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Company name: Testcompany

Registration Data:

Respondent's name: Mr. - -
(person to be contacted in case of questions)

Function/position: -

Department:

Address: -

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Documentation provided

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

1. AR 2006

2. CRM

Economic Dimension

Corporate Governance

1. Please indicate in the following table the number of executive, 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	12
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, pleaseleave 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:

AR 2006, page 34
CRM

2. 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 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/supervisory board?

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/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 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:
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. 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:

10. 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

11. 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:

Does your company use a uniform groupwide risk analysis framework, i.e. risk assessment, risk management, risk communication/reporting? - Please provide comments & supporting documents.

Yes:

No:

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

Not known

Comment:

12. Which of the following factors does your company systematically include in defining corporate risk? Please provide supporting documents.
- Probability (How likely is it that some risky event will actually occur?)
 - Magnitude
 - Time horizon (How long will the company be exposed to the risk?)
 - Correlation (How are the risks in the businesses related to each other?)
 - Others, please specify:

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

Comment:

13. Does your company use risk maps (or other tools) in order to rank your risk exposures on a two-dimensional scale (probability and magnitude)?

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

Comment:

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

- Yes, the main focus is on changes in foreign exchange and interest rates. Please attach supporting documents or indicate the website: _____
- Yes; we produce comprehensive scenarios on a number of factors (in addition to foreign exchange and interest rates). Please attach supporting documents or indicate the website: _____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

15. As part of your corporate risk response strategy which risks does your company retain, which are transferred, and which risks are avoided? You only have to give examples, but please attach supporting documents or indicate website: _____

- Risks retained (risk exposure is accepted without further mitigation):

 Risks transferred (risk exposure will be transferred to others, perhaps through insurance policy or through outsourcing):

 Risks reduced (likelihood 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:

16. 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

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

Documented in:

-
- 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

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

Not known

Comment:

18. 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

Codes of conduct 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:

19. 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:

20. 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:

21. 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:

22. 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:

Customer Relationship Management

23. Does your company monitor and set quantitative targets to improve customer satisfaction and are targets and results communicated externally? Please attach documents.

Answer

<input type="checkbox"/>	Unit	2005	2006	2007	2008	Quantitative target for 2008	Explanation of trend and performance against target
Customer satisfaction							

- Results are communicated externally. Please attach documentation.
- Customer satisfaction is not monitored
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

24. 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:

25. 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

Environmental Reporting

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

Comment:

Operational Eco-Efficiency

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

Indicator	Unit of Analysis	Estimated coverage (%) of total revenue/ employees in 2008	Financial Year 2005	Financial Year 2006	Financial Year 2007	Financial Year 2008	Quantitative Target for 2008	Please explain trend against target
Total direct GHG emissions	metric tons CO2 equivalent							
Total energy consumption	GJ							
Total water use	cubic meter (m3)							
Total waste	metric tons							

generated									
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- No such data collected.
- Not applicable. Please explain in the comment box below.
- Not known.

Comment:

Social Dimension

Labor Practice Indicators

28. 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 salaryfemale;; male: <input type="checkbox"/> Management level: average salaryfemale;; male: <input type="checkbox"/> Non-management level: average salaryfemale;; 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:

29. 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:

30. 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:

31. 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

32. 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:

33. 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:

34. 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

35. 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:

36. 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:

37. 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:

38. Please indicate your company's pre-defined corporate indicators relevant for the variable compensation of Executive / Top Management.

- 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, brand recognition, customer satisfaction, feedback from stakeholders)
- Environmental metrics (e.g. corporate Emission reduction)
- Social metrics (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:

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) 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:

41. 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 a minimum 4 years	%
Other pay-out types immediately available, please specify:	%
Other pay-out types with a locking period of a minimum 4 years, please specify:	%

No performance related compensation

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

Not known

Comment:

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

Indicator	2005	2006	2007	2008	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:

43. 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

44. Does your company have a system in place to systematically measure the impact of your company's voluntary social contributions in order to further improve/re-align the company's corporate citizenship and philanthropy strategy? Please provide supporting documents:
- 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:

45. Please estimate the monetary value of your company's voluntary social contributions 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 duringpaid working hours	
In-kind giving:Product or service donationsProjects/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

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

Comment: