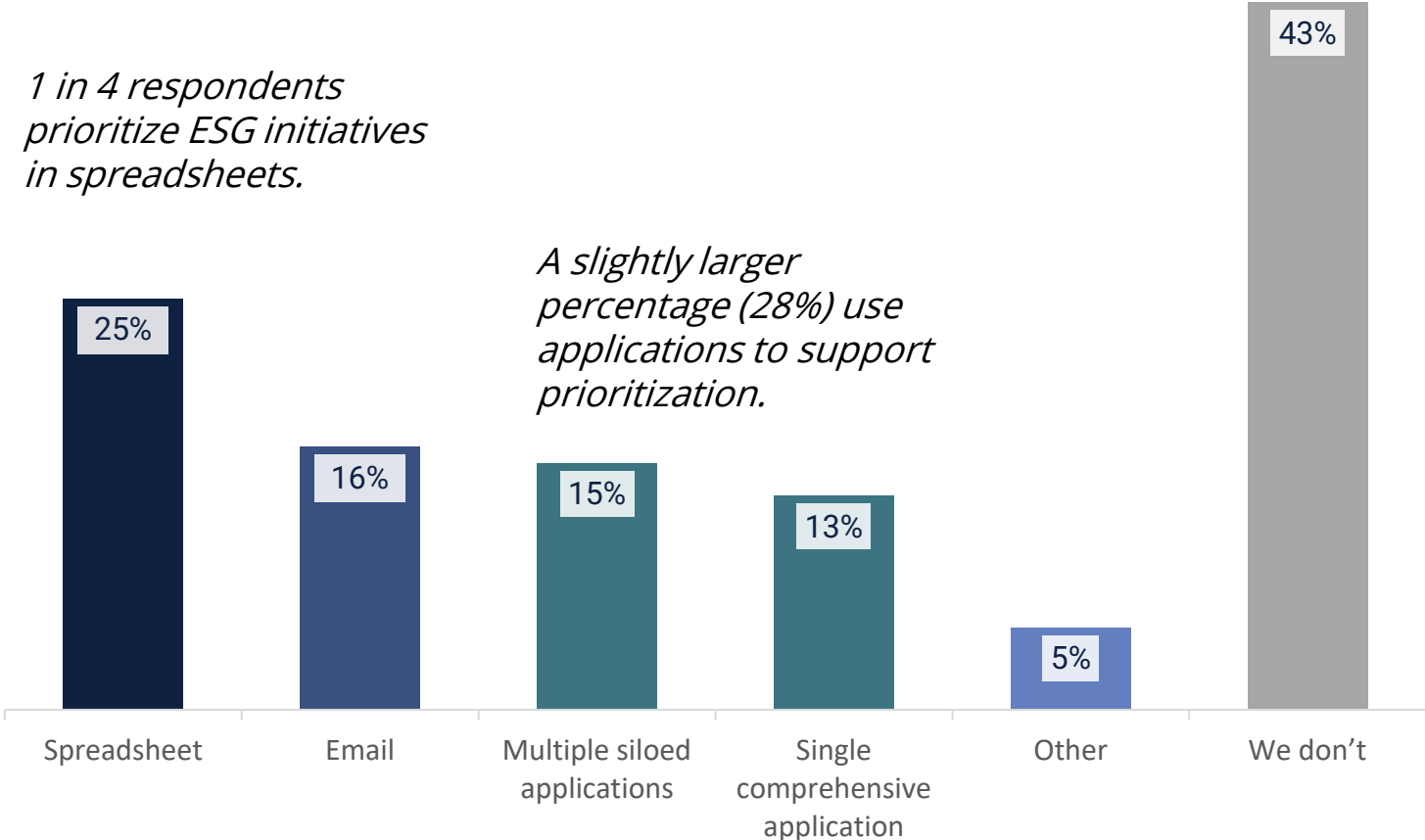


Spreadsheets are the single most common ESG tracking method used, with 35% of respondents using Excel. Others (39%) use applications, although some are dealing with siloed apps, while others have deployed a single app.

