



Green Masters Program

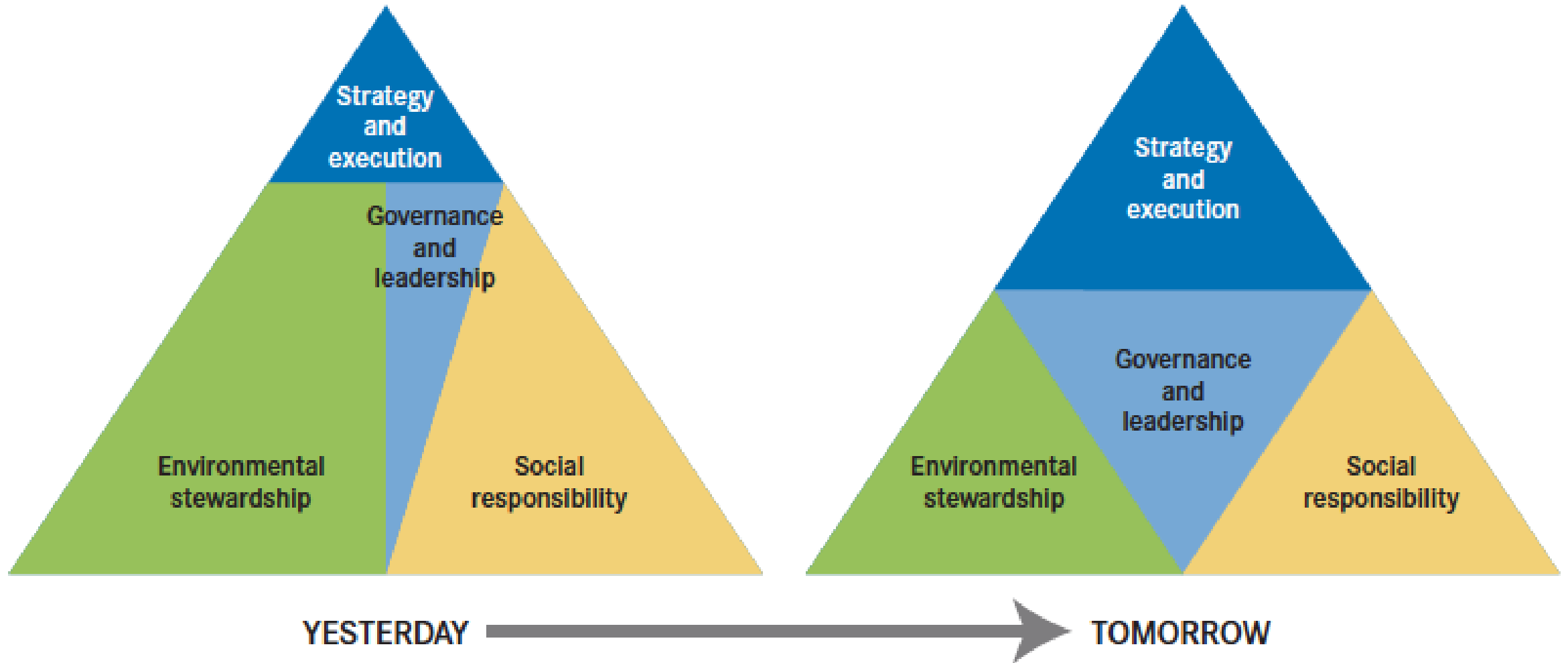


**Green Masters
Program[®]
for
Supplier/Customer
Engagement**

Sustainability is the pursuit of a business growth strategy that creates long-term stakeholder value by **seizing opportunities and managing risks related to the company's environmental and social impacts.**

How can we support your sustainability program development?

The changing sustainability conversation



Source: Hedstrom Associates



THE WHY

CURRENT STATE

Manufacturers are under increasing pressure - from consumers, retailers, investors, and regulatory agencies - to act on sustainability and to verify the sustainability of their products, practices and supply base.

Given the array of issues related to sustainability, navigating the demands can be complex and resource-intensive.

The Green Masters Program cuts through the complexity and helps you develop or enhance your sustainability and ESG actions, saving you time and money and helping you retain customers, find new customers, and attract and retain employees.

