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Member of SAM Group

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DJSI 2011 - 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 explanation concerning one-tier, two-tier system 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 :

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 has this approach 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 :

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	
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 :

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]

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]

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?

	Indicators/measures
Stock ownership (value at the end of last business / fiscal year)	<input type="checkbox"/> Non-executive directors are required to buy shares <input type="checkbox"/> Non-executive directors' individual average stock ownership is worth (in USD): [Redacted]
Number of meetings attended in percentage last business / fiscal year	<input type="checkbox"/> All members attended [Redacted] % of meetings of board of directors/supervisory board. <input type="checkbox"/> Minimum of attendance for all members required, at least (in %) [Redacted]

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="text"/> <input type="checkbox"/> Number of other mandates for all directors restricted to: <input type="text"/>
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="text"/> <input type="checkbox"/> Regular independent assessment of board performance. Please specify or provide supporting documents: <input type="text"/>

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

Comment :

1.1.7 Entrenchment provisions

Please indicate if your company has adopted any entrenchment provisions at the board of directors / supervisory board level:

<input type="radio"/> Entrenchment Provision	
Staggered (or classified) board	<input type="radio"/> Yes <input type="radio"/> No
Limits to amend by-laws: supermajority required	<input type="radio"/> Yes <input type="radio"/> No
Limits to amend charter: supermajority required	<input type="radio"/> Yes <input type="radio"/> No
Supermajority requirements for mergers	<input type="radio"/> Yes <input type="radio"/> No
Golden parachutes	<input type="radio"/> Yes <input type="radio"/> No

Poison pill (i.e. shareholder rights plans)	<input type="radio"/> Yes <input type="radio"/> No
---------------------------------------------	-------------------------------------------------------

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

Comment :

1.1.8 Checks&Balances: Audit Conflict of Interest

Please indicate in the table 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 attach/provide supporting documents or indicate website.

- Currency unit:

	Amount:	Comment:
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 :

[Redacted]

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

Comment :

[Redacted]

1.1.10 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]
- The median of the total annual compensation of all employees, except the chief executive officer (or any equivalent position):
[Redacted]
- The total annual compensation of the chief executive officer, or any equivalent position:
[Redacted]
- The ratio of the annual median employee compensation and the total annual CEO compensation:

[Redacted]

- We plan to start disclosing these figures during 2011.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

1.1.11 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]

1.2 Risk & Crisis Management

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]

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.
[Redacted]
- Yes, we use other tools as risk analysis tools, only for financial risks – please describe:
[Redacted]
- Yes, we use other tools as risk analysis tools – for financial and business risks - please describe:
[Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

1.2.3 Sensitivity Analysis and stress testing

Does your company perform sensitivity analysis and stress testing on a group level?

- Yes, the main focus is on changes of 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:
[Redacted]

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

Comment :

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):
- Risks reduced/transferred (risk exposure is reduced/transferred to others or consequences are reduced):
- Risks avoided (risk exposure will be eliminated entirely, e.g. through ceasing a business):
- Others, please specify:
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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 :

[Redacted]

1.3 Codes of Conduct/Compliance/Corruption&Bribery

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
 - Money-laundering and/or insider trading/dealing
 - Security of staff, business partners, customers
 - Environment, health and safety
 - Whistleblowing
- No group-wide code of conduct
- Group-wide code of conduct to be implemented within the next (months)
[Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

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 :

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 refer also to the helptext in the information button. Please attach references.

- 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:
- Group-wide anti-corruption & bribery policy to be implemented within the next (months)
- No anti-corruption & bribery policy.
- Not known
- Not applicable. Please provide explanations in the comment box below.

Comment :

[Redacted]

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: [Redacted]
- Contractors/Suppliers/Service providers: [Redacted]
- Subsidiaries: [Redacted]
- Joint venture (includes stakes below 51%) : [Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

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 document(s) attached: [Redacted]
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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.

Comment :

1.4 Customer Relationship Management

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 2007	FY 2008	FY 2009	FY 2010	What was your target for FY 2010?
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 2007	FY 2008	FY 2009	FY 2010	What was your target for FY 2010 ?
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 :

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 7 days/ 24 h 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:
- No such approaches.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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:
- No access to any of the above databases.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

1.4.4 Analysis of customer value

In your company's CRM database are you able to segment customers according to the following criteria? And is your CRM database used by all eligible businesses?

- 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 businesses
- No CRM database used
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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 :

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 see 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 period.

