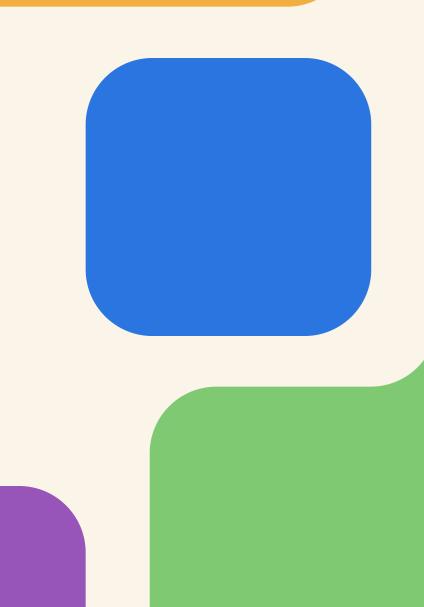
Table of Contents

Solution Overview
Onboarding Plan
Key Meetings
Implementation Timeline
Alignment Phase
Discovery Phase
Design and Build Phases
Enable Phase
Go Live
Roll Forward



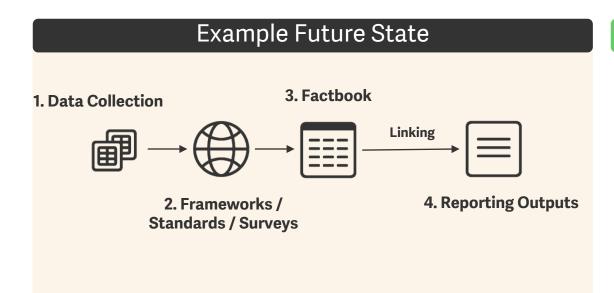
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Configuring the ESG Base Solution



ESG Base Solution

The <u>Connected ESG</u> solution helps clients automate data collection for quicker, more nimble reporting.



Key Components

- Data Collection of Customer Data and their templates
- Central location in Wdata Tables of Collected Data
- Alignment to key frameworks that Customer leverages in their reporting process



Client Current State

Unstructured data sources

- Email
- Excel
- Sharepoint

Structured data sources

• What structured data sources will be used? (e.g. Workday, ADP)

Data providers

- Number of Data Providers
- Consolidated or granular data?

Standard / Frameworks / Surveys

- GRI-SASB-TCFD-SDG-CDP
- Others Provided by Client

Reports

• What reports will be part of implementation? (e.g. ESG report, presentations, surveys)

High Level Onboarding Plan

Phase 1: Align

Establish consistency in expectations according to the statement of work, timelines and objectives.

Phase 2: Discover

Thoroughly understand the current process, requirements, controls and data systems involved.

Phase 3: Design

Develop, recommend, and establish a scalable process that meets the customers needs and is aligned with Workiva best practices.

Phase 4: Build

Replicate and test the designed solution in accordance with the Statement of Work.

Phase 5: Enable

Provide documentation, and training allowing the client ESG team to successfully maintain and iterate off of the delivered solution.

Go-Live

Project hand-off and onboarding services completion.

Project Deliverables

Platform Deliverables

1. Data Collection

- Data collection sheets
- Data collection process

2. Frameworks / Standards / Surveys

- Framework/survey indicators
- Framework/survey mapping

3. Factbook

- Framework indices
- Key data points for reporting

4. Reporting Outputs

ESG Report

Training & Documentation

- Core ESG team training
- Data provider training
- Data model documentation

Project Management

Status updates and meetings



Client Current State

Unstructured data sources

- Email
- Excel
- Manual update

Structured data sources

- Power BI
- Enablon

Data providers

- Business unit level
- Consolidated collection

Frameworks / Surveys

- GRI
- CDP Climate / CDP Water
- UN SDG
- DJSI/DJSE
- Ecovadis
- Video Eiris

Reports

- URD Document
- CDP Climate / CDP Water
- DJSI Questionnaire
- GRI Index

High Level Onboarding Plan

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- Data collection sheets
- Data collection process

2. Frameworks / Standards / Surveys

- Framework/survey indicators
- Framework/survey mapping

3. Factbook

- Framework indices
- Key data points for reporting

4. Reporting Outputs

- CDP Climate / CDP Water
- GRI Index
- URD Chapter 4
- Annual/Quarterly KPI Dashboard

Training & Documentation

- Core ESG team training
- Data provider training
- Data model documentation

Solution Adoption

• Sign-off on the solution adoption by Team

Project Management

- Partner resourcing
- Status updates and meetings



General Implementation Timeline





Alignment Phase



Deliverable: Account Setup & Internal Alignment

Deliverable Description:

Provisioning of the customer's account, and sync with the pre-sales team involved with the project. Review of SOW and goals and deliverables outlined in Statement of Work.

Recommendations:

- Set up the workspace with the client's main point of contact as a workspace owner
- Other users can be added after the kickoff meeting.
- Alignment discussions should capture
 - Frameworks used
 - <u>Client pain points</u>
 - Any exclusions or callouts not captured by the SOW



Customer Delivery of Documents

Deliverable Description:

Receipt of content outlined in *Document Request Checklist* - A detailed document request checklist is on the next slide

Recommendations:

- ESG Report & Sustainability Presentations / Disclosures
- Data collection templates and source documentation
- ESG Framework mappings and questionnaires that customer aligns to and leverages
- Cross-Framework and Standard(s) Customer aligns with as per their industry



Document Request Checklist

Data Collection & Factbo	ook	Frameworks / Standards / Surveys	Reporting Outputs	People
Existing data collection templates used to collect quantitative data, qualitative data, or both.		Document and spreadsheets for each scoped framework, with a full list of each framework's material items (filled out with the prior year's responses, if available)	Prior year's version of all output reports in scope of the project	List of key team members on this project with an assigned lead for the following areas: Reports Frameworks Data Collection
Central factbook in which all collected ESG data is consolidated/stored (if available)	V	Document and spreadsheet(s) for each scoped questionnaire/ survey with full listing of material items for each framework (filled out with prior year's responses if available)	Style guide associated with each ✔ output report (i.e. brand guidelines, style sheet)	Prepare overview of periods of downtime, unavailable key team members and holidays
Guidance on how data [collection sheets relate to specific framework indicators (if available)	V	Framework-to-framework mapping (if available) - Especially relevant if customer is aligning to multiple frameworks.	Confirm the frameworks that are aligned and published in a final report.	Who are all the people tied in ESG Process, plan of the metrics planning to collect, inclusive of 3rd party data providers.
 Note(s) If some items are combined into a single file, please provide implementation team with sufficient information to locate each item. 		 Note(s) If some of these items are combined in a single file, please provide implementation team with sufficient information to locate each individual item. 	 Note(s) If no prior year example exists, please provide draft/ template/skeleton structure of report Please provide in editable format (.docx) 	

