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Company Name: CSV Test Company SAM

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Registration Data:

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Function/position:

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Department:

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Address:

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Town/city:

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Zip:

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Country:

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Phone:

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Fax:

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Web:

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# DJSI 2012 - Test Companies

## 1 Economic Dimension

### 1.1 Corporate Governance

#### 1.1.1 Checks & Balances: Board Structure

Please indicate in the following table the number of executive and non-executive directors on the board of directors/supervisory board of your company. Please find additional clarification on one-tier and two-tier systems in the information button.

- ONE-TIER SYSTEM. For companies with board of directors.

	Number of members
Executive directors	
Non-executive directors (excl. independent directors)	
Independent directors	
Total board size	

- TWO-TIER SYSTEM. For companies with supervisory board.

		Number of members
SUPERVISORY BOARD	Non-executive directors (excl. independent directors)	
	Independent directors	
	Employee representatives (if not applicable, please leave the field empty)	
MANAGEMENT BOARD/ EXECUTIVE MANAGEMENT	Senior executives	
	TOTAL SIZE OF BOTH BOARDS	

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

1.1.2 Checks&Balances: Non-executive Chairman/Lead Director

Is the board of directors/supervisory board headed by a non-executive and independent chairman and/or an independent lead director?

- Yes, chairman is non-executive and independent. Please specify for how many years this approach has been adopted:
- Yes, role of CEO and chairman is split and former CEO/chairman is now chairman.
- Yes, role of CEO and chairman is split and former CEO/chairman is now chairman, but independent lead director is appointed. Please indicate name:
- No, role of chairman and CEO is joint, but independent lead director is appointed. Please indicate name:
- No, role of chairman and CEO is joint or chairman is an executive director
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

1.1.3 Checks&Balances: Responsibilities and Committees

Please indicate in the table below the functions and associated committee names, for which the board of directors/supervisory board explicitly assumes formal responsibility.

Function	Responsibilities	Name of committee
Strategy	<input type="checkbox"/> Formal board responsibility	
Audit, accounting, risk management	<input type="checkbox"/> Formal board responsibility <input type="checkbox"/> All members are non-executives	

Function	Responsibilities	Name of committee
Selection and nomination of board members and top management	<input type="checkbox"/> Formal board responsibility <input type="checkbox"/> All members are non-executives	
Remuneration of board members and top management	<input type="checkbox"/> Formal board responsibility <input type="checkbox"/> All members are non-executives	
Corporate social responsibility, corporate citizenship, sustainable development	<input type="checkbox"/> Formal board responsibility	

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

1.1.4 Transparency&Accountability: Corporate Governance Policy

Please indicate if the board of directors/supervisory board has issued a formal corporate governance policy and if it is publicly available and covers the following aspects:

- Yes, formal corporate governance statement:
  - Documented in:  and/or website:
  - Statement of compliance of the formal policy with current legislation
  - Remuneration framework and performance evaluation of the members of board of directors/supervisory board, CEO and senior executives
  - Independency statement of board of directors/supervisory board
  - Attendance of board of directors/supervisory board meetings disclosed
  - Biographies, CVs of board of directors/supervisory board disclosed
  - Other mandates of board of directors/supervisory board members disclosed
- No formal corporate governance policy
- Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

[Redacted comment box]

References :

No references attached

1.1.5 Checks&Balances: Diversity: Gender

How many women are members on your company's board of directors/supervisory board?

- [Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

1.1.6 Checks&Balances: Board Effectiveness

How does your company ensure the effectiveness of your board of directors/supervisory board and the alignment with the (long-term) interests of shareholders?

<input type="radio"/>		Indicators/measures
	Stock ownership (value at the end of last business / fiscal year)	<input type="checkbox"/> Non-executive directors are required to buy shares

	Indicators/measures
Number of meetings attended in percentage last business / fiscal year	<input type="checkbox"/> Average board meeting attendance: _____ % of meetings of board of directors/supervisory board.  <input type="checkbox"/> Minimum of attendance for all members required, at least (in %) _____
Number of other mandates of the board of directors / supervisory board members.	<input type="checkbox"/> Number of directors with 4 or less other mandates: _____  <input type="checkbox"/> Number of other mandates for all directors restricted to: _____
Performance assessment of board of directors/ supervisory board members.	<input type="checkbox"/> Regular self-assessment of board performance. Please specify or provide supporting documents: _____  <input type="checkbox"/> Regular independent assessment of board performance. Please specify or provide supporting documents: _____

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

References :

No references attached

1.1.7 Checks&Balances: Audit Conflict of Interest

Please indicate in the following table the audit, audit related and non-audit related fees (e.g. for management consulting) paid to your company's auditing firm at corporate level in the last fiscal year. Please provide supporting documents or indicate website. If legislation in the country of incorporation does not require reporting on the break down of audit fees, you have the possibility to provide total audit fees and tick the corresponding box. Please note that you should always indicate broken down numbers if possible.

- Currency unit:

	Amount:	Comment:
Audit fees <input type="checkbox"/> We are not required by law to report on the breakdown of audit fees		
Audit-related fees		
Non-audit related fees (excluding tax services)		
Tax services <input type="checkbox"/> Tax services approved by board.		
Other fees paid		

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.1.8 Transparency of Senior Management Remuneration

Does your company communicate the remuneration/compensation of your board of directors/supervisory board members and other highest paid senior directors/executives (e.g. CEO) externally? Please attach supporting documents.

- Yes, on an individual level for each board member and CEO and additional highest paid senior executives
- Yes, on an individual level for each board member and CEO
- Yes, on an aggregated level for non-executive directors AND on aggregated level for executive directors
- Yes, on an aggregated level for the board/supervisory board
- No, we do not communicate this information externally
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.1.9 Disclosure of Median Compensation of All Employees & CEO Compensation

Please provide the annual compensation for the chief executive officer and the median of the annual compensation of all other employees as well as the ratio between the two. Please comment on your approach towards increased transparency and disclosure of executive remuneration in the comment box below.

Please indicate currency:

[Redacted currency input]

The median of the total annual compensation of all employees, except the chief executive officer (or any equivalent position):

[Redacted median input]

The total annual compensation of the chief executive officer, or any equivalent position:

[Redacted CEO compensation input]

The ratio of the annual median employee compensation and the total annual CEO compensation:

[Redacted ratio input]

We plan to start disclosing these figures during 2012

Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.1.10 MSA Corporate Governance

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on



reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :

[Redacted comment box]

References :

No references attached

## 1.2 Risk & Crisis Management

Comment :

[Redacted comment box]

References :

No references attached

### 1.2.1 Responsibility Risk & Crisis Management

Please indicate the name, position, reporting line and responsibilities of your chief risk officer or person responsible for this function at the group level.

- Name: [Redacted] Position: [Redacted]  
Number of levels from the Board of Directors/executive board: [Redacted]  
Reporting line: [Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

1.2.2 Analysis of Risks

Do you use two- or multi-dimensional risk analysis tools (such as risk maps) in order to identify financial and business risk exposures ? – Please provide supporting documents.

- Yes, we use risk maps as a risk analysis tool, only for financial risks
- Yes, we use risks maps as a risk analysis tool – for financial and business risks. Please specify which business risks are included in the risk map.
- Yes, we use other tools as risk analysis tools, only for financial risks – please describe:
- Yes, we use other tools as risk analysis tools – for financial and business risks - please describe:
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :


References :

No references attached

1.2.3 Sensitivity Analysis and Stress Testing

Does your company perform sensitivity analysis and stress testing on a group level? Please provide supporting documents.