Sustainability has many business benefits

Operational Benefits

- Reduce Costs
 - Energy (Energy Costs on the rise by 11% in WI over last year)
 - Material
 - Inflation
 - Labor
- Reducing Risks
 - Physical (flood, drought, fire)
 - Reputation
 - Resiliency and reaction time to external forces
- Innovation
 - Better design
 - Circularity
- Competitive advantage
- Continuity
- Supply Chain
 - Engagement
 - Better customer relationship
 - Resiliency
 - Flexibility
 - Reliability
 - Optimizing costs

Customer Benefits

- Brand
 - Enhanced brand and customer retention
 - Social presence
- Reputation
 - Market Risk
- Transparency
- Purchase power of younger generations
- Retention of customers
- Access to new markets for growth
- Marketing messages

Stakeholders

- Business Performance over time
- Shareholder expectations and value
- Enhanced Impacts
- Community
- Employees
- Customers
- Social license to operate

Workforce Benefits

- Recruiting
 - Cost of vacancy
 - Cost of turnover
 - Turnover rate
- Retention
 - Engaging employees in
 - Benefits
 - Work-life balance
 - Flexibility
- Impact / Purpose
- Meaning
 - Younger generation wants to work for companies with a purpose, walking talk, etc.

Regulatory Benefits

- Cost of noncompliance
- Cost of last-minute compliance



CHALLENGES TO EFFECTIVE SUPPLIER ENGAGEMENT AND SUSTAINABILITY

SPONSOR BARRIERS

- Expanded responsibility/priorities
- Staff capacity and focus
- Getting beyond surveys
- Complexity of frameworks & standards
- Unclear on how to incentivize and recognize suppliers?
- Unclear how to integrate sustainability into other requirements or systems
- Time and resources for engagement

SUPPLIER BARRIERS

- Time
- Money
- Competing priorities
- Seen as a distraction, (interferes with other priorities)
- Lack of knowledge & skills
- Don't always understand the business case



TOP CHALLENGES FROM BUSINESS



WHAT ARE YOUR TOP CHALLENGES?

- Integrating Sustainability into business systems
- Where to get started
- Many definitions and meanings
- Too many topics
- Hard to prioritize what is important
- Getting buy-in from leadership and/or employees
- Cost implications
- Employee bandwidth
- Too many disclosure frameworks

OUR SOLUTION



The Green Masters Program (GMP) helps you define, prioritize, measure, manage, improve and validate your sustainability practices.

- ✓ Purpose built for manufacturers
- ✓ Helps define the scope and provides a framework to develop, integrate, and grow sustainable practices
- ✓ Provides prioritization and a roadmap, helping cut through the noise
- ✓ Access to peer-to-peer learning and mentoring, resources, technical expertise, training and education, and tools
- ✓ It is a tool and learning in one