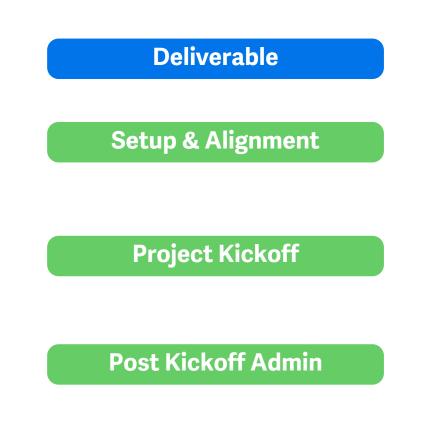


Sample Document Request - List of ESG Metrics : GRI & SASB

st of ESG	G/CSR Metrics for A	vikro							CSR, QDR, BOD, 10-K/Proxy EEO-1
ction	vant GRI/SASB Topic A	GRI Disclosure #	SASB Disclosure #	Specific Disclosures	FY19	FY20	FY21	Accountability	Currently Disclosing/Tracking
Social	Employment	GRI 401		a. Total number and rate of voluntary employee turnover during the reporting period	101; 6%	109; 7%	85; 6%	Joe Dirt	CSR website, QDR, BOD, 10-K
					,		,		
				a.Percentage (%) of staff who say Cirrus is a great place to work?	94%*	92%*	92%**	Bobby Boucher	Disclose but not by gender on CSI
									website, QRD, BOD (confirm)
Social	Employee Health and	GRI 403	SASB: TC-SC-320a.1	Qualitative description included in text				Sonny Koufax	Limited on CSR website (H&S/Benfi
oodur	Safety		5,55,70,50,50,52,50,12					Sonny Rourax	QRD, BOD (confirm w/ Jo-Dee/U
			SASB: TC-SC-320a.2	US Dollars (\$)				Sonny Koufax	NA
Social	Training & Education	GRI 404		a. Total hours of training for all employees	15,644	16,335	11,800	Tony Perkis	QDR, BOD
				a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period - 100% of	Completion: 94% Overall	Completion: 91% Overall	Completion: 93% Overall:	Tony Perkis	QDR, Executive Updates, BOD (not gender)
				employees are eligible	94% Male	91% Male	93% Male;		gender
					95% Female	91% Female	94% Female		
Social	Diversity & Equal	GRI 405		"b. Percentage (%) of employees per employee category in each of the following diversity	1,551	1,443	1,481	Bobby Boucher	CSR website (i., iv), QDR (i), BOD
	Opportunity			categories: i. Gender;					iii) (confirm)
				Female	260	252	257	Bobby Boucher	
▶ Er	nvironment Social Go	overnance SASB Ac	tivity Metrics 🛛 🕂	: (

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Alignment Phase - Deliverable Checklist



Deliverable Components

- 1. Provisioning of customer account / Workspace
- 2. Confirmation of client goals and objectives with the scoping team / presales team
- **1.** Review of project timeline
- 2. Confirmation of project target date
- 3. Initial data request

- **4.** Walkthrough of SOW
- 5. Confirmation of scope with client
- **6.** Determination of data dependencies

- 1. Scheduling of status cadence
- 2. Scheduling of discovery session(s) with client teams







Discovery Phase



Deliverable: Project Kickoff & High Level Discovery

Deliverable Description:

Project launch meeting with the customer to align on scope, timelines & multiple discovery sessions.

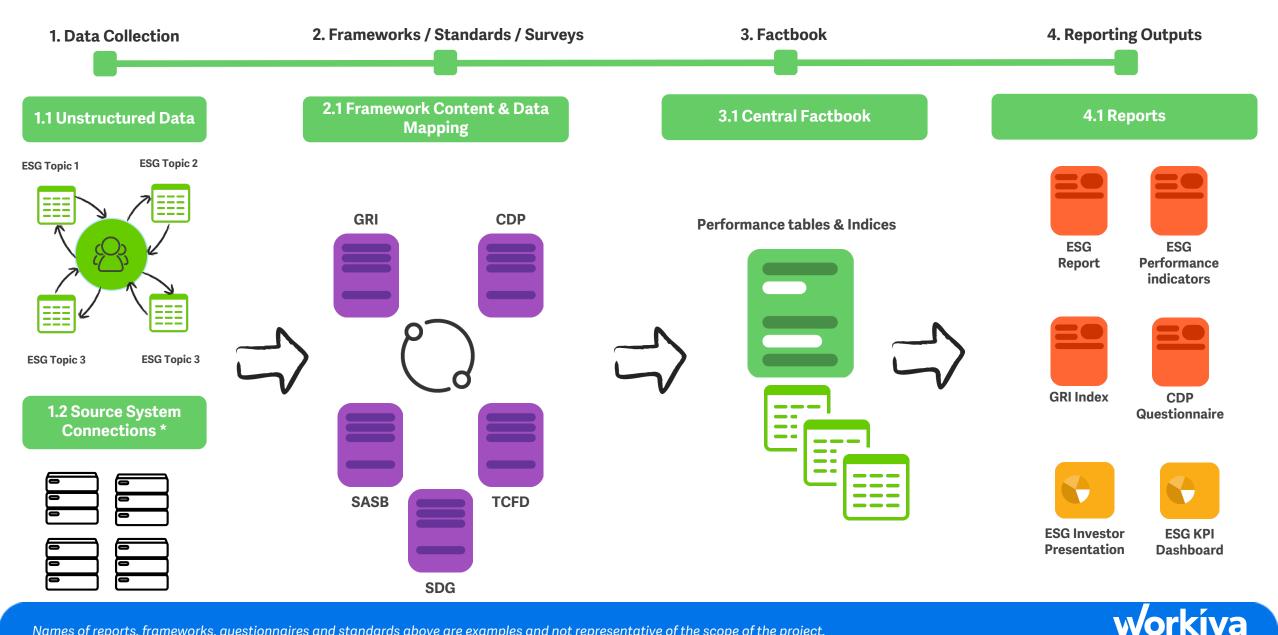
Recommendations:

- Target the go-live date for when the client will need to run their new process. Push for realistic deadlines

 when will the client's process actually need the build?
- Confirm the pain points and nuances from the scoping team sync, request source data and existing reports.
- Determine whether technical / integration resources need to be engaged from the client.
- Identify early provisioning requirements of Data Providers and Approvers for Data Collections



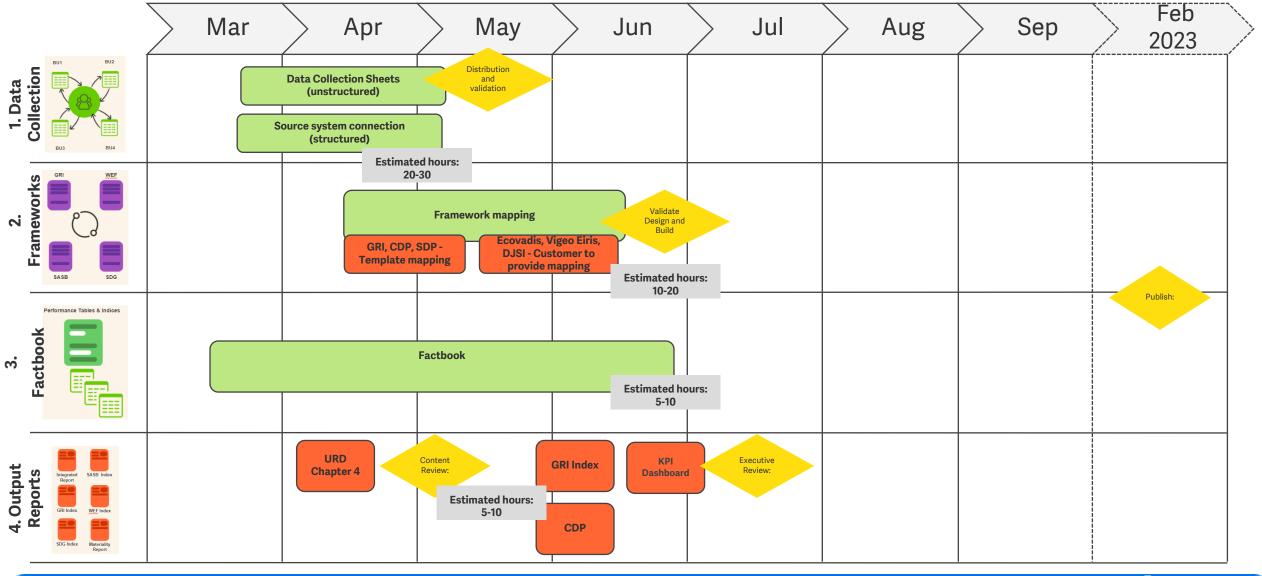
ESG Project Workstreams & Platform Deliverables