- Yes, the main focus is on changes in financial risks, such as exchange and interest rates
- Yes, we produce comprehensive scenarios on other factors (in addition to financial risks; such as strategic business risks, market/business environment risks, operational risks, and compliance risks). Please specify which risks are included in your sensitivity analysis / stress testing and attach supporting documents or indicate website:
- No, we do not perform sensitivity analysis and stress testing at the group level

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.2.4 Risk Response Strategy

As part of your corporate risk response strategy which risks does your company retain, which are transferred, and which risks are avoided? Please provide some examples and attach supporting documents or indicate website.

- Risks retained (risk exposure is accepted without further mitigation):  
[Redacted]
- Risks reduced/transferred (risk exposure is reduced/transferred to others or consequences are reduced):  
[Redacted]
- Risks avoided (risk exposure will be eliminated entirely, e.g. through ceasing a business): [Redacted]  
[Redacted]
- Others, please specify: [Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known


Comment :

[Redacted comment box]

References :

No references attached

### 1.2.5 MSA Risk & Crisis Management

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. 

Comment :



References :

No references attached

### 1.3 Codes of Conduct/Compliance/Corruption&Bribery

Comment :



References :

No references attached

#### 1.3.1 Codes of Conduct: Focus

Please indicate for which areas corporate codes of conduct have been defined at a group level (including subsidiaries). Please attach supporting documents.

- Corruption and bribery
  - Discrimination
  - Confidentiality of information
  - Antitrust/anticompetitive practices
  - Money-laundering and/or insider trading/dealing
  - Security of staff, business partners, customers
  - Environment, health and safety
  - Whistleblowing
- No group-wide code of conduct

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.3.2 Codes of Conduct: Systems/ Procedures

What mechanisms are in place to assure effective implementation of your company's codes of conduct (e.g. compliance system)?

- Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies
  - Dedicated help desks, focal points, ombudsman, hot lines
  - Compliance linked to employee remuneration
  - Employee performance appraisal systems integrates compliance/codes of conduct
  - Disciplinary actions in case of breach, i.e. warning, dismissal, zero tolerance policy
  - Compliance system is certified/audited/verified by third party, please specify:

- No such systems/policies in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.3.3 Corruption&Bribery: Scope of Policy

Please indicate which of the following aspects are covered by your anti-corruption and bribery policy at a group level (including subsidiaries). Please attach supporting documents.

- Bribes in any form (including kickbacks) on any portion of contract payments or soft dollar practices
- Direct or indirect political contributions
- Political contributions publicly disclosed. Please attach supporting documents and/or indicate web address:
- Charitable contributions and sponsorship
- Charitable contributions and sponsorship publicly disclosed. Please attach supporting documents and/or indicate web address:
- No anti-corruption & bribery policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.3.4 Codes of Conduct/Anti-Corruption&Bribery: Business Relationships

Please indicate the percentage of coverage of your codes of conduct and anti-corruption and bribery policy relative to the total number of:

- Employees group-/worldwide:
- Contractors/Suppliers/Service providers:
- Subsidiaries:
- Joint ventures (includes stakes below 51%) :
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

References :  
No references attached

1.3.5 Codes of Conduct/Corruption&Bribery: Reporting on breaches

Does your company publicly report on breaches (e.g. number of breaches, cases etc) against your codes of conduct/ethics and anti-corruption and bribery policy? Please attach documents and/or web address.

- Yes, please refer to the reference(s) provided:  
[Redacted]
- No, we do not publicly report on breaches
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :  
[Redacted]

References :  
No references attached

1.3.6 MSA Codes of Conduct/Corruption

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :  
[Redacted]

References :

No references attached

### 1.4 Customer Relationship Management

Comment :

References :

No references attached

#### 1.4.1 Satisfaction Measurement

Does your company monitor and set quantitative targets to improve customer satisfaction and are targets and results communicated externally? Please attach documents and indicate the coverage for the data provided. Please refer to the information button for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit.

- We measure customer satisfaction with the unit "% of total clients." Please complete the table below and attach supporting documentation.

Customer Satisfaction	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY 2011?
Satisfied clients	% of total clients					
Data coverage (e.g. as % of revenues, employees, etc.)	percentage of					

Results are communicated externally. Please attach supporting documentation.

- We use another approach or unit to measure satisfaction. Please specify, attach supporting documentation and complete the table below.



Customer Satisfaction	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY 2011 ?
Please specify approach used	Please specify unit					
Data coverage (e.g. as % of revenues, employees, etc.)	percentage of					

Results communicated externally, please attach supporting documentation

- Customer satisfaction is not monitored
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

#### 1.4.2 Customer Feedback Process

What approaches does your company use for integrating customer feedback?

- Company-wide harmonized customer database, including marketing, order, fulfillment and customer service history
- Free 24 h / 7 days feedback possibilities via internet, phone or mail (please indicate where to find):
- Integration of feedback into product/services development
- Customers' complaints feedback to compliance officers and/or risk managers and/or communication officers

- Independent person or department in charge of solving customer complaints such as customer advocate or corporate ombudsman. Please indicate name:

[Redacted]

- We do not use any of these approaches
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

References :

No references attached

#### 1.4.3 Availability of Data to the Customer Center

Do your customer care (call) centers have access to the following databases:

- Billing
  - Customer information
  - Accounting
  - Shipment
  - Other communication done previously via different media (Letter, Email, Phone calls, Visits)
  - Other relevant databases: [Redacted]
- No access to any of the above databases
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

References :

No references attached

#### 1.4.4 Analysis of Customer Value

Are you able to segment customers according to the following criteria in you company's CRM database? Is your company's CRM database used by all eligible business units?

- Historical sale trends
  - Products/services bought
  - Geographical segmentation or similar
  - Revenues the customers generated
  - Different kind of customization
  - Potential lifetime value to business
  - Customer Lifestyle
  - Other, please specify:
  - CRM Database used by all eligible busines units
- We do not use a CRM database
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

#### 1.4.5 MSA CRM

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box.

Comment :

References :

No references attached

## 1.5 Brand Management

### 1.5.1 Total Brand-Related Expenses

Across the whole group, please indicate the percentage of revenues spent on brand-related expenses for the following years. Please refer to the info button for a definition of "brand-related expenses" or specify what cost items are included / excluded in the definition of "brand-related expenses" used by your company and whether this definition has changed over the specified period.

	2007	2008	2009	2010	2011	2012e
Brand Expenses (as % of revenues):						

Definition includes the following cost items:

\_\_\_\_\_

Definition excludes the following cost items:

\_\_\_\_\_

Definition unchanged in last 5 years

No measurement of brand expenses

Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

References :

No references attached

### 1.5.2 Branding Strategies

Please indicate who is responsible for brand management at the corporate level and approximately how many brands contribute toward generating at least 60% of revenues.