THREE COMPONENTS



SYSTEMS
DEVELOPMENT
AND INTEGRATION



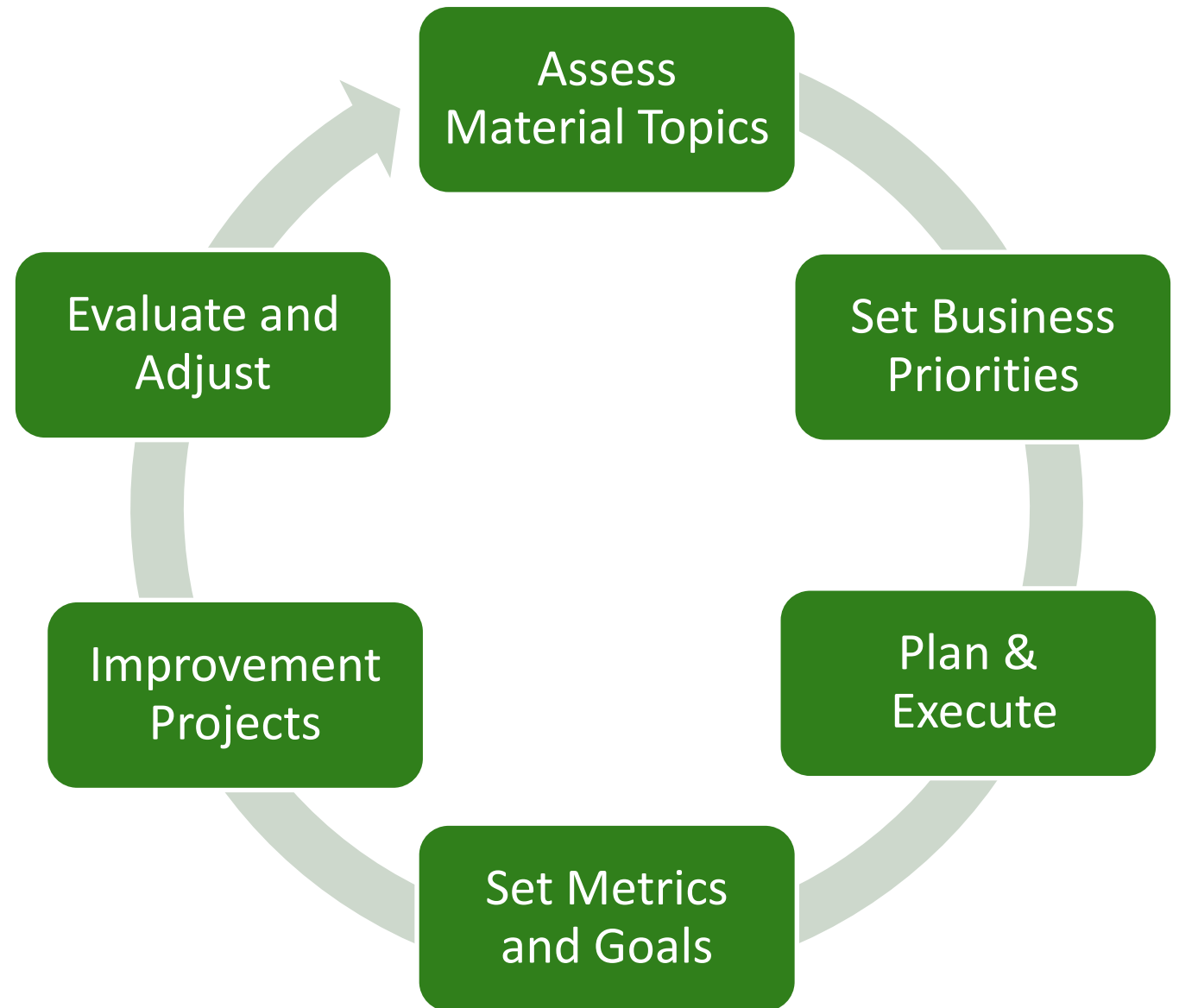
BEST PRACTICES



PERFORMANCE
IMPROVEMENT



GMP Participants Create a Sustainability Roadmap



Program Dimensions and Topics

Environment

- Energy Management
- Greenhouse Gas Management
- Sustainable Transportation
- Water Resource Management
- Biodiversity & Ecological Impacts
- Waste Management
- Materials Management
- Product Circularity & Life Cycle Management