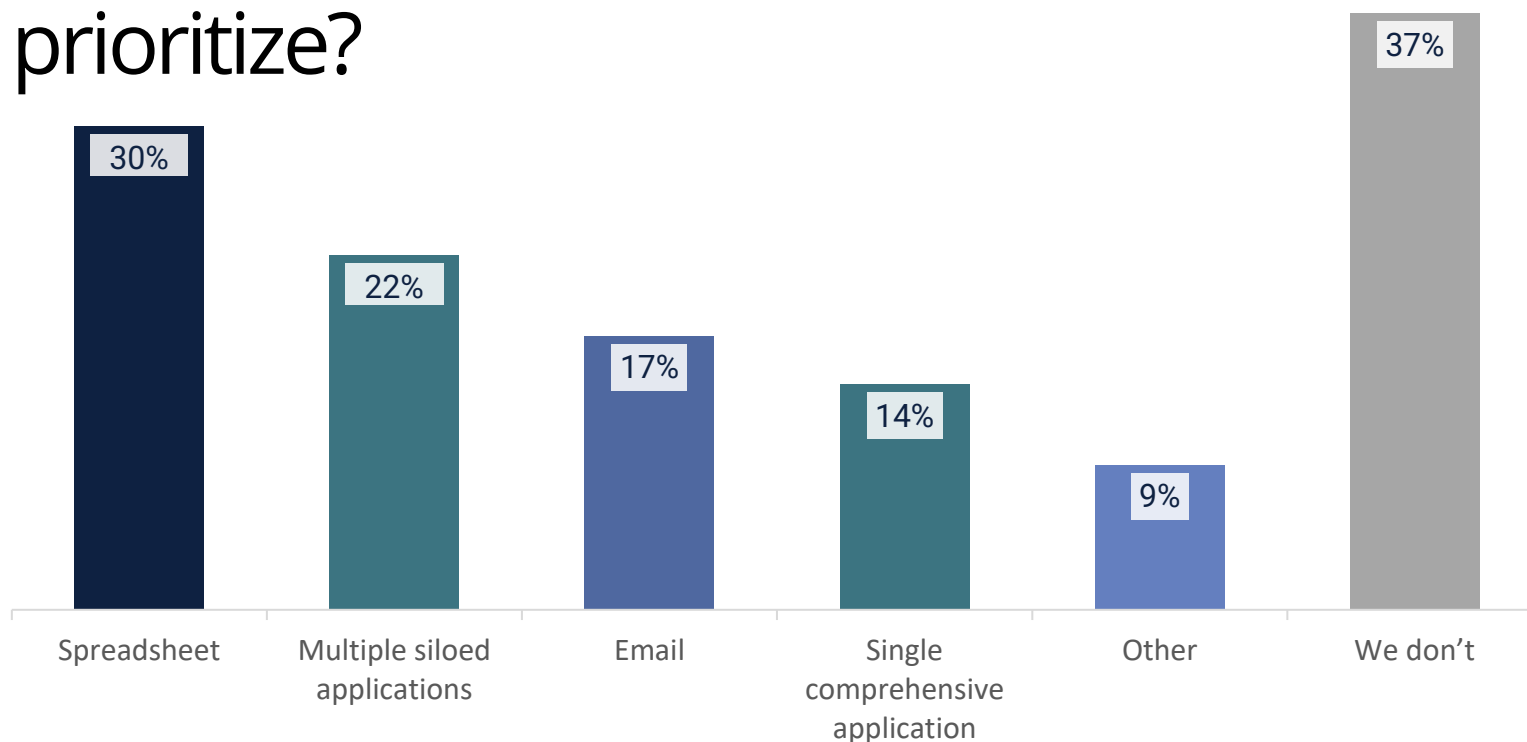
How do you prioritize your ESG initiatives?

1 in 4 respondents prioritize ESG initiatives in spreadsheets.

A slightly larger percentage (28%) use applications to support prioritization.