Name:

Position:

Reporting to:

Number of levels from Board of Directors / Executive Board:

Number of branded products / services generating at least 60% of revenues in last FY:

- Please indicate the type of brand architecture that best describes your business model:
  - Monolithic brand architecture: the corporate name is used on all products and services offered by the company
  - Endorsed brand architecture: all sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement
  - Freestanding brand architecture: the corporate brand operates merely as a holding company and each product or service is individually branded for its target market
  
- In general, how does your company ensure some degree of coordination between the branding strategies of different branded products / services?
  - The Chief Marketing Officer (or the person with overall branding responsibility) has centralized ownership and responsibility for implementation of branding strategies
  - The Chief Marketing Officer (or the person with overall branding responsibility) has centralized ownership of branding strategies but local teams have responsibility for implementation
  - Local teams have ownership and responsibility for implementation of branding strategies (corporate guidelines / approval required)
  - Local teams have ownership and responsibility for implementation of branding strategies (corporate guidelines / approval NOT required)
  
- Is there any formal interaction between brand management and CSR / corporate sustainability strategy? If so, please specify:
  - Regular meetings between the Chief Marketing Officer and most senior person responsible for corporate sustainability strategy
  - Specific sustainability guidelines have been jointly developed to be used for branding strategies
  - Other, please specify:
  
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.5.3 Brand Metrics Used

What performance metrics does your company use to demonstrate the link between brand performance and impact on bottom line? Please indicate the relevant metrics below and attach supporting documents.

- Price premium
  - Market/product penetration (e.g. cross-selling ratios, net new money or other metrics)
  - Loyalty (e.g. customer retention, customer satisfaction)
  - Customer Lifetime Value
  - Company image, i.e. positive and negative associations via stakeholder perception surveys
  - Reputation Index
  - Net Promoter Score
  - Employee attraction and retention
  - Other, please specify:
- No brand metrics used
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.5.4 Stakeholder Perception Analysis

Does your company systematically undertake a stakeholder perception analysis for your corporate brand or your top branded products/services? If so please indicate how frequently you conduct this analysis, which stakeholders are systematically included in this exercise and the outcome of this analysis (i.e. score normalized in percentage) for the following years. Please indicate what measures your company is taking to achieve its targets.

- Please indicate the percentage of revenues generated by the top brands for which your company systematically conducts stakeholder perception analysis:

\_\_\_\_\_

- We systematically conduct stakeholder perception analysis for our corporate brand

Stakeholder Group	Frequency	Score 2009 (in %)	Score 2010 (in %)	Score 2011 (in %)	Target 2011 (in %)	Measures taken
<input type="checkbox"/> Consumers or direct customers	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					
<input type="checkbox"/> Governments/Regulators	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					
<input type="checkbox"/> NGOs	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					
<input type="checkbox"/> Investors	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					
<input type="checkbox"/> Others: _____ _____ _____	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					

- We do not conduct any type of stakeholder perception analysis for our brands
- Not applicable. Please provide explanations in the comment box below.
- Not known

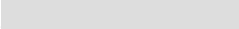
Comment :

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

References :

No references attached

### 1.5.5 MSA Brand Management

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. 

Comment :



References :

No references attached

### 1.6 Supply Chain Management

Comment :



References :

No references attached

#### 1.6.1 Awareness

Please indicate if your company is undertaking a spend analysis of its supply chain as well as the scope of this analysis. Please also provide your definition of critical suppliers as well as the results of your mapping of these suppliers. Please provide supporting documents for each of the sections.

Spend Analysis of the Supply Chain

Does your company undertake a spend analysis of its supply chain? If yes, please provide a brief description and attach supporting documents:



[Redacted]

- Please indicate what percentage of your total procurement spend is covered in the spend analysis conducted within the last three years:

[Redacted]

- Critical Suppliers**

Has your company defined a formal process to identify critical suppliers (e.g. high volume suppliers, suppliers of critical components, non-substitutable suppliers)? If yes, please provide a brief description of the process, as well as your definition of "critical suppliers", and attach supporting documents:

[Redacted]

Please indicate, in percentage and absolute numbers, how many critical suppliers you have identified as part of your tier 1 suppliers within the scope of the current spend analysis:

Type of supplier	Absolute number of tier 1 suppliers	Share of total procurement spent (%)
Critical Suppliers		
Total		100 %

- Please provide an estimate of the percentage of your critical tier 1 suppliers for which your company represents a major client (i.e. your procurement orders represent > 30 % of the suppliers' annual turnover):

[Redacted]

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

References :

No references attached

### 1.6.2 Risk Exposure

Please indicate if your company has a formalized process in place to identify risks in its supply chain as well as the scope and outcome of this process.

- Do you have a formalized process in place to identify sustainability risks in the supply chain? Please provide a brief description of the process and attach supporting documents:

\_\_\_\_\_

\_\_\_\_\_

- Please indicate the scope of the sustainability risk identification analysis, i.e. share of the total number of tier 1 suppliers (both critical and non-critical) covered by the risk analysis (%):

\_\_\_\_\_

- Please indicate in the table below the share of your total number of tier 1 suppliers (both critical and non-critical) where a high level of sustainability risks has been identified in that particular category (economic, environmental and social risks respectively). Please also provide a definition or a description of what constitutes "high risk" for your company and indicate the nature of the most relevant risks identified in each category and attach supporting documents.

	Economic risks	Environmental risks	Social risks
High risk (%)			
Nature of risks identified			

- We can only quantify the percentage of suppliers with high sustainability risk on a consolidated basis, i.e. we do not break it down into the three dimensions above. Please attach supporting documents and indicate the percentage of high risk suppliers:

\_\_\_\_\_

as well as the nature of the most important risks identified:

\_\_\_\_\_

- We do not have a systematic process to identify sustainability risks in the supply chain
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

References :

No references attached

### 1.6.3 Risk Management Measures

Please indicate which measures your company has taken in order to manage sustainability risks amongst your tier 1 suppliers. Please indicate the scope and attach supporting documents or specify where requested.

- REQUIREMENTS

- Standard/Policy/Code of Conduct for suppliers - please attach supporting documents and indicate in which of the following areas your company has established standards for suppliers across all countries of operations:

Issues covered

- Environmental standards for supplier's processes, products or services
- Fundamental human rights (e.g. forced or child labor, freedom of association) (ILO conventions)
- Working conditions (e.g. working hours, lay-off practices, remuneration)
- Occupational health and safety
- Business ethics (e.g. corruption, anti-competitive practices)

Quality of management systems

- Environmental management system certified to ISO 14001, EMAS or equivalent management system with external independent audits
- Environmental performance data available
- Social performance data available
- Guidance regarding sub-contracting (i.e. requiring to replicate own standards down the supply chain)
- Collaborative initiatives - working together with NGOs and/or other companies on supply chain issues. Please provide an example of an initiative that you are formally supporting, including a web link and a description of which suppliers are targeted, the focus of the initiative and how your company is contributing to it:  
 \_\_\_\_\_

- Contract clauses - covering environmental, social and governance (ESG) factors. Please attach supporting documents and indicate the scope for 2011:  
 \_\_\_\_\_

% of total procurement spent

**ONGOING MONITORING OF SUPPLIERS**

- Third-party CSR management system assessment tool - Please specify and indicate the number of suppliers that have been assessed within the last fiscal year as well as which will be assessed next fiscal year:

Specification of tool	Number of companies assessed in FY 2011	Number of companies to be assessed in 2012