	2006	2007	2008	2009	2010	2011e
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 :

1.5.2 Branding strategies

Please indicate who is responsible for brand management at the corporate level and approximately how many brands contribute towards 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; 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 meeting between Chief Marketing Officer and most senior person responsible for corporate sustainability strategy
 - Specific sustainability guidelines have been developed for branding strategies
 - Other:
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

1.5.3 Brand metrics used

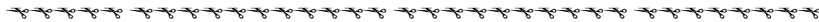
What performance metrics does your company use to demonstrate the link between brand performance and impact on bottom line:

- Price premium
- Market / product penetration
- Loyalty, e.g. customer retention, customer satisfaction
- Customer Lifetime Value

- Brand value
- 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 :



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.

<input type="radio"/> <input type="checkbox"/> Stakeholder Group	Frequency	Score 2008 (in %)	Score 2009 (in %)	Score 2010 (in %)	Target 2010 (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: [Redacted] [Redacted] [Redacted]	<input type="radio"/> At least annually <input type="radio"/> On an ad hoc basis					

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

[Redacted]

- We systematically conduct stakeholder perception analysis for our corporate brand
- 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 :

[Redacted]
 [Redacted]
 [Redacted]

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. [Redacted]

Comment :

[Redacted]

1.6 Privacy Protection

1.6.1 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, formal privacy policy available
- Yes, formal privacy policy, but not publicly available, document attached.
- No formal privacy policy
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

1.6.2 Privacy Policy: coverage

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

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

Comment :

[Redacted]

1.6.3 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.
[Redacted]
- No such mechanisms/systems.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

1.6.4 Responsibility for data privacy

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

- Name:
[Redacted]
- Position:
[Redacted]
- Number of levels from the board of directors/executive board:
[Redacted]
- Reporting line:
[Redacted]

- No formally responsible person.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

1.6.5 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 are used.
 - How long the information is kept on corporate files.
 - Third parties disclosure policy (private and public entities).
- No information to customers.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

1.6.6 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]

1.6.7 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]

2 Environmental Dimension

2.1 Environmental reporting

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 of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please proceed to the next question.

Comment :

[Redacted]

2.1.2 Coverage - Environmental

2.1.3 Environmental Reporting - Assurance

2.1.4 Environmental Reporting - Qualitative Data

2.1.5 Environmental Reporting - Quantitative Data

2.2 Environmental Policy/Management System

2.2.1 Corporate Environmental Policy

Has your company adopted a corporate environmental policy? (whether stand alone or integrated into a broader policy statement). Please attach the policy or indicate where it can be found on the web.

- Yes, documented in: [Redacted]
- No
- Policy is in development and to be implemented within the next [Redacted] months.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

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 the policy or indicate where it can be found on the web:

[Redacted]

- Environmental impact of company's own operations.

- Environmental impacts/risks of products & services.
 - Suppliers & service providers (e.g. contractors).
 - Other key business partners (e.g. non-managed operations, JV partners, etc.) please specify:
- No environmental policy.
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment :

2.2.3 EMS: Certification/Audit/Verification

Please indicate how your environmental management system is verified/audited/certified:

- ISO 14001, JIS Q 14001, EMAS certification.
 - Third party verification/audit/certification by specialized companies.
 - Verification/audit/certification by company-own specialists from headquarter.
- Not verified/audited/certified.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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 :

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 :

2.3 Operational Eco-Efficiency

2.3.1 Denominator - Revenues / FTEs

Please provide your company's figures for Revenues and for Full-Time Equivalent (FTE) employees, per financial year. These figures are required by SAM to normalize quantitative data provided in other questions and criteria (e.g. Operational Eco-Efficiency)

Denominator	Financial Year 2007	Financial Year 2008	Financial Year 2009	Financial Year 2010
Revenues				
Number of FTE employees				

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

Comment :

[Redacted]

2.3.2 EP - Direct Greenhouse Gas Emissions

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 2007	FY 2008	FY 2009	FY 2010	What was your target for FY
Total direct GHG emissions (Scope 1)	metric tonnes CO2 eq					
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]

2.3.3 EP - Indirect Greenhouse Gas Emissions

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.

<input type="radio"/> <input type="checkbox"/>	IGHG SCOPE 2	Unit	FY 2007	FY 2008	FY 2009	FY 2010	What was your target for
	Indirect greenhouse gas emissions from energy purchased and consumed (scope 2)	metric tons 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 :

2.3.4 EP - Energy Use

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.

Total energy consumption

<input type="checkbox"/> Energy consumption	Unit	FY 2007	FY 2008	FY 2009	FY 2010	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 use
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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 2007	FY 2008	FY 2009	FY 2010	What was your target for FY

Total water use	million cubic meters					
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 :

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 2007	FY 2008	FY 2009	FY 2010	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 :

3 Social Dimension

3.1 Social reporting

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 of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please proceed to the next question.