Society

- Community Impacts
- Customer Welfare

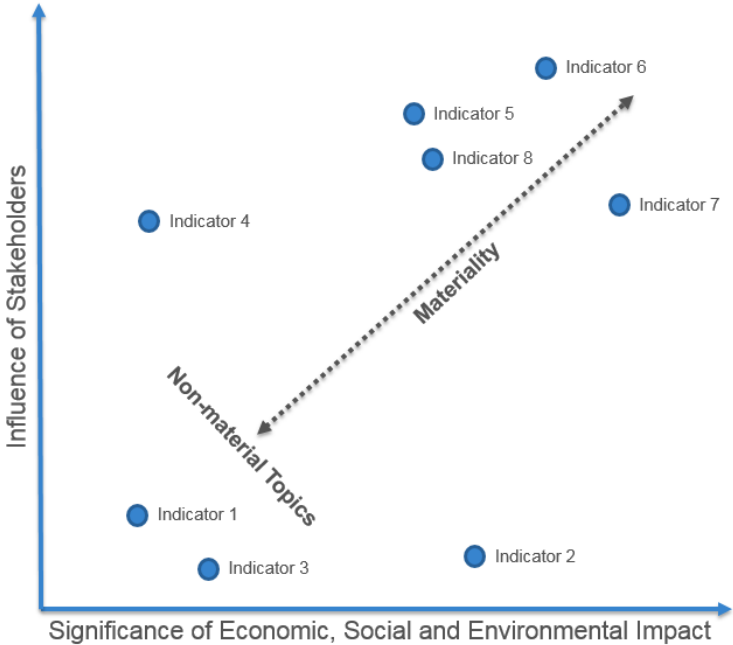
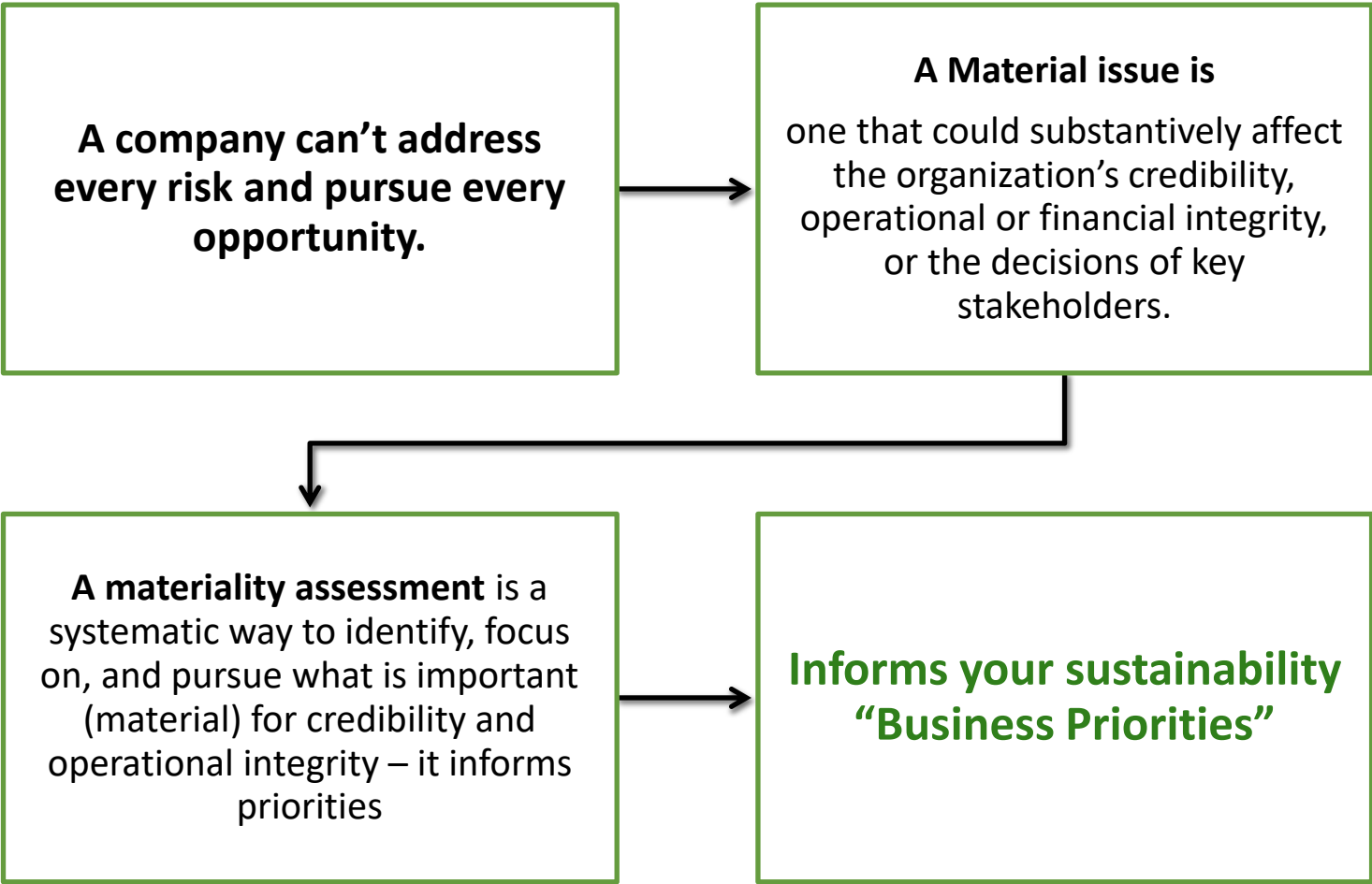
Workforce