- Audits - Please indicate the scope (percentage and absolute numbers) of your audits of suppliers during 2011. Please also indicate which percentage of high risk suppliers this represents. Please consider all audits conducted by internal or external audit functions that are independent of the purchasing/supply chain function of the company as well as independent of the supplier:

- \_\_\_\_\_  
 % audited of total number of suppliers
- \_\_\_\_\_  
 suppliers audited (absolute number)
- \_\_\_\_\_  
 % of high risk suppliers

Please indicate which of the items below are part of a standard audit procedure (i.e. how audits are typically conducted) and attach supporting documents:

- On-site visits (pre-announced)
- On-site visits (unannounced or semi-announced)
- Interviews with management
- Interviews with employees (on-site)
- Interviews with employees (off-site)
- Corrective action plans for suppliers - Please attach a sample as supporting document and indicate the percentage of assessed or audited suppliers for which corrective action plans have been developed. Further, please indicate what percentage of suppliers with a corrective action plan has improved their ESG performance since the action plan was launched:
  - [redacted] % of assessed or audited tier 1 suppliers have a corrective action plan
  - [redacted] % of suppliers with corrective action plans have improved their ESG performance since the plan was launched

**CAPACITY-BUILDING & INCENTIVES**

- Capacity building - Please provide a brief description of your main capacity-building initiatives and provide examples of the key activities your company undertakes on its own or in collaboration with other companies and/or industry collaborations (e.g. training & development activities, supplier awards, conferences, forums etc.). Please also provide supporting documents and/or web links:  
[redacted]
- Incentives for suppliers - (e.g. sustainability training costs covered by company, longer-term contracts, agreement to fill up production volume at supplier's facility etc.). Please specify:  
[redacted]

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted comment box]

References :

No references attached

**1.6.4 ESG Integration in SCM Strategy**

Please indicate the main priorities of your company's overall Supply Chain Management Strategy as well as the environmental, social and governance (ESG) objectives that have been identified in relation to this. Further, please indicate how ESG factors are integrated in your supplier selection decisions as well as the responsibilities

for delivering on the ESG objectives and how the procurement staff is being incentivized to integrate ESG factors in everyday decisions.

Supply Chain Strategy and Integration of ESG Objectives

Please provide a brief description of the top five priorities of your company's overall Supply Chain Management strategy and attach supporting documents:

\_\_\_\_\_

Please indicate which formalized environmental, social and governance ( ESG) objectives have been identified for your Supply Chain Management strategy. Further, indicate how these are connected to the overall Supply Chain Strategy by providing supporting documents.

<input type="checkbox"/>	Description of ESG objective	Link to overall Supply Chain Strategy
	Key ESG objective 1	
	Key ESG objective 2	

Integration of ESG Factors into Supplier Selection

Please complete the table below, indicating how ESG factors impact your supplier selection and retention process. Please attach supporting documents and provide a brief description on the scale and approach for the minimum threshold.

<input type="checkbox"/>	Minimum threshold required (i.e. qualitative or quantitative selection / retention criteria)
Existing suppliers	
New suppliers	

Does your company use a % (weight) of ESG in overall assessment (compared to other factors such as price, quality and delivery time) when assessing suppliers, as a tool to ensure integration of sustainability into supplier selection and retention decisions? If so, please provide an estimate of the average weight across supplier categories:

\_\_\_\_\_

and indicate for which supplier categories this weight factor is being applied:

\_\_\_\_\_

Responsibilities

Within the procurement function / department, who is the most senior person responsible for delivering on the ESG objectives identified in the strategy (specified above)?

\_\_\_\_\_

Who is responsible at the operational level for driving the implementation of the ESG objectives?

\_\_\_\_\_

There is a reporting line (direct or dotted) between these two responsible staff members

Incentives for Staff

How does your company incentivize their procurement staff (in both centralized and decentralized procurement functions) to integrate ESG factors in everyday decisions? Please indicate below what percentage of 'prime contact' procurement staff have:

Access to ESG Suppliers database:

\_\_\_\_\_

- Training on ESG issues relevant to procurement processes and decisions:  
 [Redacted]
- Team or individual ESG-related targets / KPIs reviewed in performance appraisal:  
 [Redacted]
- ESG related targets / KPIs linked to remuneration:  
 [Redacted]

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :  
 No references attached

1.6.5 Opportunities

How is your company leveraging opportunities across its supply chain and how are these transferred into qualitative and quantitative business benefits? Please provide examples and supporting documents in the table below.

- Please provide two examples of supply chain initiatives that have delivered clear business benefits (in terms of either cost reduction, risks reduction or revenues growth) and indicate the benefits generated from these initiatives. Please attach supporting documents.

<input type="checkbox"/>	Description of example	Qualitative benefits, please specify:	Quantitative benefits, please indicate amount:
Example 1			Please specify:
Example 2			Please specify:

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.6.6 Measuring Performance

In the table below, please indicate which KPIs your company uses to monitor the sustainability performance of its tier 1 suppliers. Please note that we do not expect your company to have implemented all the KPIs below and that you can indicate additional ones in the 'Other' option. If applicable, please indicate if the company has set specific group-wide target for any of these KPIs. Please attach supporting documents for both KPIs and targets.

<input type="checkbox"/> Key Performance Indicators (KPIs)	Target value	Target year
<input type="checkbox"/> % of suppliers audited		
<input type="checkbox"/> % of suppliers assessed		
<input type="checkbox"/> % of 'prime contact' procurement staff trained on environmental, social and governance (ESG) issues relevant to procurement decisions		
<input type="checkbox"/> % of supplier contracts including ESG contract clauses		
<input type="checkbox"/> % of suppliers with ISO 14001 certification or equivalent		
<input type="checkbox"/> % of suppliers' contracts terminated, not awarded or not renewed for ESG reasons		
<input type="checkbox"/> % of procurement spent with preferred suppliers		
<input type="checkbox"/> GHG scope 3 emissions, i.e. GHG emissions of your suppliers		

Key Performance Indicators (KPIs)	Target value	Target year
<input type="checkbox"/> GHG emissions from transportation (not including the company's own fleet)		
<input type="checkbox"/> Suppliers' water use		
<input type="checkbox"/> Outcome of capacity building activities		
<input type="checkbox"/> Other KPI, please specify: <div style="background-color: #cccccc; width: 150px; height: 15px; margin: 2px 0;"></div> <div style="background-color: #cccccc; width: 20px; height: 15px; margin: 2px 0;"></div>		
<input type="checkbox"/> Other KPI, please specify: <div style="background-color: #cccccc; width: 150px; height: 15px; margin: 2px 0;"></div> <div style="background-color: #cccccc; width: 20px; height: 15px; margin: 2px 0;"></div>		

- We do not have any KPIs related to the performance of our supply chain
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 1.6.7 Transparency

Which aspects of your supply chain management approach does your company publicly report on (on a consolidated basis)? Please attach supporting documents and/or website where the information can be found in the public domain.

- Standards for suppliers and/or sustainable purchasing policy
- Risk awareness (e.g. risk mapping)
- Risk management measures



Sustainability performance (KPIs) of suppliers

The reporting of KPIs includes the following items:

- Breakdown of KPIs by topic or region
  - KPIs tracked over time
  - Targets and progress on targets
- We do not publically report on any of the aspects above
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.6.8 MSA Supply Chain Management

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :

[Redacted comment box]

References :

No references attached

## 1.7 Privacy Protection

### 1.7.1 Privacy Policy

Please indicate if a formal privacy policy has been issued and if it is publicly available. Please provide supporting documents or indicate website.

