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Company name: Testcompany

**Registration Data:**

Respondent's name: \_\_\_\_\_  
(person to be contacted in case of questions)

Function/position: \_\_\_\_\_

Department: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Town/city: \_\_\_\_\_

Zip: \_\_\_\_\_

Country: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Web: \_\_\_\_\_

Documentation provided

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Please include only recent documentation which has not previously been sent to SAM Research.

## Economic Dimension

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### Corporate Governance

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1. Please indicate in the following table the number of executive, non-executive directors on the board of directors/supervisory board of your company.

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:*

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

Yes, chairman is non-executive and independent.

Please specify since when this approach was adopted: \_\_\_\_\_ year

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:*

3. 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:*

4. Please indicate if the board of directors/supervisory board has issued a formal corporate governance policy and if it's 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:*

5. How many women are members on your company's board of directors?

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

*Comment:*

6. How does your company ensure the effectiveness of your board of directors 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 worth USD:
Number of meetings attended in percentage last business/fiscal year	<input type="checkbox"/> All members attended% of meetings of board of directors/supervisory board <input type="checkbox"/> Minimum of attendance for all members required, at least%
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: (due to technical problems the input field is missing, please indicate the number in the comment box)
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:*

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

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:*

8. 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: \_\_\_\_\_

Answer:

Fees for fiscal year:	Amount in local currency:	Comment
Audit fees		
Audit-related fees		
Non-audit related fees (excluding tax services)		
Tax services		
Other fees paid		

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

Not known

*Comment:*

9. Please indicate whether your company books the current value of its employee stock option programs as expenses:

Yes, stated in financial report/statement or similar. Please attach document or indicate website: \_\_\_\_\_

To be booked as expenses by year \_\_\_\_\_

No, but current value of stock options disclosed in financial report/statement.

Please attach document or indicate website: \_\_\_\_\_

Stock option programs to be abandoned by year \_\_\_\_\_

No, not booked as expenses

No stock option program

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

Not known

*Comment:*

10. 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 references.

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:*

11. 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 reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

### Risk & Crisis Management

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

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

*Comment:*

13. Which of the following factors does your company systematically include in defining corporate risk? Please provide supporting documents.

- Exposure
- Volatility
- Probability
- Severity
- Time horizon
- Correlation
- Others, please specify: \_\_\_\_\_

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

*Comment:*

14. Does your company use risk maps in order to rank your risk exposures on a two-dimensional scale (probability and severity)?

- Yes. Please attach supporting documents.
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

15. How often does your company quantify and evaluate (via value-at-risk VaR or other tools) your risks on a group level? Please provide supportive documents.

- Monthly or more often
- Quarterly
- Yearly
- No quantification
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

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

- Yes. Please attach supporting documents or

indicate the website: \_\_\_\_\_

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

*Comment:*

17. As part of your corporate risk response strategy which risks does your company accept, which are transferred, and which risks are mitigated? Please attach supporting documents or indicate website:

Risks accepted:

\_\_\_\_\_

Risks transferred:

\_\_\_\_\_

Risks mitigated:

\_\_\_\_\_

Others, please specify:

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

*Comment:*

18. 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 reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

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

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

- 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

Documented in:

- \_\_\_\_\_
- No group-wide code of conduct
  - Group-wide code of conduct to be implemented within the next \_\_\_\_\_ months
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*

20. 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
- Codes of conduct linked to employee remuneration
- Employee performance appraisal systems integrates compliance/codes of conduct
- Disciplinary actions in case of breach, i.e. 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:*

21. 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:*

22. 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:\_\_\_ %
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

23. 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:\_\_\_\_\_
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

24. 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 reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Environmental Dimension

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### Environmental Performance (Eco-Efficiency)

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25. Please complete the following table and where possible indicate your reduction targets and explain the trend and the performance against the target.