Names of reports. frameworks, questionnaires and standards above are examples and not representative of the scope of the project. * Not a requirement for Phases 1 - 4 & Delivery

High Level Project Planning¹

Legend: milestone workstream deliverable







Demo: High Level End-to-End Data Flow



Key Build Activities and Responsibilities

1. Data Collection	2. Frameworks / Standards / Surveys	3. Factbook	4. Reporting Outputs	
	Pa	artner		
 Data collection discovery Import data collection templates and tailor to client specification Assign data owners and reviewers Set up permission structure Provide data collection training 	 Framework discovery Set up in scope frameworks Set up metrics / indicators Assign permissions Set up disclosure level mapping to data collection sheets Provide framework management training 	 Set up factbook with relevant data points for reporting outputs Frameworks Indices Survey structures Performance data tables Provide factbook training 	 Set up in scope reporting outputs Configure report layout and import style guide Assign preparers and reviewers Establish data linkages from factbook to reports Provide report training Submit Doc set-up if needed 	
Estimated hours: 20-30	Estimated hours: 10-20	Client Estimated hours: 5-10	Estimated hours: 5-10	
 Provide relevant data points, mapping, existing collection sheets, data reports from systems Provide roles/ responsibilities Provide conversion calculations Validate design and build Assign permissions to end- 	 Provide summary of ESG frameworks, relevant data points Provide framework mapping guidance Provide roles/ responsibilities Validate design and build Assign permissions to end- users 	 Provide relevant data tables for presentation in reports Provide existing framework / survey presentations Validate design and build Assign permissions to end- users 	 Provide existing reports in editable format (.docx) Provide brand guidelines in form of style sheet/guide Validate design and build 	



Discovery Session - ESG Report Outputs

Customer Report lead:

Provide the relevant source documentation and files for output reports, such as the prior year's versions of the report in an editable format (i.e. DocX), brand guidelines, and style guide.

Recommendations:

- Discuss and agree on output report setup approach | Customer Report lead
- Discuss and agree on Design needs, InDesign process Call with Design Agency
- Update planning in draft project plan to reflect agreed on approach
- Discuss other outputs inclusive of ESG Presentation / KPIs / Investor Decks



ESG Content Sample

ESG Content that has its final design outside Workiva

i.e. export to ICML

Recognizing that the pandemic placed unanticipated demands on our employees, we also launched initiatives to help people feel connected and continued to support our local communities in a time of need.

INITIATIVES TO SUPPORT OUR EMPLOYEES



Mental health counseling services and resources

(tæl)

Virtual fitness and meditation classes to keep employees physically active, including a company-wide fitness challenge

%

Tutoring discount benefits for parents challenged with virtual school environments

-0

Contests to bring employees together, such as virtual art shows, baking challenges and photo competitions (many of the photos used in this report were taken by our employees)

° Po

Online book clubs, guitar lessons and music concerts



Employee and family care packages

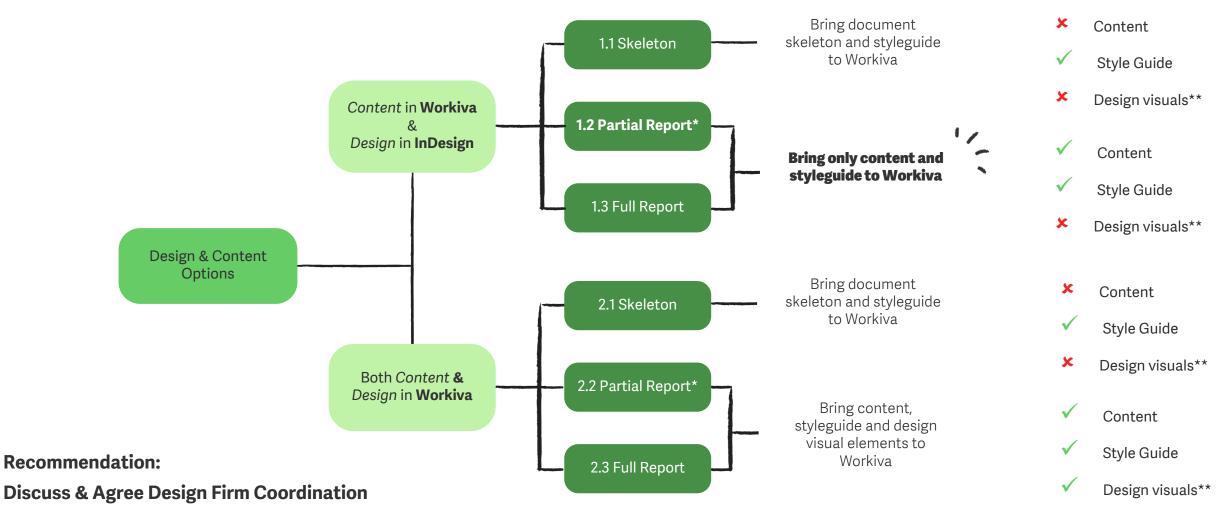
As parts of the world have started to open, our teams in Asia were able to come together to celebrate Lunar New Year with family activities such as strawberry picking.



Skeletal or Partial Report Set Up



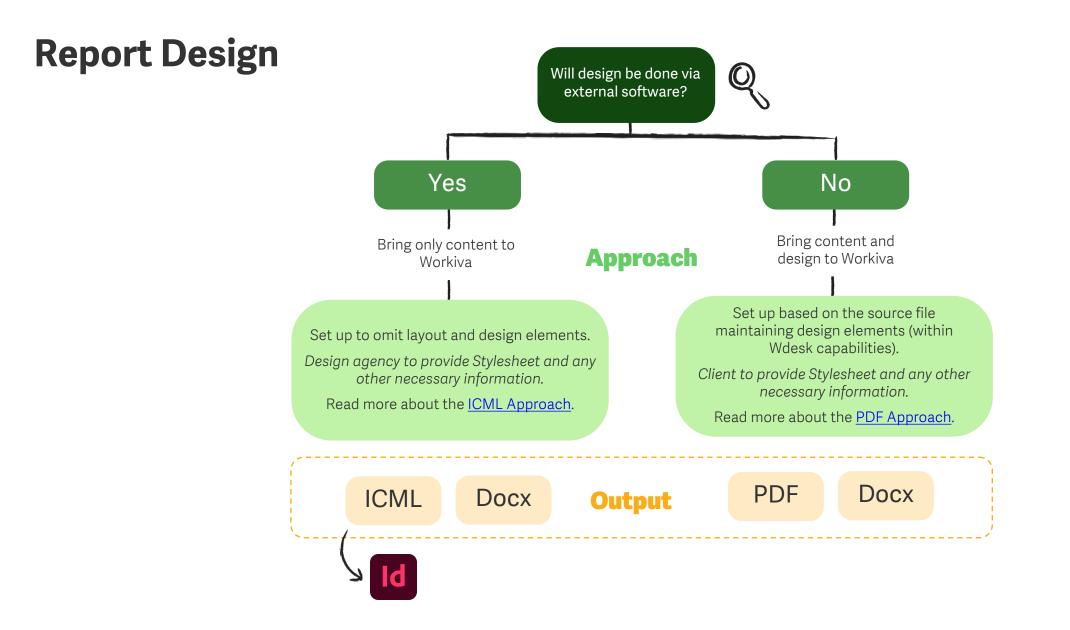
Report Outputs Options



^{*} Setup of selected sections from the report.