Comment :

3.1.2 Social Reporting - Assurance

3.1.3 Social Reporting - Coverage

3.1.4 Social Reporting - Qualitative Data

3.1.5 Social Reporting - Quantitative Data

3.2 Labor Practice Indicators

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)	<input type="radio"/> <input type="checkbox"/> Female of total workforce (%): _____ <input type="checkbox"/> Female in management positions (% of total management workforce): _____ <input type="checkbox"/> Breakdown of workforce based on minority, culture or similar <input type="checkbox"/> Other diversity indicator, please specify: _____ _____ <input type="radio"/> No such indicators used
Equal Remuneration female/male(ILO convention No. 100)	<input type="radio"/> <input type="checkbox"/> Executive level: Average female salary: _____ Average male salary: _____ <input type="checkbox"/> Management level: Average female salary: _____ Average male salary: _____ <input type="checkbox"/> Non-management level: Average female salary: _____ Average male salary: _____ <input type="checkbox"/> Please specify currency: _____ <input type="radio"/> No such indicators used

<p>Freedom of Association(ILO convention No. 87; No. 98)</p>	<p><input type="radio"/> <input type="checkbox"/> Employees represented by an independent trade union or covered by collective bargaining agreements (%): _____</p> <p><input type="checkbox"/> Number of consultations, negotiations with trade unions over organizational changes (e.g. restructuring, outsourcing): _____</p> <p><input type="checkbox"/> Other indicators, please specify: _____ _____</p> <p><input type="radio"/> No such indicators used</p>
<p>Layoffs (based on ILO's A GuideTo Worker Displacement)</p>	<p><input type="radio"/> <input type="checkbox"/> Number of employees laid off in the last fiscal year: _____</p> <p><input type="checkbox"/> Number of consultations, negotiations with employees over organizational changes (e.g. restructuring, outsourcing): _____</p> <p><input type="checkbox"/> Other indicators, please specify: _____ _____</p> <p><input type="radio"/> No such indicators used</p>
<p>Health and Safety (based on ILO'scodes of practices SafeWork)</p>	<p><input type="radio"/> <input type="checkbox"/> Tracking of safety performance</p> <p><input type="checkbox"/> Tracking of work-related fatalities</p> <p><input type="checkbox"/> Tracking of near misses or similar crisis events</p> <p><input type="checkbox"/> Other indicators, please specify: _____ _____</p> <p><input type="radio"/> No such indicators used</p>

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

Not known

Comment :

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 in confidentiality.

- Help line
 - Whistleblowing policy
 - Independent person or department 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 systems available
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

3.2.3 Public commitment

Does your company publicly endorse (having signed or publicly acknowledging adherence to) one or more of the following charters/frameworks?

- UN Universal Declaration of Human Rights
 - ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
 - OECD Guidelines for Multinational Enterprises
 - Other national / international charters related to labor practices/basic rights issues (e.g. based on above mentioned guidelines), please specify and attach document:
- No charter/s signed or publicly endorsed
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

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]

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	
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 :

[Redacted]

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:
[Redacted]
- Cost-based indicators/ratios (e.g. training cost per employee), please specify:
[Redacted]
- Value-based human resource indicators (e.g. ROI - Return on investment per employee, EVA - Economic value added per employee), please specify:
[Redacted]
- Other HR performance indicators, please specify:
[Redacted]
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

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 process descriptions of best practice processes

- Company university or external comparable 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 :

3.4 Talent Attraction & Retention

3.4.1 Coverage of employees through predefined performance appraisal process

Please indicate the percentage for each employee categorization, which are covered by a predefined and standardized performance appraisal process.

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

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 :

3.4.3 Balance of variable compensation based on corporate and individual performance

Please indicate for each employee category the percentage of variable compensation that is based on corporate and/or individual performance respectively. 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 :

[Redacted comment box]

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).
[Redacted]
- External Financial Success Metrics (e.g. Share price, Tobins Q).
[Redacted]
- External Perception Metrics (e.g. reputational risks, customer satisfaction, feedback from stakeholder engagement).
[Redacted]
- Environmental metrics (e.g. corporate Emission reduction).
[Redacted]
- Social figures (e.g. corporate Health & Safety figure).
[Redacted]
- No corporate indicators relevant for performance related compensation pre-defined.
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted comment box]

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 [Redacted] % of all employees

- Multidimensional performance appraisal (e.g. 360 degree feedback) [redacted] % of all employees
- Formal comparative ranking of employees within one employee category [redacted] % of all employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted comment box]

3.4.6 Communication of individual performance to upper management

Is the individual performance of each employee (relevant for variable compensation) communicated to the next upper management level?