- Yes, a formal privacy policy is available
- Yes, a formal privacy policy exists but is not publicly available
- No, we do not have a formal privacy policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

#### 1.7.2 Privacy Policy: Coverage

Please indicate the percentage of coverage of your formal privacy policy relative to the total number of:

- Contractors / Suppliers / Service providers:  %
  - Subsidiaries:  %
  - Joint ventures:  %
- No privacy policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

1.7.3 Privacy policy: Systems/Procedures

What mechanisms are in place to ensure effective implementation of your company's privacy policy?

- Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies
  - Dedicated help desks
  - Training and education of all employees
  - Privacy policy system embedded in group-wide risk/compliance management
  - Disciplinary actions in case of breach (i.e. zero tolerance policy)
  - Other, please specify:
- No such mechanisms/systems
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

1.7.4 Responsibility for Data Privacy

Do you have a person formally responsible for data privacy? If yes, please indicate his/her name, position and reporting line.

- Name:  
  
Position:  
  
Number of levels from the board of directors/executive board:  
  
Reporting line:
- No, we do not have a formally responsible person in charge of data privacy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.7.5 Customers' Information

Does your company inform customers on the following privacy protection issues? Please provide supporting documents.

- Nature of information captured
  - Use of the collected information
  - Possibility for customers to decide how private data is used
  - How long the information is kept on corporate files
  - Third-party disclosure policy (private and public entities)
- We do not provide any information on privacy protection to our customers
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.7.6 System Vulnerability

How does your company assure the security of the information system/database (vulnerability to unauthorized users)? Please provide supporting documents.

- Code of conduct defining unauthorized use of customers' data
  - Regular internal audits

- External audits
- Simulated hacker attacks
- Other, please specify:  
[Redacted]

- No such measures taken
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 1.7.7 MSA Privacy Protection

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :

[Redacted comment box]

References :

No references attached

## 2 Environmental Dimension

### 2.1 Environmental Reporting

Comment :

[Redacted]

References :  
No references attached

### 2.1.1 Quality of Environmental Reporting

In this section we evaluate the content, context and coverage of the environmental reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or part of annual report). Please answer the first question 'Environmental Reporting - Materiality'. The remaining questions in this section will be assessed by the analyst responsible for your industry based on publically available information.

Comment :

[Redacted]

References :  
No references attached

### 2.1.2 Environmental Reporting - Materiality

Please indicate if your company is publically reporting on the following aspects and attach supporting documents or weblinks.

- Materiality framework

Is your company publically reporting on the processes and tools used to identify and prioritize critical environmental issues within the sustainability strategy, including a consideration of impact on the company's business performance (i.e. materiality analysis/matrix, portfolio matrix/analysis, company's definition of "materiality", description of the analytical framework)?

- We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:

[Redacted]

- We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:

[Redacted]

- Example of cost-saving

Is your company publically reporting on one or more concrete examples of how environmental initiatives have led to cost savings? Please indicate, if possible, both qualitative and quantitative examples.

- We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:

\_\_\_\_\_

- We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:

\_\_\_\_\_

- Example of revenue generation

Is your company publically reporting on one or more concrete examples of how environmental initiatives have generated additional revenues? Please indicate, if possible, both qualitative and quantitative examples.

- We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:

\_\_\_\_\_

- We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:

\_\_\_\_\_

- No such reporting publically available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

References :

No references attached

2.1.3 Environmental Reporting - Coverage

2.1.4 Environmental Reporting - Assurance

2.1.5 Environmental Reporting - Qualitative Data

2.1.6 Environmental Reporting - Quantitative Data

2.2 Environmental Policy/Management System

Comment :

[Redacted comment box]

References :

No references attached

### 2.2.1 Corporate Environmental Policy

Has your company adopted a corporate environmental policy? Please attach the policy or indicate where it can be found on the web.

- Yes, documented in: [Redacted]
- Policy is in development and to be implemented within the next [Redacted] months
- No, we have not adopted a corporate environmental policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

References :

No references attached

### 2.2.2 Corporate Environmental Policy, Areas

Please indicate which of the following options are covered by your group-wide environmental management policy/ procedures. Please attach supporting documents or indicate weblink:

- Environmental impact of company's own operations
- Environmental impacts/risks of products & services
- Regular communication to executive management an/or board of directors
- Suppliers & service providers (e.g. contractors)



Other key business partners (e.g. non-managed operations, JV partners, etc.) please specify: [redacted]  
[redacted]

- We do not have a group-wide environmental policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted]  
[redacted]  
[redacted]

References :

No references attached

### 2.2.3 EMS: Certification / Audit / Verification

Please indicate how your Environmental Management System (EMS) is verified/audited/certified.

- Our EMS is verified through international standards (e.g. ISO 14001 JIS Q 14001, EMAS certification). Please specify:  
[redacted]
- Third party verification/audit/certification by specialized companies. Please specify:  
[redacted]
- Verification/audit/certification by company-own specialists from headquarters. Please specify:  
[redacted]
- Not verified/audited/certified
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted]  
[redacted]  
[redacted]

References :

No references attached

### 2.2.4 EMS: Coverage of Certification

Please indicate the percentage of sites in terms of revenues generated from business operations under management control verified/audited/certified according to these systems:

- % of revenues generated from business operations under management control.
- Not verified/audited/certified
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 2.2.5 MSA Environmental Management

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box.

Comment :

References :

No references attached

## 2.3 Operational Eco-Efficiency

### 2.3.1 Denominator - Revenues

Please provide your company's total revenues for each financial year listed in the table below. If you are considering another denominator to be more suitable for your business, please provide it as an alternative denominator and we will consider this for our continuous improvement of our assessment methodology.

Denominator	Financial Year 2008	Financial Year 2009	Financial Year 2010	Financial Year 2011
Revenues				
Alternative denominator, please specify:				

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

2.3.2 EP - Direct Greenhouse Gas Emissions (Scope 1)

Please provide your company's total direct greenhouse gas emissions (DGHG SCOPE 1) for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system. Please refer to the information button for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the "Denominator" question in this criterion has been correctly filled in.

Direct GHG (Scope 1)	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY
Total direct GHG emissions (Scope 1)	metric tonnes CO2 equivalents					
Data coverag	percentage of:					

THIRD-PARTY VERIFICATION

- The above data has been verified by the following organization:
- Not verified

- We do not track
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

2.3.3 EP - Indirect Greenhouse Gas Emissions (Scope 2)

Please provide your company's indirect greenhouse gas emissions from energy purchased (purchased and consumed, i.e. without energy trading) (IGHG SCOPE 2) for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system. Please refer to the information button for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the "Denominator" question in this criterion has been correctly filled in.

IGHG SCOPE 2	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for
Indirect greenhouse gas emissions from energy purchased and consumed (scope 2)	metric tonnes of CO2 equivalents					
Data coverage (e.g. as % of revenues, employees, etc.)	percentage of:					

THIRD-PARTY VERIFICATION

- The above data has been verified by the following organization:
- Not verified
- We do not track indirect greenhouse gas emissions

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 2.3.4 EP - Energy Consumption

Please complete the following table about total energy consumption. For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the "Denominator" question in this criterion has been correctly filled in.