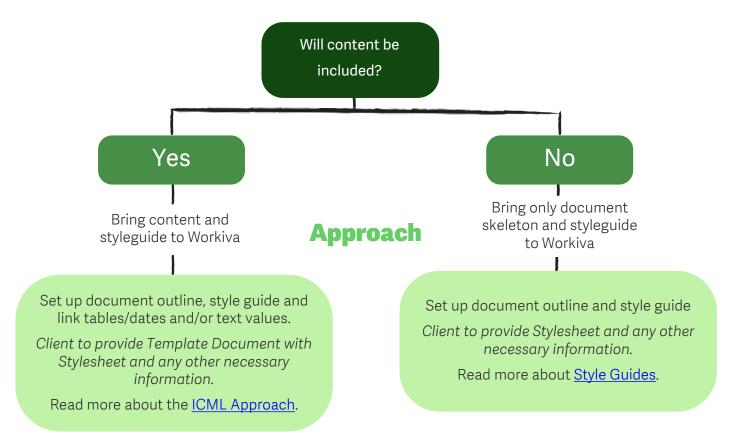
** Layout, tables, visual elements, etc. Within Wdesk capabilities.





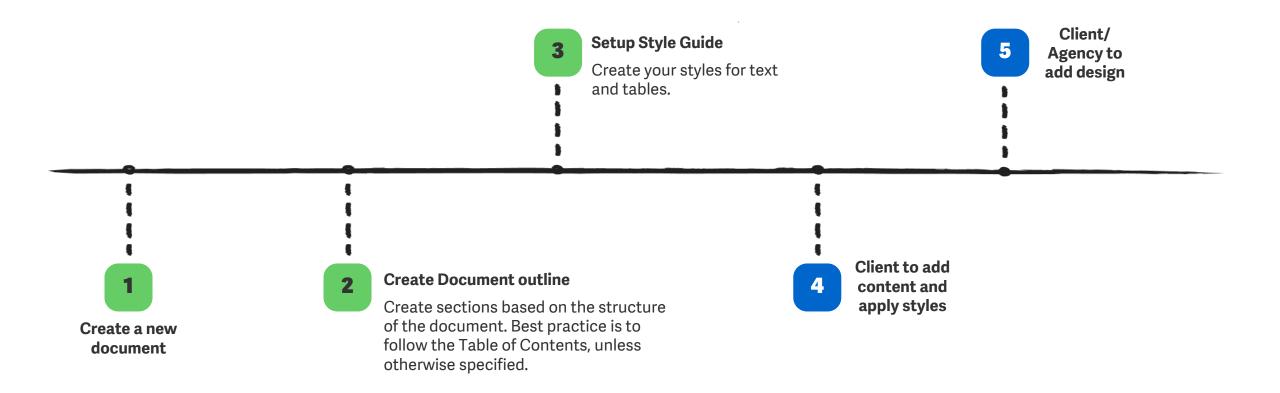


Report Content (Document)



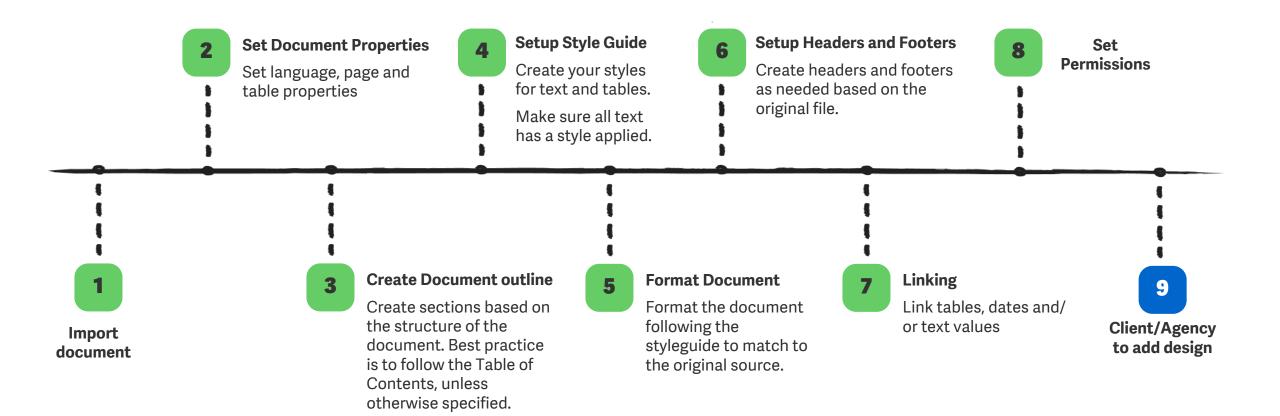


Skeleton Report



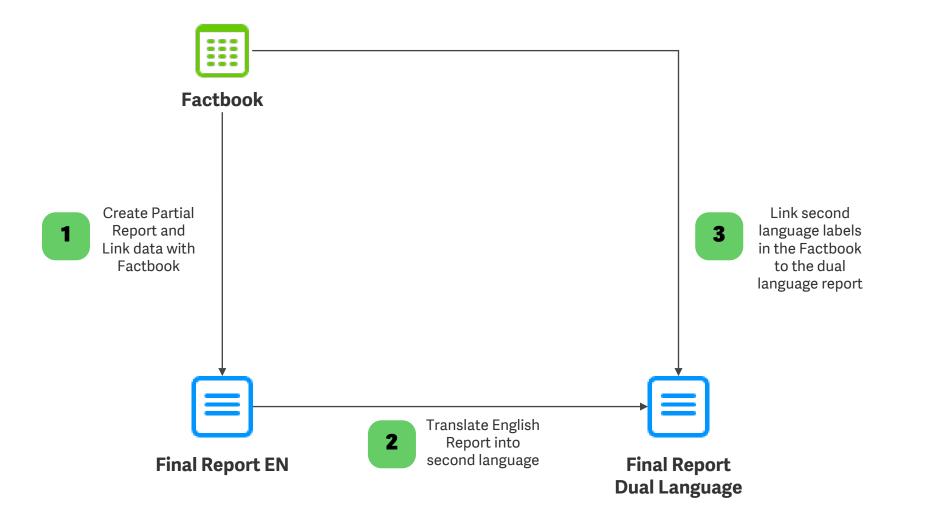


Partial/Full Report (External Design)





Dual Language Setup





Demo: Discovery - Reporting Outputs

Discovery Session - ESG Data Collection Templates

Customer DC Lead:

Provide the relevant source documentation and files for data collection, such as any existing spreadsheets used to collect data, and overviews of the data owner and approver.

Recommendations:

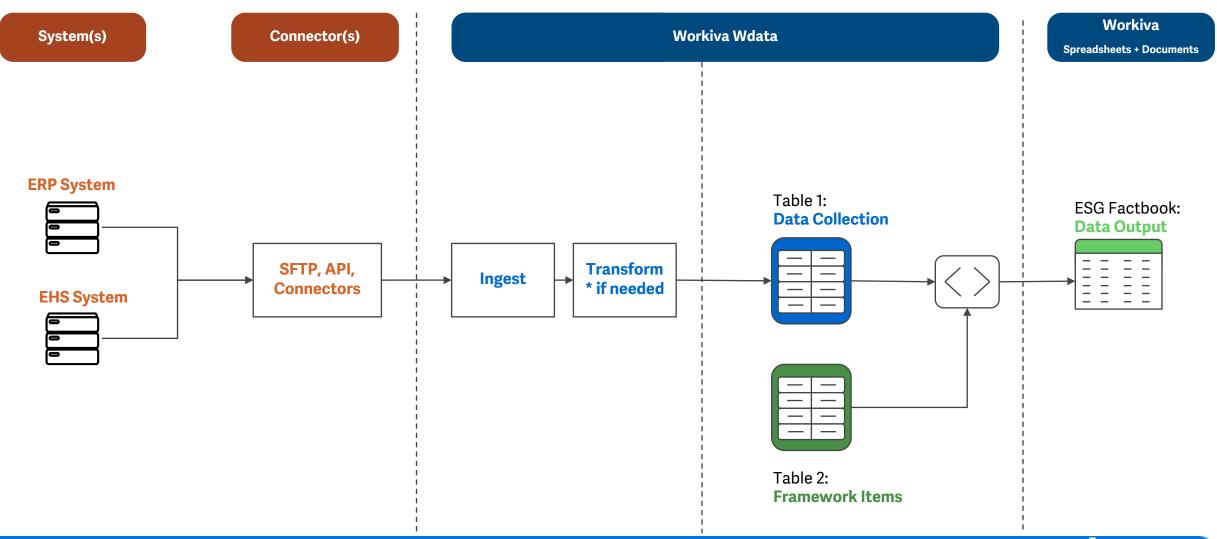
- Discuss and agree on data collection template approach
- Discuss and agree on data collection status tracking approach with data provider/approver tasks
- Test preliminary import if Data Collection Files are in .xlsx format
- Confirm with Customer which columns would be leveraged to define TAGS