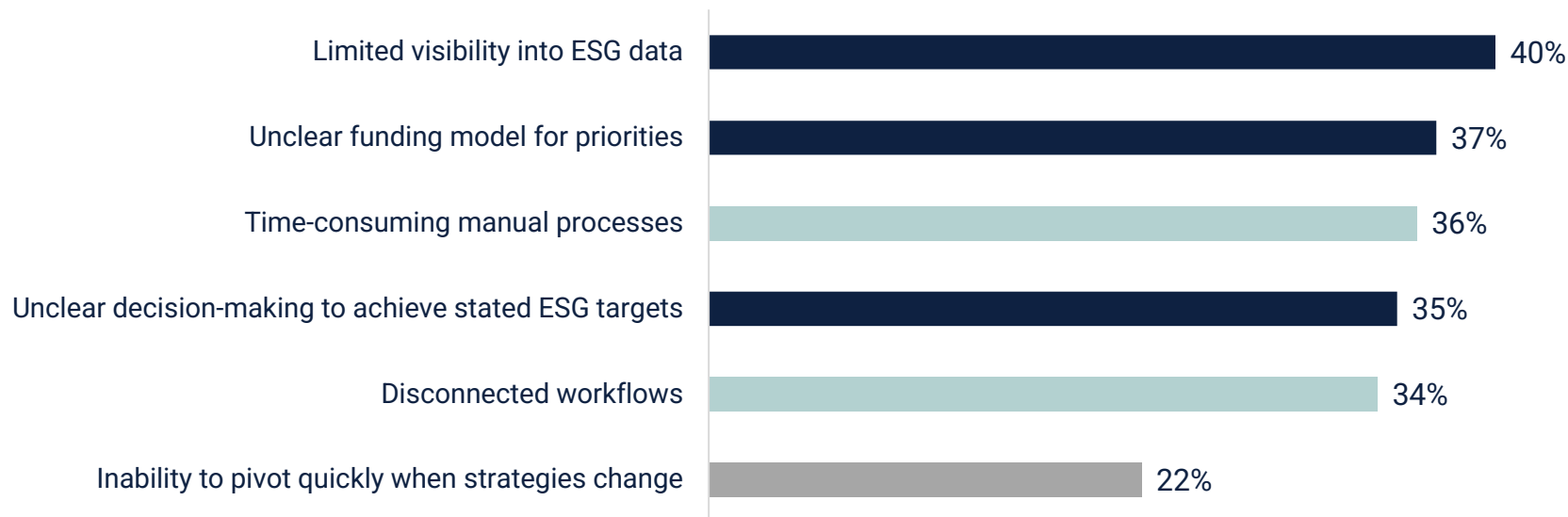


How do you align and make strategic decisions related to which ESG initiative(s) to prioritize?



Although 30% of respondents use spreadsheet data to support ESG prioritization decisions, 36% say they rely on applications, either multiple siloed (22%) or a single app (14%).

What challenges do you anticipate in achieving ESG initiatives?



More than a third of those surveyed name five challenges to achieving their ESG goals. Limited visibility, in more ways than one, troubles many: 40% with data visibility issues, 37% with limited clarity about the funding model, and 35% who haven't got clear directives about how to achieve their ESG targets. Other issues are with the process, which is manual (say 36%) or lacks streamline workflows (34%).

22% are struggle to pivot when strategies change.

What portfolio management solution capabilities do you need to add to help your ESG initiatives succeed?