<input type="checkbox"/>	Total energy consumption	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY
	Total energy consumption	MWh					
	Data coverage (e.g. as % of revenues, employees, etc.)	percentage of:					

THIRD-PARTY VERIFICATION

- The above data has been verified by the following organization:
- Data not verified by third party.
- We do not track energy consumption
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

[Redacted]

[Redacted]

References :  
 No references attached

2.3.5 EP - Water

Please provide your company's total water use for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system. Please refer to the information button for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the "Denominator" question in this criterion has been correctly filled in.

Water consumption	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY
Total water use	million cubic meters					
Data coverag of:	percentage of:					

THIRD-PARTY VERIFICATION

- The above data has been verified by the following organization: [Redacted]
- Not verified
- We do not track
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

[Redacted]

[Redacted]

References :

No references attached

2.3.6 EP - Waste Generation

Please provide your company's total waste generated (not reused or recycled) for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system. Please refer to the information button for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the "Denominator" question in this criterion has been correctly filled in.

Waste generation	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY
Total waste generated	metric tonnes					
Data coverag	percentage of:					

THIRD-PARTY VERIFICATION

- The above data has been verified by the following organization:
- Not verified

- We do not track
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

3 Social Dimension

### 3.1 Social Reporting

Comment :

[Redacted comment area]

References :

No references attached

#### 3.1.1 Quality of Social Reporting

In this section we evaluate the content, context and coverage of the social reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or part of annual report). Please answer the first question "Social Reporting - Materiality". The remaining questions in this section will be assessed by the analyst responsible for your industry based on publically available information.

Comment :

[Redacted comment area]

References :

No references attached

#### 3.1.2 Social Reporting - Materiality

Please indicate if your company is publically reporting on the following aspects and attach supporting documents or weblinks.

- Materiality framework

Is your company publically reporting on the processes and tools used to identify and prioritize critical social issues within the sustainability strategy, including a consideration of impact on the company's business performance (i.e. materiality analysis/matrix, portfolio matrix/analysis, company's definition of "materiality", description of the analytical framework)?

- We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:

[Redacted page number]



- We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:  
[Redacted]
  - Example of cost-saving  
Is your company publically reporting on one or more concrete examples of how social initiatives have led to cost savings? Please indicate, if possible, both qualitative and quantitative examples.
    - We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:  
[Redacted]
    - We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:  
[Redacted]
  - Example of revenue generation  
Is your company publically reporting on one or more concrete examples of how social initiatives have generated attitional revenues? Please indicate, if possible, both qualitative and quantitative examples.
    - We report on this in the Corporate Sustainability report. Please provide supporting document or weblinks and indicate page:  
[Redacted]
    - We report on this in the main part of the Annual Report or equivalent financial reports (i.e. not in a separate CSR section of the Annual Report). Please provide supporting document or weblinks and indicate page:  
[Redacted]
- No such reporting publically available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

[Redacted]

[Redacted]

References :  
No references attached

- 3.1.3 Social Reporting - Coverage
- 3.1.4 Social Reporting - Assurance

3.1.5 Social Reporting - Qualitative Data

3.1.6 Social Reporting - Quantitative Data

3.2 Labor Practice Indicators and Human Rights

3.2.1 Labor KPIs

Please complete the table and indicate which of the following performance/management indicators your company uses regarding the following labor relations related issues? Please provide figures covering the entire scope of the company and attach supporting documents.

Issue	Management / performance indicators
Non-Discrimination / Diversity (ILO convention No. 111)	<ul style="list-style-type: none"> <li><input type="radio"/> <input type="checkbox"/> Female share of total workforce (%)  <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 15px; margin-left: 20px;"></span></li> <li><input type="checkbox"/> Females in management positions (% of total management workforce):  <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 15px; margin-left: 20px;"></span></li> <li><input type="checkbox"/> Females in junior management positions, i.e. first line management (as % of total junior management positions):  <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 15px; margin-left: 20px;"></span></li> <li><input type="checkbox"/> Females in top management positions, i.e. maximum two levels away from the CEO (or comparable position) (as % of total top management positions):  <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 15px; margin-left: 20px;"></span></li> <li><input type="checkbox"/> Breakdown of workforce based on minority, culture or similar</li> <li><input type="checkbox"/> Other diversity indicator, please specify: <span style="background-color: #cccccc; display: inline-block; width: 100px; height: 15px; vertical-align: middle;"></span>  <span style="background-color: #cccccc; display: inline-block; width: 150px; height: 15px; margin-left: 20px;"></span></li> <li><input type="radio"/> No such indicators used</li> </ul>

Issue	Management / performance indicators
Equal Remuneration female/male (ILO convention No. 100)	<ul style="list-style-type: none"> <li><input type="radio"/> <input type="checkbox"/> Executive level:                             <ul style="list-style-type: none"> <li>Average female salary (base salary only):                                      [REDACTED]</li> <li>Average male salary (base salary only) :                                      [REDACTED]</li> </ul> </li> <li><input type="checkbox"/> Management level:                             <ul style="list-style-type: none"> <li>Average female salary (base salary only):                                      [REDACTED]</li> <li>Average male salary (base salary only):                                      [REDACTED]</li> <li>Average female remuneration (base salary + other cash incentives such as bonus):                                      [REDACTED]</li> <li>Average male remuneration (base salary + other cash incentives such as bonus):                                      [REDACTED]</li> </ul> </li> <li><input type="checkbox"/> Non-management level:                             <ul style="list-style-type: none"> <li>Average female salary (base salary only) :                                      [REDACTED]</li> <li>Average male salary (base salary only) :                                      [REDACTED]</li> </ul> </li> </ul> <p><input type="radio"/> No such indicators used</p>
Freedom of Association (ILO convention No. 87; No. 98)	<ul style="list-style-type: none"> <li><input type="radio"/> <input type="checkbox"/> Employees represented by an independent trade union or covered by collective bargaining agreements (%):                              [REDACTED]</li> <li><input type="checkbox"/> Number of consultations/negotiations with trade unions over organizational changes (e.g. restructuring, outsourcing):                              [REDACTED]</li> <li><input type="checkbox"/> Other indicators, please specify: [REDACTED]                              [REDACTED]</li> </ul> <p><input type="radio"/> No such indicators used</p>

Issue	Management / performance indicators
Layoffs (based on ILO's A Guide To Worker Displacement)	<input type="radio"/> <input type="checkbox"/> Number of employees laid off in the last fiscal year: <input type="text"/> <input type="checkbox"/> Number of consultations/negotiations with employees over organizational changes (e.g. restructuring, outsourcing): <input type="text"/> <input type="checkbox"/> Other indicators, please specify: <input type="text"/> <input type="radio"/> No such indicators used
Health and Safety (based on ILO's codes of practices SafeWork)	<input type="radio"/> <input type="checkbox"/> Tracking of safety performance <input type="checkbox"/> Tracking of work-related fatalities <input type="checkbox"/> Tracking of near misses or similar crisis events <input type="checkbox"/> Other indicators, please specify: <input type="text"/> <input type="radio"/> No such indicators used

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.2.2 Grievance Resolution

Please indicate which systems are in place to collect and handle employee grievances and complaints to ensure that workers can raise their concerns confidentially.