Workiva Support Site - Processes



Demo: Discovery - Data Collection

Source System Connection High-level Overview



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Discovery Session - ESG Source System(s) connection(s)

Customer Integration lead

If applicable, provide relevant information for connections to source system in the scope of the project, such as the system's name and its data reports. The client is responsible for bringing the appropriate skills and people for the source system to the call.

Recommendations:

- Discuss connection options, planning and phasing
- Share guides and other resource with client inclusive of connector details information
- Update planning in draft project plan to reflect agreed on approach



Data Discovery Components* - If Connecting to Central Data Source

Recommendations: Review of Provided Data

- 1. The objective is to understand the specifics of the client's process—what data moves where, the formulas used, etc.
- 2. Confirm with the client that they have all data collection and framework(s)/standard(s)/and questionnaire(s) information and mapping files needed for their current process.

- <u>Manage connectors for chains</u>
- <u>Connector types</u>

Recommendations: System Report Criteria

- 1. What data is available from the source system(s)? What does the client's process need?
- 2. The client IT lead is often not who generates the needed reports. In advance of this discussion, determine whether another team is involved in report generation.
- 3. If integration is via an API, request sample data and mapping files as far in advance as possible.

- <u>Manage GroundRunners for connections</u>
- <u>Chain Builder security architecture</u>



Discovery Session - ESG Frameworks / Questionnaires

Customer Frameworks Lead:

Provide the relevant source documentation and files for framework/questionnaire management, such as any existing framework outputs and mapping spreadsheets

Recommendations:

- Discuss & agree on framework/standards/surveys management approach
- Discuss & agree on future framework extensions and expansions approach
- Discuss & agree on data model for detailed ESG performance indicators in central factbook
- Update planning in draft project plan to reflect agreed on approach
- Summary recap email to client

ESG Frameworks, Standards and Ecosystem



Design & Build Phases



ESG Report Outputs

Best Practice Description:

Build an example of ESG output report (design preview) based on the files provided by the client.

Features:

- Set up example style guide & report based on client provided files
- Validation session on document setup with client + client signoff
- Duplicate steps above if more than one output report is in scope
- If the project involves an integration ensure the integration provided data matches the client provided sample.



Deliverable: Example Linking

Best Practice Description:

Establish **a single source truth** for figures referenced multiple times, and **granular control** over how updates are published.

Recommendations:

- Link cells that will have values at some point, but not any truly blank or spacing cells.
- Use cell references for references between sections in the same spreadsheet
- Ensure the proof-of-concept includes examples of linking to presentations or documents as applicable
- Link majority/all dates from central dates page section in Data Collection Spreadsheet

Linking Best Practices



Demo: Design & Build

Linking & Style Guide

Demo: Design & Build

Data Collection

ESG Source system connections : Design & Build

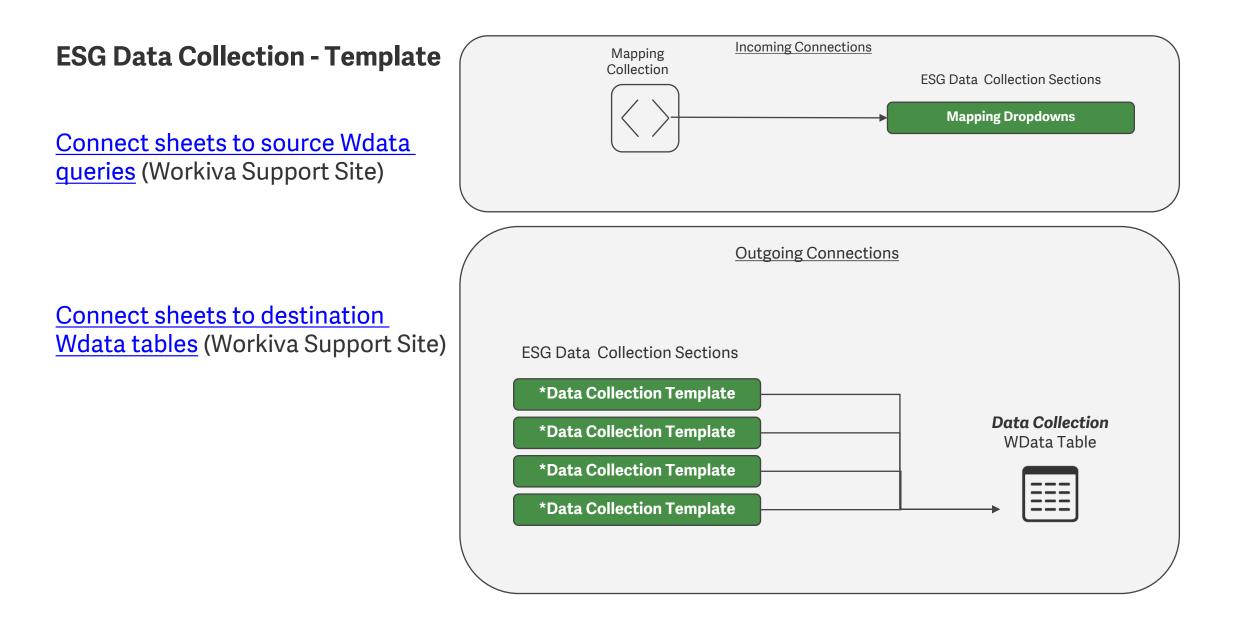
Key Deliverable

If applicable & in scope build of connection to source system(s) | Customer Integration lead

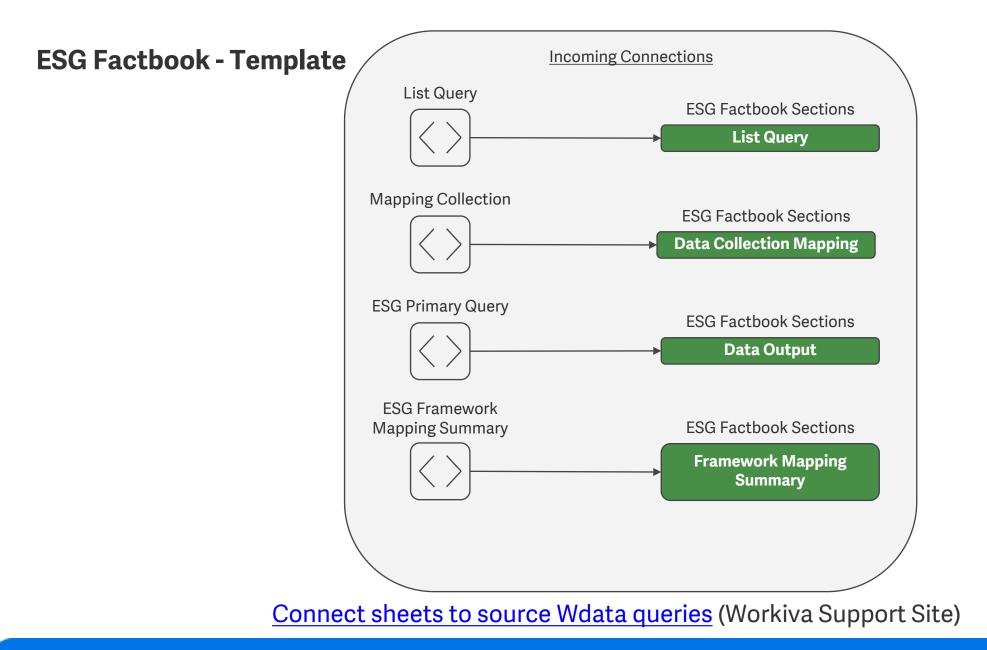
Deliverable Description:

- Connection of output report to ESG data model, provisioning of access to customer systems | Customer Integration lead
- <u>Connector types</u>
- <u>Manage connectors for chains</u>
- Manage GroundRunners for connections
- <u>Chain Builder security architecture</u>



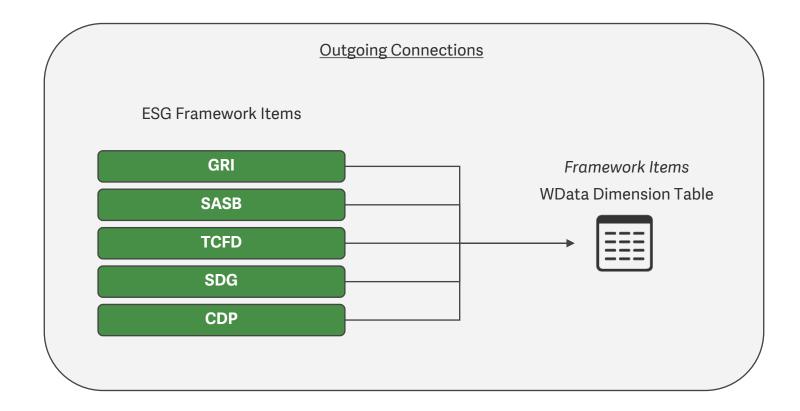








ESG Framework Items - Template



<u>Connect sheets to destination Wdata tables</u> (Workiva Support Site)



Demo: Design & Build - Frameworks

Enable Phase



Build Testing and Signoff

Description:

Final walkthrough of complete build

| Implementation Team & Customer ESG lead

Recommendations:

- Walkthrough journey of data flow from Data Collection to ESG Report
- Showcase Sample Data Entry, Data Collection Refresh, Factbook refresh and publish links
- Flexibility for supplementary validation and walkthrough sessions of the final build

WDesk Support & Community



End-user training

Best Practice Description:

Training all end-users of Workiva platform - Learning Hub Materials & Live Q&A Sessions

Features:

- Direct the client to relevant Learning Hub trainings.
- Topic-driven training based on client's process and needs.
- High level training agenda with session highlights to be provided to client in advance.
- Trainings should include working session(s) for remaining questions/issues.

WDesk Support & Community



Documentation

Description:

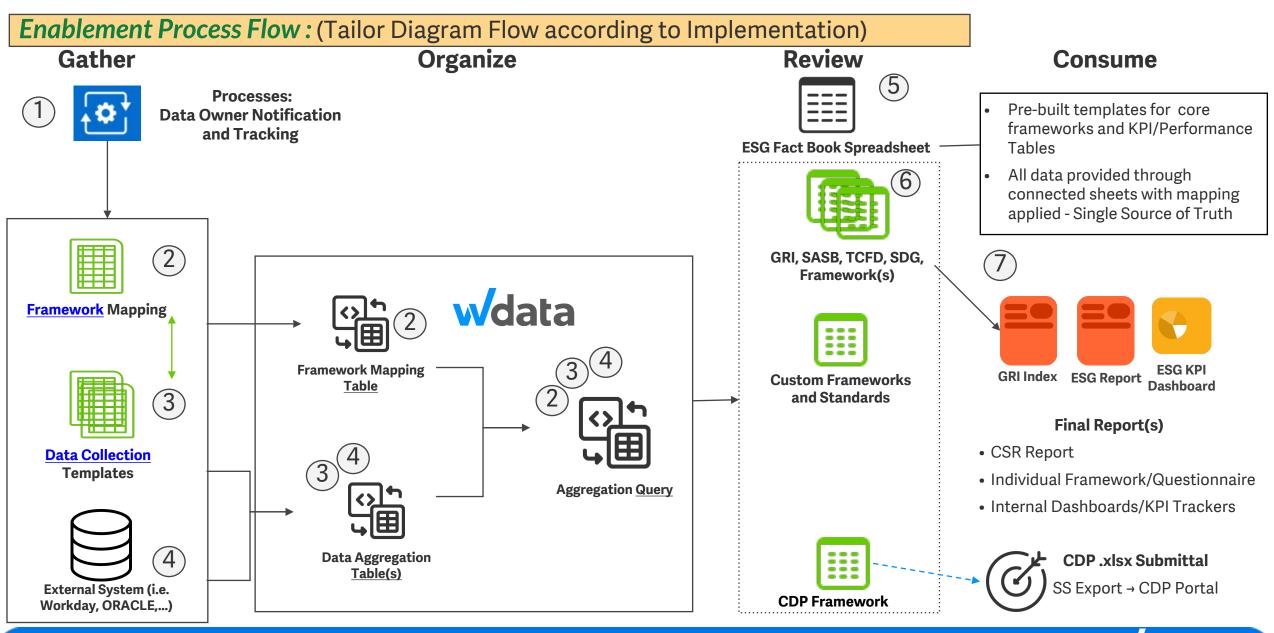
Draft and deliver Documentation of key build customization, as applicable to customer process

Recommendation:

- Roll-forward documentation after publishing, steps to prepare for next year reporting cycle
- Configuration steps & maintenance guidelines
- Tailored Data Flow Diagram based on Design Decisions and Build Customization aligned with customer's process

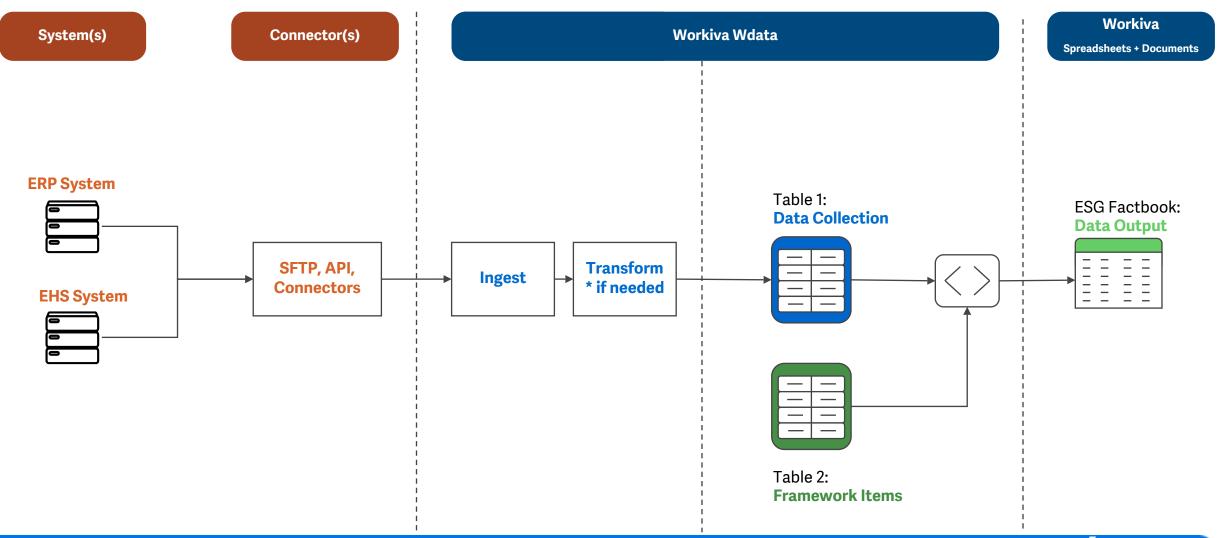
WDesk Support & Community





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Source System Connection(s) High-level Overview



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General Overview - Wdata Tables

Data Tables

- Used as the source data for Wdata queries can be loaded with .TSV or .CSV files, API connections or Spreadsheet connections
- If a field is not being used for a calculation, or is not a true date, code it as text.
- Use a separate data table for each discrete system / source of data.