- Yes, regularly communicated. Please specify:
[redacted]
- Not communicated
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[redacted comment box]

3.4.7 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%.

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 :

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. 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.

Employee satisfaction	Unit	FY 2007	FY 2008	FY 2009	FY 2010	What was your target for FY
Employee satisfaction	%					
Data coverage	% of total employees					

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

Comment :

[Redacted]

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]

3.5 Corporate Citizenship and Philanthropy

3.5.1 Group-wide Strategy (consumers focus)

Does your company have a group-wide strategy that provides internal guidance to your corporate citizenship / philanthropic contributions? Please provide supporting documents and indicate which main business drivers underpin your company's business case for engaging in corporate citizenship / philanthropy. Please refer to the information button for additional information.

Yes, please specify the name of the internal document and add a reference:

[Redacted]

- A significant proportion of our existing customers are located in emerging markets OR our growth strategy focuses primarily on expanding in emerging markets
- Our products / services meet basic needs and stakeholders expect us to provide these to lower-income communities
- It provides input into new business development / product adaptation and enables us to expand our offering to match the diversity of customers
- Our business activities represent a major source of local development and added value to the local economy
- Other:
[Redacted]

We do not have a group-wide strategy

- We plan to develop a group-wide strategy in 2011
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

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 2010
- We do not report our philanthropic activities according to these categories
- Not applicable. Please provide explanations in the comment box below.
- Not Known

Comment :

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 :

3.5.4 Measuring Benefits

Does your company have a group-wide system in place to systematically measure the impact 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 impact of your contributions (max. 5 KPIs in each category) and provide supporting documents. Please refer to the information button for more information and examples of KPIs.

	Business Benefits KPIs	Social / Environmental Impacts 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 KPI to measure the output of our corporate citizenship / philanthropic activities by the end of 2011
- We do not have a group-wide system in place to systematically measure the impact of the company's voluntary contributions
- Not applicable. Please provide explanations in the comment box below.
- Not Known

Comment :

3.6 Standards for Suppliers

3.6.1 Suppliers Standards: guidelines

Which of the following areas are covered by your labor standards guidelines/requirements for the selection and ongoing evaluation of key suppliers and service providers at a group level. Please attach examples of such guidelines.

- Environmental standards/requirements
 - Environmental policies, targets
 - Environmental performance data available
 - Established environmental management system certified to ISO 14001, EMAS or equivalent with external independent audits
 - Environmental standards for supplier's processes, products or services
 - Lifecycle impact assessment of the suppliers' processes, products or services
 - Others: please specify:

Labor standards/requirements

- Labor standards/employment practices
- Occupational health & safety
- Human rights (such as forced, slave labor, child labor) (ILO conventions)
- Grievance processes implemented

Others: please specify:

[Redacted]

Standards based on:

Standards based on national/local laws

Additional standards based on broadly accepted international principles (such as AA1000, SA8000, ILO, ISO 14000, Worldbank, International Finance Corporation, IUCN, WBSCD, UN conventions)

Standards are in development and to be implemented within the next (months)

[Redacted]

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

Not known

Comment :

[Redacted]

3.6.2 Implementation of guidelines

Please indicate which of the following elements your company has established to assure effective implementation of its standards for key suppliers and service providers.

Implementation of guidelines / requirements

Internal audits/spot-checks conducted for [Redacted] % of key suppliers during 2010.

External (third party) audits/spot-checks conducted for [Redacted] % of first line suppliers during 2010.

Implementation: no policy/process established.

Standards are in development and to be implemented within the next (months)

[Redacted]

No guidelines existing.

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

Not known

Comment :

[Redacted]

3.6.3 Managing non-compliance

Please indicate which of the following options your company has implemented to deal with non-compliance of its standards for suppliers. Please provide supporting documents.

- Policies and procedures for management of non-compliance in place
 - Defined categories of non-compliance and defined categories of remediation actions
 - Joint company-supplier corrective action plan coupled to reaudits
 - Organisational learning built into non-compliance management (e.g. change in reporting lines)
 - Effects of remediation on worker's/community's social fabric taken into account
- No guidelines existing
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment :

[Redacted]

3.6.4 MSA Standards for Suppliers

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]

[Redacted]

[Redacted]

3.7 Stakeholder engagement

3.7.1 Process engagement with external stakeholders

Please indicate the principles formulated at 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 raise 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]

3.7.2 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]

4 Document Library

In the document library, you can attach additional references that do not refer to questions that include a paper clip icon. Please note that the paper clip icon is present in all questions where the documents are explicitly used for the scoring and assessment of your answers.

We will refer to the additional documents in the document library if found necessary, but all documents referring to a specific question should be attached directly in that question.

Comment :

[Redacted]