- Helpline
- Whistleblowing policy
- Independent person or department is in charge of solving complaints by employees such as diversity committee, company ombudsman. Please indicate name:

- Counseling
- Strict confidentiality ensured. Please specify:
- Policies and related information widely circulated in appropriate languages
- No such systems in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.2.3 Business and Human Rights

Please indicate in the question below if your company has publicly committed to support the Universal Declarations of Human Rights as well as if your company is familiar with the UN Framework and Guiding Principles on Business and Human Rights (the Ruggie framework) and its potential implications for your business. Please provide supporting documents where relevant.

- Our company has publicly committed to support the Universal Declarations of Human Rights. Please provide a web link:
- Our company is aware of the UN Framework and Guiding Principles on Business and Human Rights (the Ruggie framework). Please describe:
  - An assessment of the implications of the UN Framework and Guiding Principles on Business and Human Rights (the Ruggie framework) on our company's business has been made, please provide supporting documents:
    - Based on this assessment, which type of business activities could benefit from additional due diligence? Please specify:
    - Based on this assessment, which area of human rights could benefit from additional due diligence? Please specify:
- We have not publicly committed to support the Universal Declaration of Human Rights or the Ruggie Framework
- Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

[Redacted comment box]

References :

No references attached

### 3.2.4 MSA Labor Practices Indicators

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :

[Redacted comment box]

References :

No references attached

## 3.3 Human Capital Development

### 3.3.1 Human Resource Skill Mapping and Developing Process

Please indicate the level of implementation of your company's formalized skill mapping and developing process. Please indicate the coverage for each employee category and attach supporting documents.

Yes implemented for:

Employee Category	Coverage in %
Executive/Top management	
Middle/General management	
First line management/Supervisor	
Specialists groups	

Employee Category	Coverage in %
Other employees, please specify:	

- No formalized skill mapping and developing process implemented
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.3.2 Human Capital Performance Indicators

Please indicate which performance indicators your company uses to measure the execution of your skill mapping and developing strategy. Please provide specific documents on performance indicators.

- Non-financial indicators/ratios (e.g. number of hours spent in trainings, company-specific skills categorization), please specify:
- Cost-based indicators/ratios (e.g. training cost per employee), please specify:
- Value-based human resource indicators (e.g. ROI - Return on investment per employee, EVA - Economic value added per employee), please specify:
- Other HR performance indicators, please specify:
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.3.3 Personal and Organizational Learning and Development

Please indicate the tools and processes widely adopted by your company to manage organizational learning and knowledge management.

- Formal knowledge/learning networks with regular meetings and staff support
  - Intranet-based knowledge repositories/databases
  - Intranet based interactive knowledge platforms integrated into daily work processes
  - Peer group KPI comparisons across business units
  - Systematically accessible descriptions of best practice processes
  - Company university or a comparable external education facility
  - Employee idea management system integrated
- No such tools and processes used
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

## 3.4 Talent Attraction & Retention

### 3.4.1 Coverage of Employees through Predefined Performance Appraisal Process

For each employee category, please indicate the percentage of employees covered by a predefined and standardized performance appraisal process.

Employee Category	Coverage in %
Executive/Top management	
Middle/General management	
First line management / supervisor	



Employee Category	Coverage in %
Specialist groups	
Other employees, please specify	

- No predefined and standardized performance appraisal process
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.4.2 Percentage of Performance Related Compensation for each Employee Category

What is the share of performance-related compensation for each employee category as a percentage of total compensation (excluding pension plans and fringe benefits) that your company paid out in the last year?

Employee Category	Percentage of total compensation
Executive/Top management:	
Middle/General management:	
First line management/Supervisor:	
Specialist groups:	
Other employees, please specify:	

- No performance related compensation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.4.3 Balance of Variable Compensation Based on Corporate and Individual Performance

For each employee category, please indicate the percentage of variable compensation that is based on corporate and/or individual performance. The sum of the percentages in each employee category (row) must equal 100%.

Employee Category	Share of variable compensation based on corporate performance [%]	Share of variable compensation based on individual performance [%]
Executive/Top Management		
Middle/General Management		
First Line management / Supervisors		
Specialist Groups		
Other employees, please specify:		

- No performance related compensation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.4.4 Corporate Indicators for Performance-Related Compensation

Please indicate your company's pre-defined corporate indicators relevant for the variable compensation of Executive / Top Management and specify them in the corresponding text box.

- Internal Financial Success Metrics (e.g. cashflow, EBIT, Revenues)
- External Financial Success Metrics (e.g. Share price, Tobins Q)

External Perception Metrics (e.g. reputational risks, customer satisfaction, feedback from stakeholder engagement)

\_\_\_\_\_

Environmental metrics (e.g. corporate Emission reduction)

\_\_\_\_\_

Social figures (e.g. corporate Health & Safety figure)

\_\_\_\_\_

No corporate indicators relevant for performance related compensation pre-defined

Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

References :

No references attached

### 3.4.5 Type of Individual Performance Appraisal

Please indicate the type and employee coverage of individual performance appraisals, which are used for individual performance-related compensation.

Management by Objectives: Systematic use of agreed measurable targets by line superior \_\_\_\_\_  
\_\_\_\_\_ % of all employees

Multidimensional performance appraisal (e.g. 360 degree feedback) \_\_\_\_\_ % of all employees

Formal comparative ranking of employees within one employee category \_\_\_\_\_ % of all employees

Not applicable. Please provide explanations in the comment box below.

Not known

Comment :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

References :

No references attached

### 3.4.6 Payout Type of Total Performance-Related Compensation

Please indicate the type and its percentage share of total performance-related compensation (excluding pension plans and fringe benefits) which your company paid out/granted for the last year. The sum of all types of performance-related pay equals 100%.

<input type="radio"/> Payout Type	Percentage (Sum must equal 100%)
Annual cash bonus	
Shares/share options immediately available or with a locking period of less than 4 years	
Shares/share options with a locking period of minimum 4 years	
Other pay-out types immediately available or with a locking period of less than 4 years, please specify:	
Other pay-out types with a locking period of minimum 4 years, please specify:	

- No performance related compensation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.4.7 Employee Turnover Rate

Please indicate your company's total and voluntary turnover rates for the last four years as a percentage of total number of employees in the table below.

	FY 2008	FY 2009	FY 2010	FY 2011
Total employee turnover rate				
Voluntary employee turnover rate				

- We do not track employee turnover
- Not applicable, please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.4.8 Trend of Employee Satisfaction

Please indicate in the following table the satisfaction level of your employees based on your company's employee satisfaction surveys. Please also indicate the coverage of these surveys and if this measurement can be broken down according to gender. For each row in the table, it is mandatory that the values provided are in the same unit.

Employee satisfaction	Unit	FY 2008	FY 2009	FY 2010	FY 2011	What was your target for FY
Employee satisfaction	%					
Data coverage	% of total employees					

- We are able break down the results of the employee satisfaction surveys based on gender. Please attach supporting documents.
- We do not track
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

References :  
No references attached

### 3.4.9 MSA Talent Attraction & Retention

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [Redacted]

Comment :  
[Redacted]

References :  
No references attached

### 3.5 Corporate Citizenship and Philanthropy

Comment :  
[Redacted]

References :  
No references attached

#### 3.5.1 Group-wide Strategy

Does your company have a group-wide strategy that provides guidance to your corporate citizenship / philanthropic activities?