- Employee Health & Safety
- Employee Experience
- Diversity Equity & Inclusion

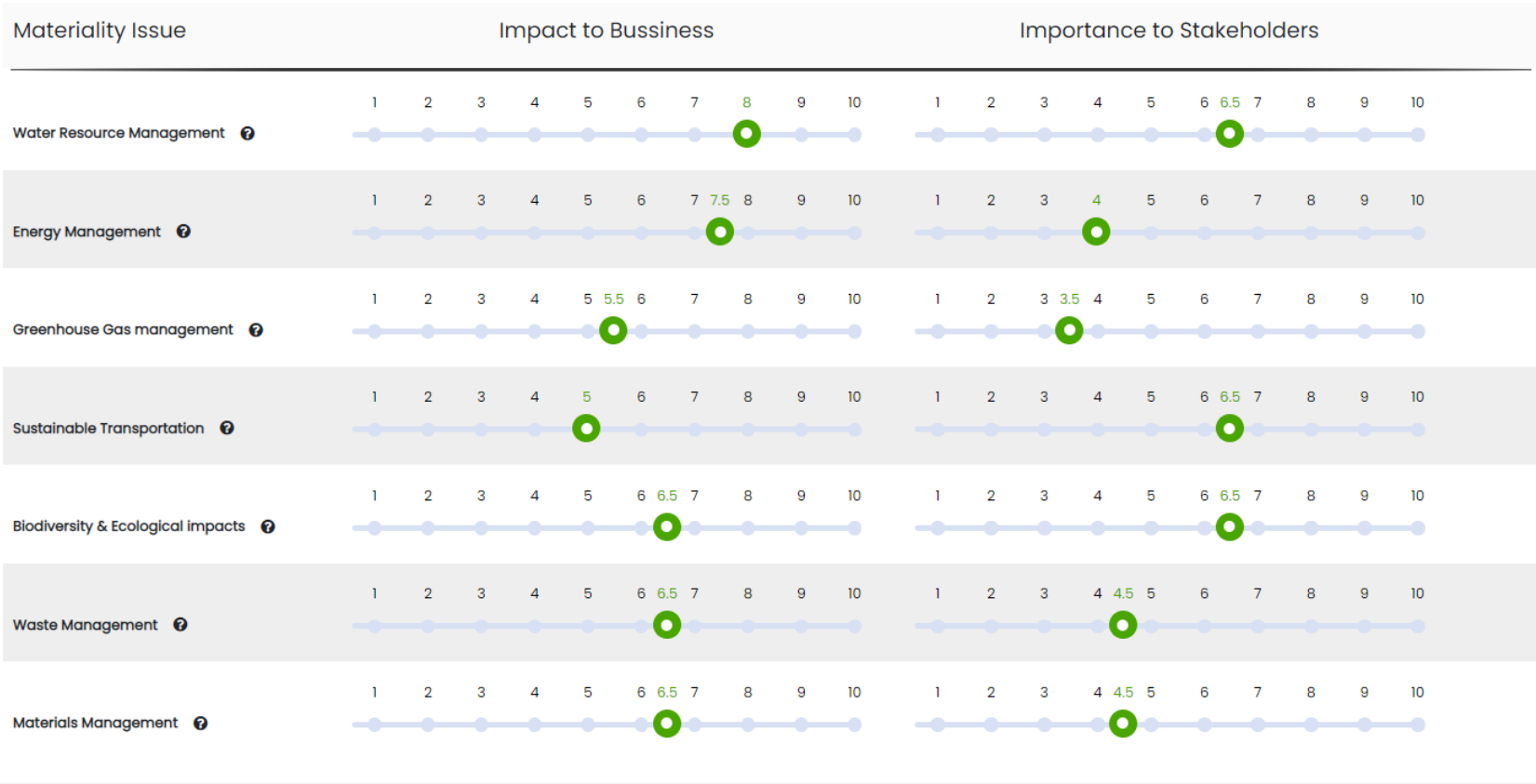
Governance & Leadership

- Ethical Governance & Sustainable Leadership
- Supply Chain Management

MATERIALITY IN GREEN MASTERS

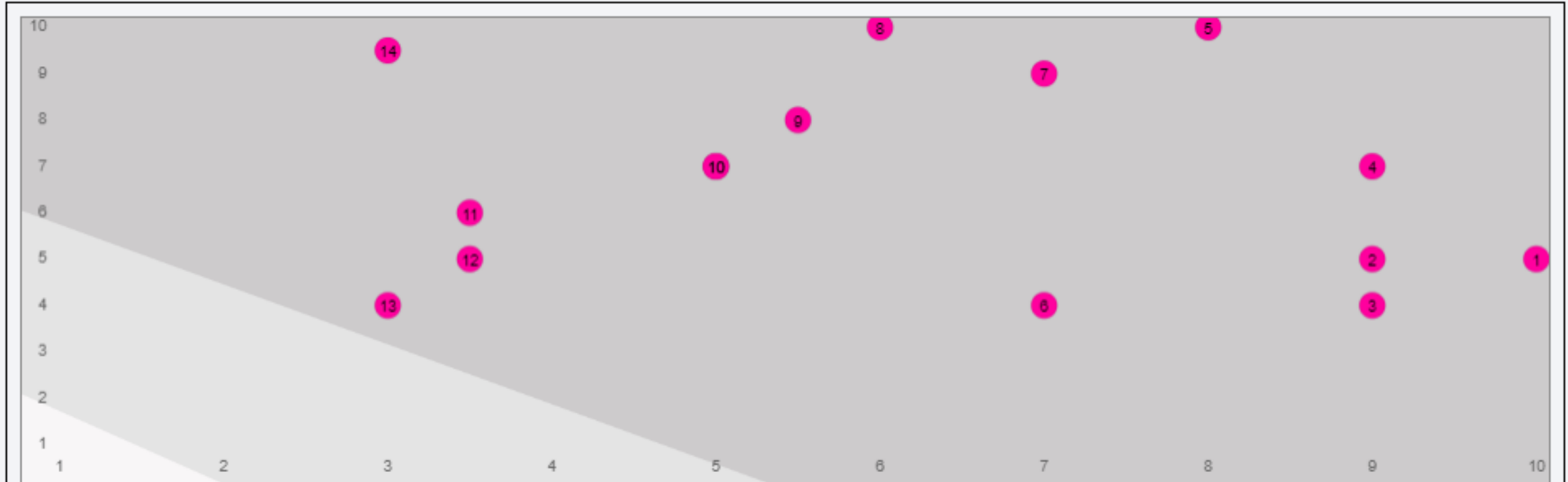


Program starts by defining what is most material to the organization and their stakeholders





Green Masters Participant – Materiality Matrix



*Objects higher and further to the right will have greatest importance to the company.

1 - Employee Health & Safety (10 , 5)	6 - Energy Management (7 , 4)	10 - Diversity Equity & Inclusion (5 , 7)
2 - Waste Management (9 , 5)	7 - Sustainable Transportation (7 , 9)	11 - Product Circularity & Life Cycle Management (3.5 , 6)
3 - Supply Chain Management (9 , 4)	8 - Employee Experience (6 , 10)	12 - Customer Welfare (3.5 , 5)
4 - Materials Management (9 , 7)	9 - Community Impacts (5.5 , 8)	13 - Biodiversity & Ecological Impacts (3 , 4)
5 - Ethical Governance & Sustainable Leadership (8 , 10)	10 - Water Resource Management (5 , 7)	14 - Greenhouse Gas Management (3 , 9.5)



Green Masters Program Helps...



Measure & Improve

Define, prioritize, measure & manage your company's performance in ESG topics that are meaningful & material to your business and stakeholders



Certify

A third-party credential validates your sustainability and meets or exceeds internationally recognized standards.



Get Recognized

Earn recognition as you grow your program, achieving Green Master status with a top quartile score.