Dimension Tables

- Used as a mapping file for additional criteria used during a query such as rollup categories.
- Ensure that dimension table line items are unique to avoid data duplication.
- Use the "Key" function for the lowest level of mapping (e.g. account number)
- Replace the source file when the criteria are updated, rather than uploading additional files.

Workiva Support Site : Wdata Tables



WData Ta	Dimension Table stores Framework information that is						
Framework items Framework items Save Preview Add Column Pe Description: Enter Table Des	Collection values via Preview Add Column Permissions Rename Feedback Help Tours						
COLUMN NAME	DESCRIPTION	COLUMN ID (?)	COLUMN TYPE (?)	IMPORT FORMAT	KEY (?)	Add Dataset 👻	
Торіс	Enter column description	topic	Text 99		 • 	GRI	
Section	Enter column description	section	Text 99			💙 Last Update: Apr 28, 2022 10:30 AM	
Disclosure	Enter column description	disclosure	Text 99			SASB	
Framework	Enter column description	framework	Text 99			. Vast Update: Apr 28, 2022 10:21 AM	
Item Level 1	Enter column description	item_level_1	Text 99			SDG	
Item Level 2	Enter column description	item_level_2	Text 99		 Image: A state of the state of	🗸 Last Update: Apr 28, 2022 10:28 AM	
Item Level 3	Enter column description	item_level_3	Text 99		 • 	↔ TCFD	
Aggregation	Enter column description	aggregation	Text 99				
Description	Enter column description	description	Text 99		-	↔ CDP	
Value Type	Enter column description	value_type	Text 99			 CDP Last Update: Apr 28, 2022 10:27 AM 	
Industry	Enter column description	industry	Text 99				



Data Collection Table	AI Rename Feedback 00 Peedback 00 Peedbac	lection o		Column ID is unique and aligns with the Flat File Structure in the Data Collection Spreadsheet	fo hi	ata Collection Data r current years and storical years across fferent ESG Topics
Description: Enter Table Description	ription				. m	Add Dataset
COLUMN NAME	DESCRIPTION	COLUMN ID ?	COLUMN TYPE	(?) IMPORT FORMAT		Ruu Dataset 👻
Торіс	Enter column description	topic	Text	99	- 0	Incidents Flat Sample Overlay
Year	Enter column description	year	Text	99	~	Last Update: May 23, 2022 4:04 PM by P
Data Type	Enter column description	data_type	Text	99	• 🛇	Site - LA - Starter Pack
Tag 1	Enter column description	tag_1	Text	99	- O	Last Update: Apr 29, 2022 11:54 AM by I
Tag 2	Enter column description	tag_2	Text	99		Site - KS - Starter Pack
Tag 3	Enter column description	tag_3	Text	99		Last Update: Apr 29, 2022 11:54 AM by
Tag 4	Enter column description	tag_4	Text	99	-	Site - CO - Starter Pack
Value	Enter column description	value	Text	99		Last Update: Apr 29, 2022 11:54 AM by
Data Provider	Enter column description	data_provider	Text	99	•	
Reviewer	Enter column description	reviewer	Text	99	•	Site Consolidation - Starter Pack
Status	Enter column description	status	Text	99	· ·	Last optiate. Apr 29, 2022 11:35 AM By
				-	• •	Organization Info - Starter Pack
 Table Preview 					•	Last Update: Apr 29, 2022 11:53 AM by I
	ATA TYPE TAG 1 TAG 2	TAG 3 TAG 4	VALUE DA	TA PROVIDER REVIEWER STATUS	COMMENT	Emissions File - Starter Pack
				ATTENDED REFERENCE STATUS		Last Update: Apr 28, 2022 5:53 PM by Pa
						workíva

General Overview - Wdata Queries

Best Practices

- Targets information that is needed.
- Set parameters for the criteria most likely to change over time (e.g. Year or date)
- Consolidate what you need. If you do not need the data, leave it where it is.

Worst Practices

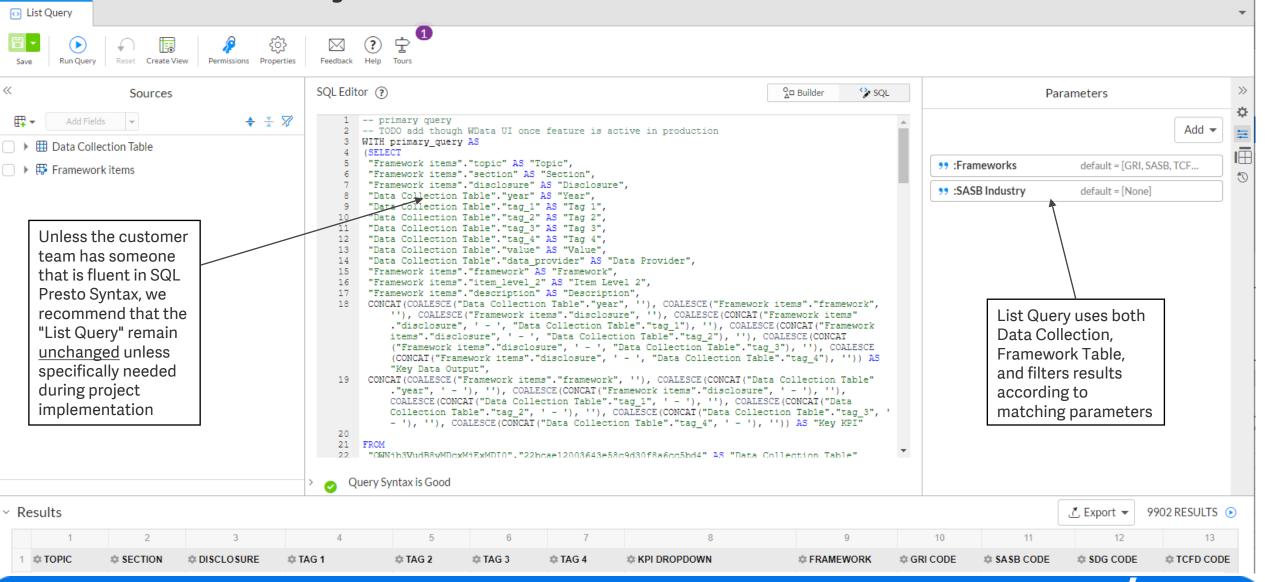
- Query out all off the data from the data tables
- Manually update settings for each run of the query
- Workstreams designed with over 1M+rows of a query result