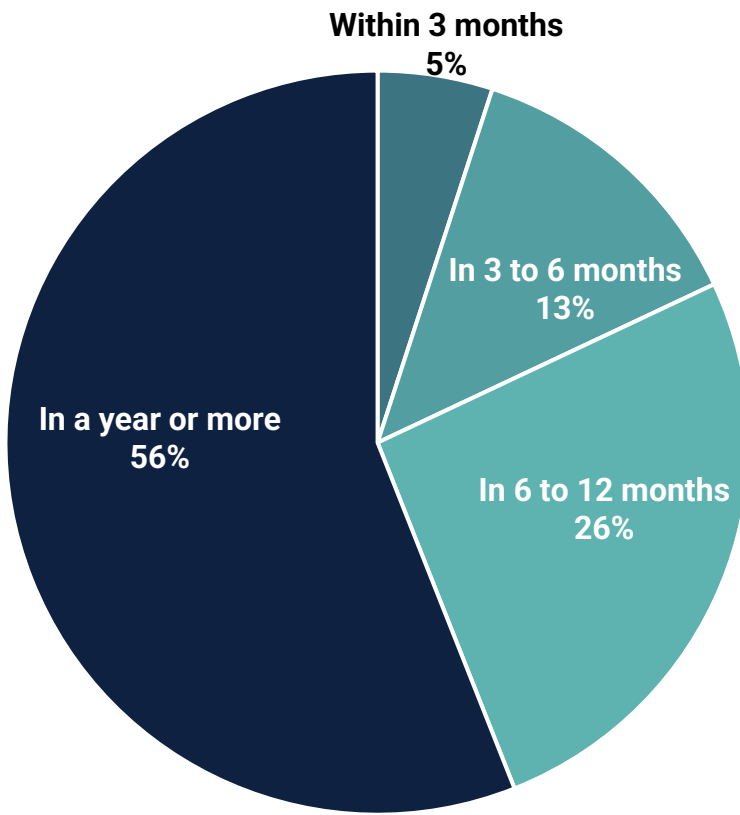


Most importantly, say 48%, we need to be able to visual the roadmap, and how these initiatives impact tradeoff decisions. 45% want to understand the value chain impacts on ESG performance.

Visibility to strategic alignment and relative supporting priorities are cited by 34% as requirements if they are to successfully meet their ESG goals.

Suy requirements | February 2023

When will you evaluate your portfolio management method for ESG planning, managing, and reporting?

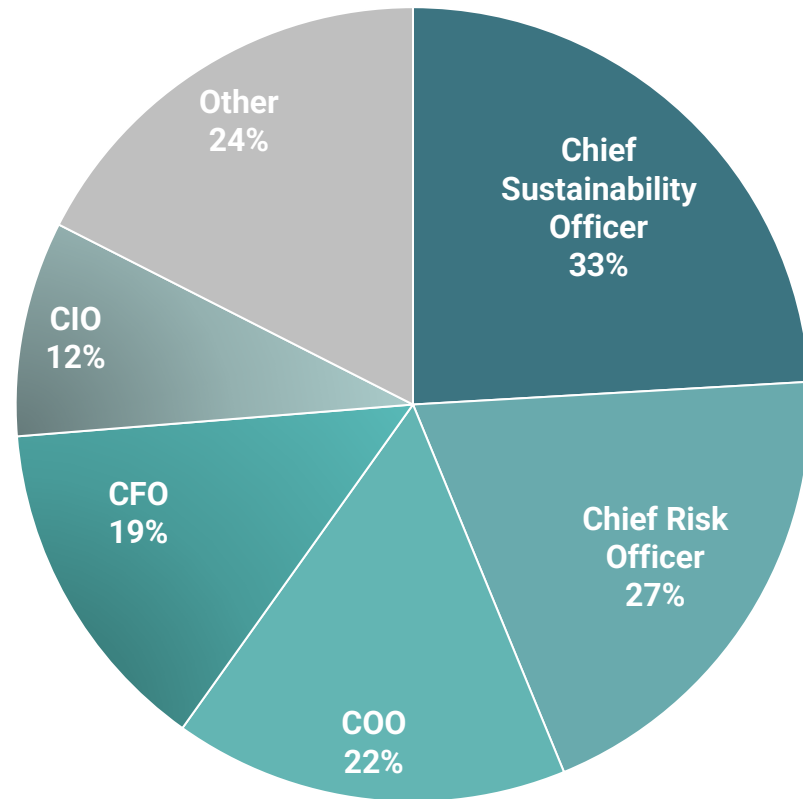


18% are on a fast track to determine within the next 6 months how they will plan, manage, and report ESG.