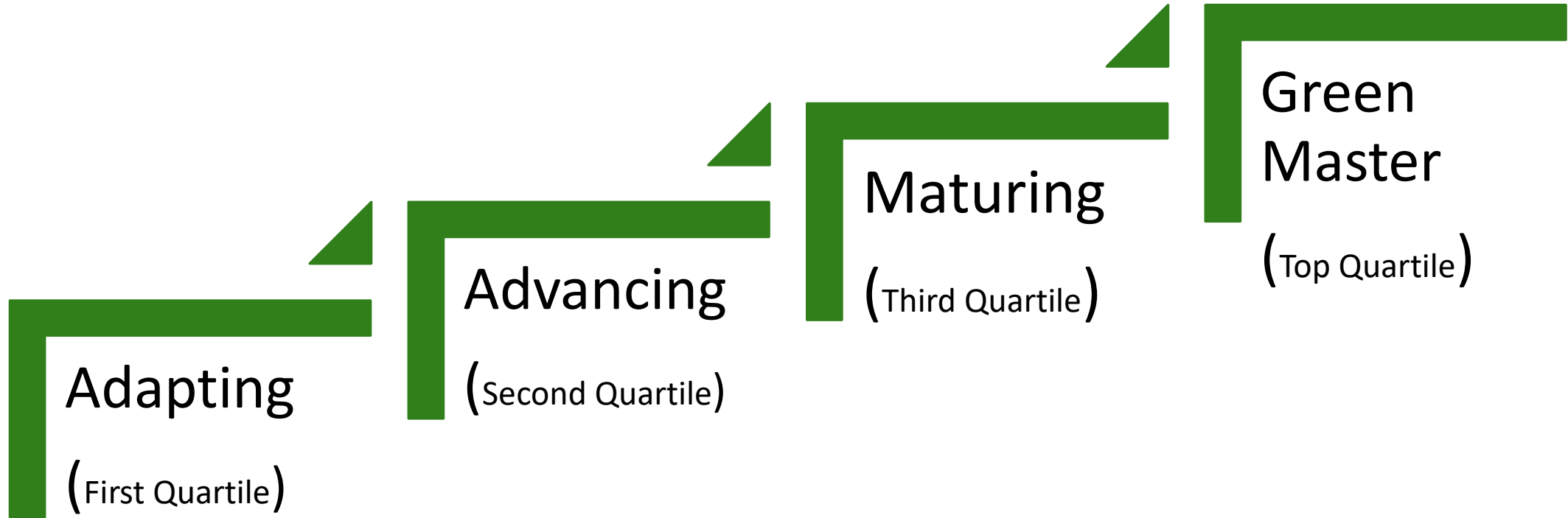


Promote

Use the Green Masters Program logo to validate and share your sustainability story with key stakeholders.



GMP Status Levels





ADDITIONAL PROGRAM BENEFITS



Earn a credential that objectively validates your program



Get recognition and certification



Add additional value to current programs and systems



Get actionable project ideas and best practices for planning and budgeting



Enhance your knowledge of business sustainability



Increase talent engagement, recruitment and retention efforts



Share and market your sustainability story



Stand out in the market by engaging stakeholders with your actions



Network with peers to share ideas and experiences





PILOT PROGRAM

Goal to
Launch
Q3 2023



PILOT PROGRAM OVERVIEW

- **Pilot Concept:** Strategic engagement with customers and key suppliers to accelerate the integration of sustainable business practices and performance improvements.
- **Cohort Model:** A select group of 8 to 12 organizations that learn together about the Green Masters Program and get support and coaching along the way.
- **Pilot Participation would include:**
 - WSBC team member
 - Sponsor Company: 1 or more team members from Oshkosh
 - Participating Company: 1-3 team members from each organization
- **Timing:**
 - Ideally Q3 – Q4 2023 with a flexible start date and meeting structure
 - Goal would be to meet every other week for a few hours (See Pilot Outline PDF)



PILOT PROGRAM BENEFITS

SPONSOR

- Tool and support for the engagement of sustainability in your supply base
- Confidence that your suppliers have:
 1. Undertaken a multi-stakeholder materiality assessment
 2. Identified and prioritized material issues
 3. Incorporated management of material issues into business management systems
 4. Developed and instituted KPIs and baseline data
 5. Been provided an array of best practices
 6. Access to a network of businesses providing mutual support and shared knowledge in pursuit of improved sustainable outcomes

SUPPLIERS

- Build sustainability credentials
- Gain traction on sustainability efforts
- Partner with Sponsors to achieve mutual sustainability goals
- Identify opportunities for cost savings, retention opportunities, risk avoidance
- Validate sustainability actions and processes
- Improve and build systems for sustainability
- Access to education and training
- Technical support and peer learning
- Help assess and tell your sustainability story