Workiva Support Site : Wdata Queries

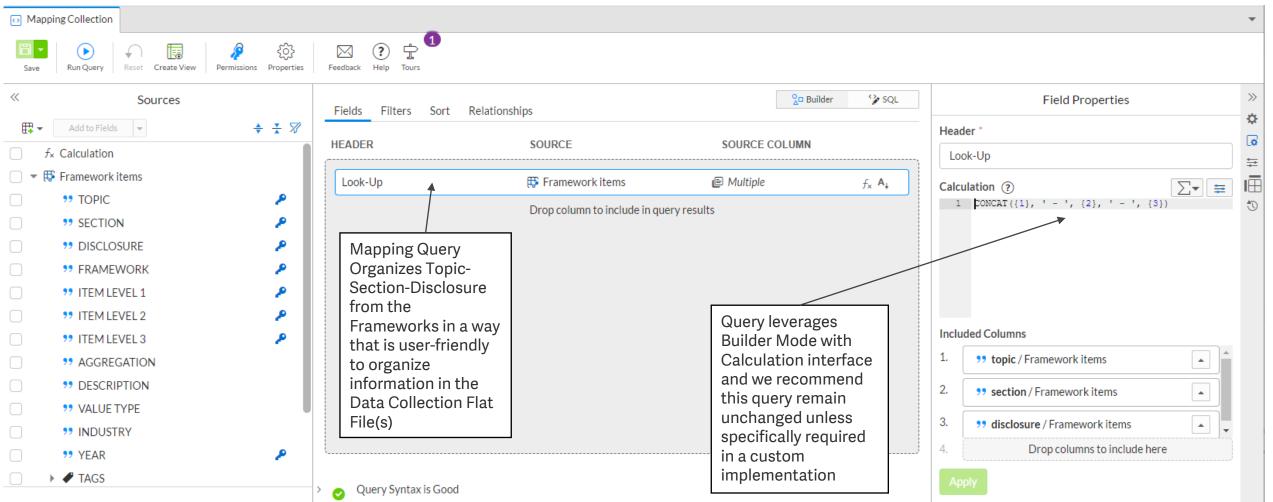


Save Run Query Reset Create View	Permissions	Freedback Help Tours	Y Results of Primary organize Data Coll information with the associated Framew User Defined Tags	ection heir work and				•
« Sources		Fields Filters Sort Relatio	0	⁰ ∆□ Builder	🍄 SQL	Parameters		>> •
Add to Fields	💠 🗼 🕅	HEADER	SOURCE	SOURCE COLUMN			Add 🕶	ø
Data Collection Table		Торіс	Data Collection Table	** topic	A	99 :Frameworks default = [GRI, SASB,	TCF	₩
□ ▶ ○ Framework items				•		99 :SASB Industry default = [None]		
		Year	Data Collection Table	•• year	Α,	99 :Year default = [2020, 2019	9, 20	
		Tag 1 🖌	Data Collection Table	•• tag_1	A			
Primary Query leverages the Data		Tag 2	🖽 Data Collection Table	, tag_2	AĻ			
Collection Table and		Tag 3	III Data Collection Table	•• tag_3				
Framework Items to Organize Data into a		Tag 4	🖽 Data Collection Table	** tag_4				
central data stream		√alue	Data Collection Table	** value		Query Parameters		
		Data Provider	🖽 Data Collection Table	99 data_provider		are defined and		
		Framework	Framework items	** framework		interact as Filters across the		
	/	Item Level 2	🖽 Framework items	<pre>>> item_level_2</pre>		Frameworks, SASB		
The Primary Query outputs values in		Description	Framework items	** description		Industry, and Reporting Year		
Data Collection table		Key Data Output	III Multiple	🖨 Multiple	fx			
that match the Framework, SASB		Кеу КРІ	III Multiple	🗐 Multiple	fx			
Industry, and		Key Frameworks	III Multiple	🖻 Multiple	f _x			
Reporting Year			Drop column to include in query	results				
Industry, and Reporting Year		Key Frameworks	·	•	fx	worl	κίνa	

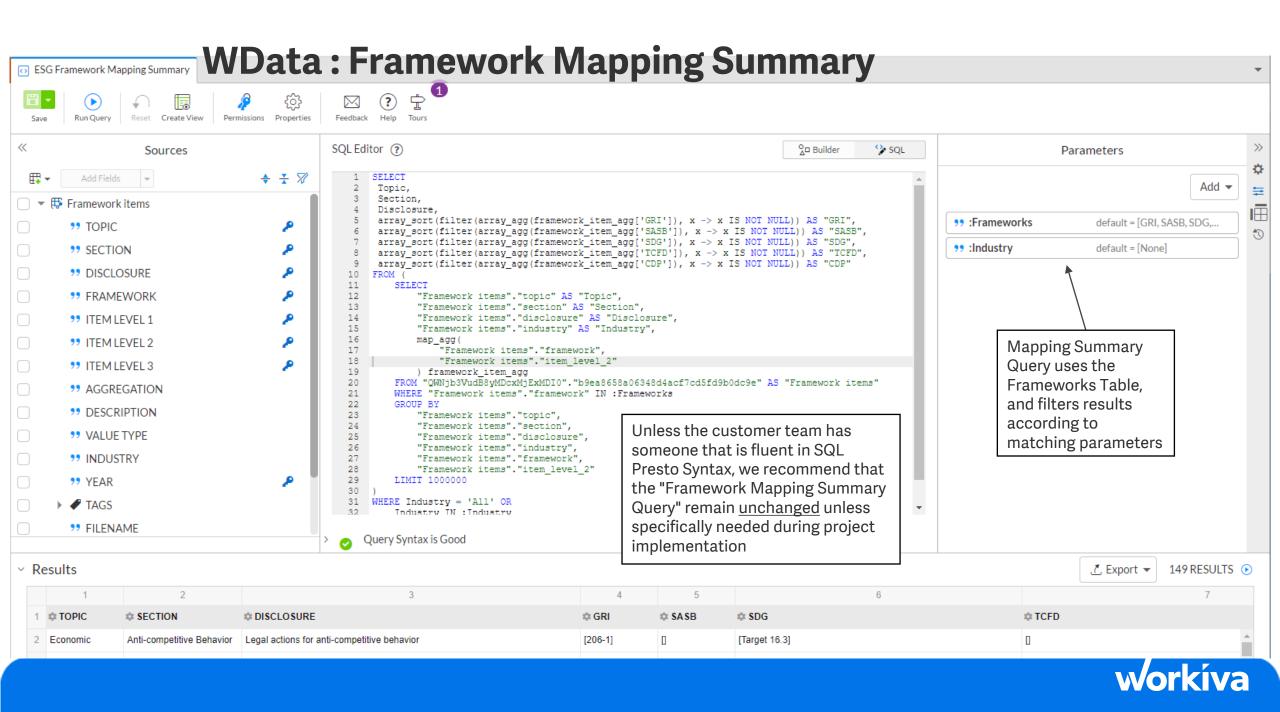
WData : List Query



WData: Mapping Query







Go Live



Roll Forward



Roll Forward Key Themes

Historical Data

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- How does your customer need to store historical data?
- Would a manual process work for the customer?
- How much historical data needs to be retained?

Refreshing Data



- Will your customer append or replace existing data?
- Do mapping criteria need updated?
- How often must data be updated?

Publication



- How often is the final reporting deliverable published?
- Who will be responsible for publishing the updated data?
- What format is the final deliverable needed in?



Rollforward Best Practices Steps - Copy Copy Review the files you selected. Filing 🗁 Open L) 6 AM **Copy Folder &** C NAME 🛣 Star ΔE Copy URL **Keep Connections** Metric Summary \Box AT Rename Stakeholder Sus ESG 🔁 Move ESG Framework Ite Copy Copied items Mar ESG Data Collectio ESG Factbook 👻 🗁 Extra **Rollforward Steps** Connected Shee Example ESG In Copy ESG Folder that Contains Core Files (From File/Home view in Workiva) **Default Selections** Create copies of all source files Connections : Incoming & Outgoing Connections Folder name w/ new Reporting Year : 202X Refresh Outgoing Connections and Rename with New Reporting Year

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