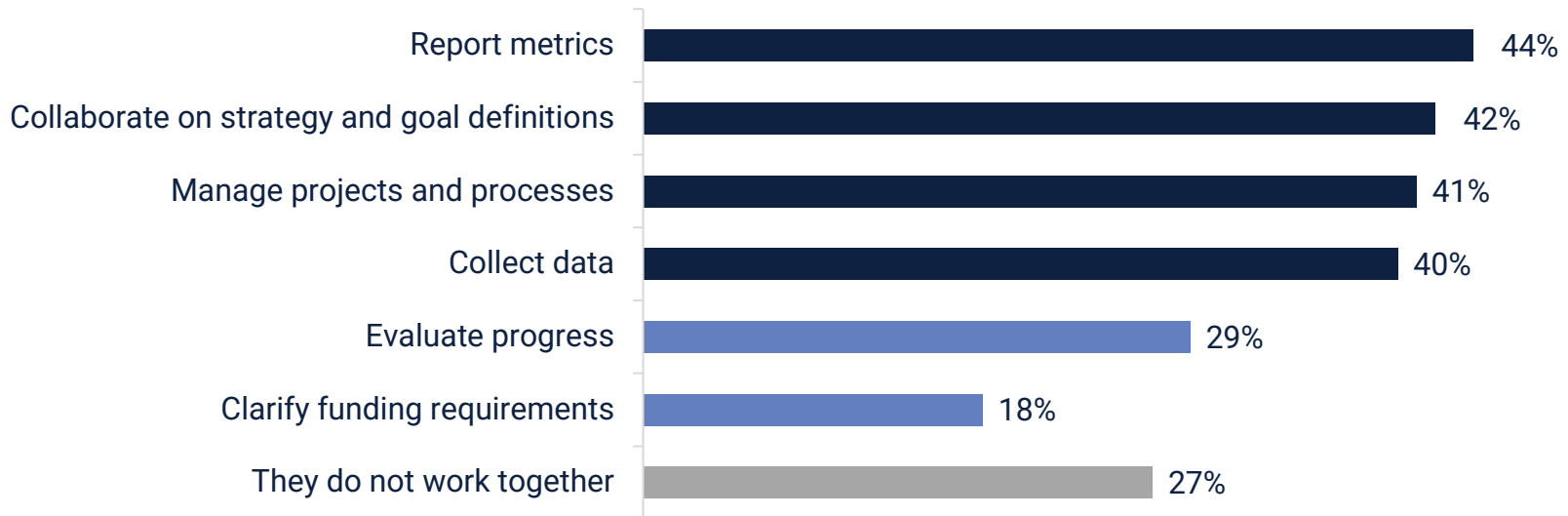
Another 26% will evaluate their methods within the year.

Which function will evaluate the portfolio management method that supports ESG planning, management, and reporting?

Evaluating the portfolio management method to support ESG is a multi-function task at most companies.



How do the ESG/Sustainability Office and (Enterprise) Program Management Office work together on ESG initiatives?

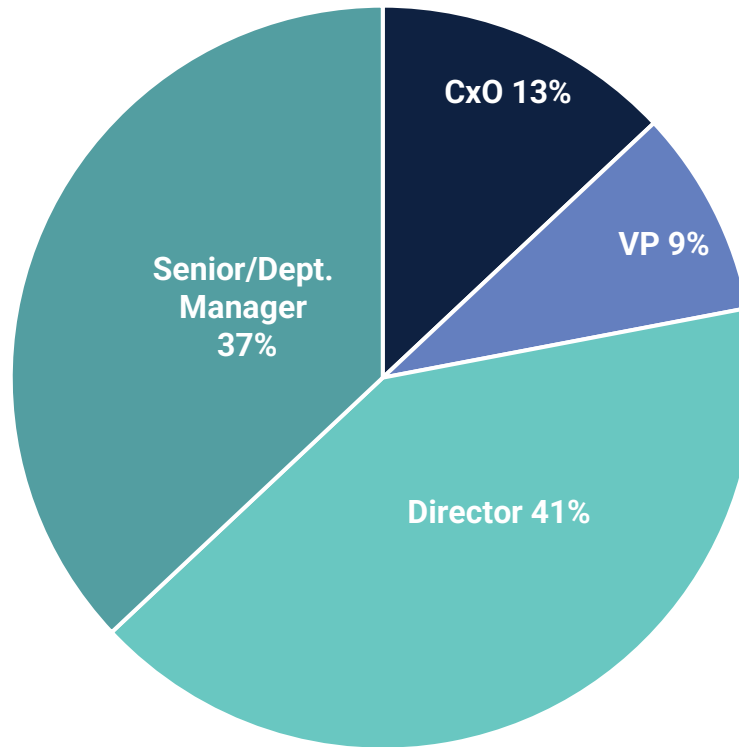


40% or more respondents say their ESG Sustainability Office and PMO collectively support ESG by collaborating to report metrics, define strategy and goals, manage projects and process, and collect data.

JOB LEVEL



63% of respondents to this survey hold executive or director-level positions in their organization.





About the Company

ServiceNow, offers a comprehensive solution that allows you to track, manage, and prioritize your ESG initiatives to align to strategy and deliver business outcomes from a single platform.

[Learn more at servicenow.com](https://www.servicenow.com)