Indicator	Unit (if different from unit indicated)	Estimated coverage (%) of total revenue/ employees in 2005	2002	2003	2004	2005	Quantitative Target for 2005	Please explain trend and performance against target
Total direct GHG emissions (metric tonnes CO2 equivalent)								
Total water use (m3)								
Total energy consumption (GJ)								
Total waste generation (metric tonnes)								

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

Not known

*Comment:*

### Environmental Reporting

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26. In this section we evaluate the content, context and coverage of the environmental reporting included in other reports or on your website (e.g. environment report, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

*Comment:*

## Social Dimension

### Labor Practice Indicators

27. Please complete the table and indicate which of the following performance/management indicators your company use regarding the following labor relations related issues? Please provide documents and/or indicate web address: \_\_\_\_\_

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 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 salary female;; male: <input type="checkbox"/> Management level: average salary female;; male: <input type="checkbox"/> Non-management level: average salary female;; male: <input type="radio"/> No such indicators used
Freedom of Association (ILO convention No. 87; No. 98)	<input type="radio"/> <input type="checkbox"/> Employees represented by an independent trade union or covered by collective bargaining agreements:% <input type="checkbox"/> Consultations, negotiations with trade unions over organizational changes (e.g. restructuring, outsourcing): <input type="checkbox"/> Other indicators, please specify: <input type="radio"/> No such indicators used
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="checkbox"/> Consultations, negotiations with employees over organizational changes (e.g. restructuring, outsourcing): <input type="checkbox"/> Other indicators, please specify: <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="radio"/> No such indicators used

Not known

*Comment:*

28. 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:*

29. 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 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:*

30. 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 reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Human Capital Development

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31. Please indicate the implementation of your company's formalized skill mapping and developing process. Please indicate the coverage for each employee category and attach relevant information.

- 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:*

32. 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:*

33. 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:*

### Talent Attraction & Retention

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

<input type="radio"/> Employee Category	Coverage in %
Executive/Top management:	%
Middle/General management:	%
First line management/Supervisor:	%
Specialist groups:	%

Other employees, please specify:	%
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- No predefined and standardized performance appraisal process
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

35. 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:*

36. 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:*

37. Please indicate your company's pre-defined corporate indicators relevant for the variable compensation of all employees.

- Internal Financial Success Metrics (e.g. cashflow, EBIT, Revenues)

- External Financial Success Metrics (e.g. Share price, Tobins Q)
- 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:*

38. How frequently do the employees learn the interim corporate results that are relevant for the variable compensation from their line superiors?
- Quarterly
  - Semi-annually
  - Annually
  - Interim corporate results not internally communicated
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*

39. 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:*

40. Is the individual performance of each employee (relevant for variable compensation) regularly communicated to the team members (to the whole team and not to each individual only) by the line superior?

Yes, regularly communicated.

Please specify:

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

*Comment:*

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

Yes, regularly communicated.

Please specify:

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

*Comment:*

42. 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	%
Shares/share options with a locking period of +2 years	%
Other pay-out types immediately available, please specify:	%
Other pay-out types with a locking period of +2 years, please specify:	%

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

*Comment:*

43. Please indicate in the following table the satisfaction level of your employees based on your company's employee satisfaction surveys.

Indicator	2002	2003	2004	2005	Explanation of trend
Employee satisfaction, e.g. committed, motivated, satisfied employees (100% equals maximum satisfaction level)	%	%	%	%	
Percentage of employees covered through employee surveys	%	%	%	%	

- No employee satisfaction trend analysis  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

*Comment:*

44. Please indicate the group-wide employee benefits provided by your company in addition to government schemes.

- Pension plans  
 Health and/or accident insurance for employees

- Medical care for employee families
- Disability insurance/programs
- Maternity and/or paternity leave
- Child care
- Flexible workschemes
- Employee assistance program
- Other, please specify:\_\_\_\_\_
- No additional benefits offered
- Not applicable. Please provide explanations in the comment.
- Not known

*Comment:*

45. 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 reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

### Corporate Citizenship/Philanthropy

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46. Does your company have a system in place to systematically measure the impact of your company's contributions in order to further improve/re-align the company's philanthropic/social investment strategy:
- Business outcomes and impact (e.g. product innovation)
    - Social outcomes and impact
    - Impact on corporate reputation and stakeholder satisfaction
    - Other, please specify:\_\_\_\_\_
  - No system in place
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*

47. Please estimate the monetary value of your company's philanthropic contributions/voluntary social investments in the following categories in the last fiscal year. Please note that marketing and advertising budgets should not be considered for the calculation of the contributions.

- in currency:\_\_\_\_\_

Type of contributions	Amount
Cash contributions	
In-kind giving: Employee volunteering during paid working hours	
In-kind giving: Product or service donations Projects/partnerships or similar	Cost or tax valuation
Total	

	In % of pre-tax profit/EBIT: %
--	--------------------------------

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

*Comment:*

## Social Reporting

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48. In this section we evaluate the content, context and coverage of the social reporting included in other reports or on your website (e.g. social report, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry.  
Please press "save+next" to proceed to the next question.

*Comment:*