- Yes, please specify and provide supporting documents:

\_\_\_\_\_

- Please indicate the three main priorities as outlined in your group-wide corporate citizenship / philanthropy strategy specified above. For each priority, please provide documents supporting the alignment of each priority with your business drivers.

Priorities	Description	Reference
Priority 1		
Priority 2		
Priority 3		

- We do not have a group-wide strategy
- We plan to develop a group-wide strategy in 2012
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

References :

No references attached

3.5.2 Type of Philanthropic Activities

For the last fiscal year, please indicate on a consolidated group-wide basis what percentage of your corporate citizenship / philanthropic contributions falls within each category. Please refer to the information button for definitions and explanations on the categories.

- | Category               | Percentage of Total Costs |
|------------------------|---------------------------|
| Charitable Donations   |                           |
| Community Investments  |                           |
| Commercial Initiatives |                           |
| Total must equal       | 100%                      |

- We plan to start reporting our philanthropic activities according to these categories in 2012

- We do not report our philanthropic activities according to these categories
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.5.3 Input

For the last fiscal year, please estimate the total monetary value (at cost) of your company's corporate citizenship / philanthropic contributions for each of the following categories. Please note that marketing and advertising budgets should be excluded from the calculation. Please refer to the information button for further guidance and definitions.

- Please specify currency:

Type of Contribution	Total amount (in local currency)
Cash contributions	
Time: employee volunteering during paid working hours	
In-kind giving: product or services donations, projects/ partnerships or similar	
Management overheads	

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached



### 3.5.4 Measuring Benefits

Does your company have a group-wide system in place to systematically measure the benefits of your company's voluntary contributions in order to assess whether you have met your objectives for your corporate citizenship / philanthropic activities? If so, please indicate which KPIs your company uses to measure the benefits of your contributions and provide supporting documents. Please refer to the information button for more information and examples of KPIs.

<input type="radio"/>		Business Benefit KPIs	Social / Environmental Benefit KPIs
	KPI 1, please specify:		
	KPI 2, please specify:		
	KPI 3, please specify:		
	KPI 4, please specify:		
	KPI 5, please specify:		

- We plan to develop KPIs to measure the benefits of our corporate citizenship / philanthropic activities by the end of 2012
- We do not have a group-wide system in place to systematically measure the benefits of the company's voluntary contributions
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

References :

No references attached

### 3.6 Stakeholder Engagement

#### 3.6.1 Process Engagement with External Stakeholders

Please indicate the principles formulated at the corporate level which guide your company's stakeholder engagement at site level. Please attach/provide supporting documents or indicate website.

- A prior examination of costs, opportunities and risks involved in a particular stakeholder engagement
- Identification of issues and stakeholders that appear to be most important for long-term success
- Development of a common understanding of issues relevant to the underlying problem, such as technical terms

- Mutual agreement on the type of engagement (type of meetings such as group meetings, one-on-ones,..., frequency of meetings, exchange of information, roles of each party....)
  - The process of engagement ensures that all stakeholders can rise their concerns
  - Grievance mechanisms are agreed upon by all involved parties
  - Local managers get training in stakeholder engagement
  - Targets are set and agreed upon by all involved parties
  - Feedback from stakeholders to board/supervisory board and/or senior directors and/or compliance and/or communication department
  - Results of the engagement process are reported to the stakeholders involved
  - Results of the engagement process are publicly available, please indicate website: [redacted]
  - Others, please describe: [redacted]
  - Percentage of sites with implemented stakeholder engagement process [redacted]
- No principles defined at corporate level
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted comment box]

References :

No references attached

### 3.6.2 MSA External Engagement

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the comment box. [redacted]

Comment :

[redacted comment box]

References :

No references attached

## 4 Document Library

The document library gives you the opportunity to attach additional references (e.g. documents, weblinks) for questions that do not require supporting evidence.

Please note that questions requiring supporting evidence (i.e. those with a paper clip icon) include a review of the documents by the responsible analyst and will impact the scoring. All documents referring to a specific question should be attached directly in that question using the paper clip icon.

By contrast, attaching additional documents to the document library is optional. These documents will only be reviewed by the responsible analyst if found necessary. They will not necessarily contribute towards the assessment or impact the scores.

Comment :

References :

No references attached

## 5 Feedback Survey: NOT required and NOT rated

Comment :

References :

No references attached

### 5.1 Rationales for Participation

Why is your company taking part in the assessment?

Please select a value from the dropdown list for each of the statements below.

A. Due to the personal conviction and drive of one or a few individuals

1 = Not at all

6 = Very much so

null

1

2

3

4

5

6

1

2

3

4

5

6

B. To improve our image towards stakeholders (employees, customers, regulators, communities, media, NGOs)

1 = Not at all

6 = Very much so

null

1

2

3

4

5

6

1

2

3

4

5

6

C. To attract shareholders and benefit from investments associated with the Dow Jones Sustainability Index

1 = Not at all

6 = Very much so

1

2

3

4

5

6

- 1
- 2
- 3
- 4
- 5
- 6

D. We use the assessment process and criteria scores as levers & motivators to further push our sustainability agenda internally

1 = Not at all

6 = Very much so

- 1
- 2
- 3
- 4
- 5
- 6

- 1
- 2
- 3
- 4
- 5
- 6

E. We use results from the assessment to generate internal benchmarks, sustainability performance targets and to compare ourselves against peers

1 = Not at all

6 = Very much so

null

- 1
- 2
- 3
- 4
- 5
- 6

- 1
- 2
- 3
- 4
- 5
- 6

F. Other:

[Redacted]

Comment :

[Redacted]

References :

No references attached

### 5.2 Offering of a Sustainability Option in the Retirement Plan

If corporate sustainability is deemed to be beneficial for a company's long term success, integrating sustainability considerations within investment decisions is the next logical step. Does your employee retirement plan offer a sustainability option?

- Yes
- No

Comment :

[Redacted]

References :

No references attached

### 5.3 Required Workload

How many employees used the online assessment interface this year?

[Redacted]

How many FTE x hours do you estimate were necessary to fill out the questionnaire this year?

[Redacted]

Do you believe the effort increased or decreased compared to last year?

- 1
- 2
- 3
- 4

- 5
- 6
- 1
- 2
- 3
- 4
- 5
- 6

Please select a value from the dropdown list

1 = Effort increased significantly  
6 = Effort decreased significantly

Comment :

References :

No references attached

## 5.4 Guidance Quality

Were the questions and help texts easy to understand and useful?

null

- 1
- 2
- 3
- 4
- 5
- 6
- 1
- 2
- 3
- 4
- 5
- 6

Please select a value from the dropdown list

1 = Very difficult to understand and not useful  
6 = Very easy to understand and very useful

Comment :

[Redacted comment text]

References :

No references attached

### 5.5 Materiality of the Topics

Which topics within the questionnaire do you find most material?

[Redacted response text]

Which topics within the questionnaire do you believe necessitate improvement, should be removed, or should be added?

[Redacted response text]

Comment :

[Redacted comment text]

References :

No references attached

### 5.6 Other Feedback

Any other feedback:

[Redacted response text]



[Redacted]

**Comment :**

[Redacted]

**References :**

No references attached