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Company Name: CSV Test Company RobecoSAM

Registration Data:

Main contact person:

(Person to be contacted in the case of questions)

Function/position:

Department:

Address:

Town/city:

Zip:

Country:

Phone:

Fax:

E-mail:

Web:

DJSI 2018 - Test Companies CA

0 Company Information

0.1 Denominator - Revenues

Please provide the following information for your organization. This information will be used throughout the questionnaire to normalize other reported data, as well as for research purposes by RobecoSAM. **Please provide information for all parts of this question.**

Reporting Currency

Please select your company's reporting currency. For consistency purposes, this currency will be used throughout the questionnaire, and will be automatically selected for questions asking for monetary data. If you would like to change the default currency, you can do so by changing the currency selection below. Unless otherwise specified, all monetary values should be reported in their absolute values.

❍ EUR - Euro

❍ USD - US Dollar

❍ AED - UAE Dirham

❍ AUD - Australian Dollar

❍ BMD - Bermudian Dollar

❍ BRL - Brazilian Real

❍ CAD - Canadian Dollar

❍ CHF - Swiss Francs

❍ CLP - Chilean Peso

❍ CNY - Yuan Renminbi

❍ COP - Colombian Peso

❍ CZK - Czech Koruna

❍ DKK - Danish Krone

❍ EGP - Egyptian Pound

❍ GBP - Pound Sterling

❍ HKD - Hong Kong Dollar

❍ HUF - Forint

❍ IDR - Rupiah

❍ ILS - New Israeli Sheqel

❍ INR - Indian Rupee

❍ JPY - Yen

❍ KRW - Won

❍ LKR - Sri Lanka Rupee

❍ MXN - Mexican Peso

❍ MYR - Malaysian Ringgit

❍ NOK - Norwegian Krone

❍ NZD - New Zealand Dollar

❍ PEN - Sol

❍ PHP - Philippine Peso

❍ PLN - Zloty

❍ QAR - Qatari Rial

❍ RUB - Russian Ruble

❍ SEK - Swedish Krona

❍ SGD - Singapore Dollar

❍ THB - Baht

❍ TRY - Turkish Lira

❍ TWD - New Taiwan Dollar

❍ ZAR - Rand

❍ PKR - Pakistan Rupee

Normalization Factors
Revenues will be used as the normalization factor for the "Operational Eco-Efficiency" questions in your industry. If available, constant currency (foreign exchange adjusted) revenues are preferred, as they eliminate the effect of fluctuations in foreign exchange rates and are thus a better indicator of business performance. However, reported revenues are acceptable as well. **Please also provide information for all other requested fields**.

Company Data	Financial Year 2014	Financial Year 2015	Financial Year 2016	Financial Year 2017
Revenues Please indicate if figures are reported or constant currency: ❍ Constant Currency ❍ Reported Revenues				
FTEs				

Question RationaleThe information asked in this question is required by RobecoSAM to normalize quantitative data provided in other questions and criteria (e.g. Operational Eco-Efficiency). Company data reported here may also be used to normalize other reported data in the questionnaire or may be used by RobecoSAM for research purposes. Key Definitions- Revenues: Please provide the revenues in your reporting currency, and indicate which currency you have used in the comment box. Please provide constant currency (foreign exchange adjusted) revenues if possible, as they eliminate the effect of fluctuations in foreign exchange rates and are thus a better indicator of business performance. However, reported revenues are also accepted - FTEs (Full Time Employee Equivalents): The number of working hours that represents one full-time employee during a fixed time period, such as one month or one year. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. Calculation must include full-time, part-time and contracted employees converted into full-time equivalents. Data Requirements- Please provide information for all parts of this question and ensure that the figures provided are consistent over four years as well as consistent with the figures (e.g. emissions) provided in the other questions. - Reporting currency: currency selected will be used throughout the questionnaire for consistency purposes, and will automatically be selected for questions asking for monetary data. - Unless otherwise specified, all monetary values should be reported in their absolute values. - If available for your industry, please select the appropriate normalization factor to be used for normalizing data reported in the "Operational Eco-Efficiency."

1 Economic Dimension

1.1 Corporate Governance

Corporate governance systems ensure that a company is managed in the interests of shareholders (including minority shareholders). On the one hand this includes checks and balances that enable the Board of Directors to have appropriate control and oversight responsibilities. Empirical evidence suggests that over a period of 5 years, the difference in return on equity between well-governed and badly-governed companies can be as much as 56% (source: GMI 2007). On the other hand management incentives have to be set in such a way that management interests are aligned with shareholders' interests. RobecoSAM's questions focus on board structure, composition of the board and related committees, board effectiveness and measures to ensure alignment with shareholders' long-term interests, which include transparency and the structure of executive remuneration as well as share ownership requirements.

1.1.1 Board Structure

This question requires publicly available information.

Please indicate the number of executive and non-executive directors on the board of directors/supervisory board of your company and specify where this information is available in your **public reporting** or **corporate website**. In addition, please indicate if your company has a **public** independence statement for its board of directors in place. Additional clarification on one-tier and two-tier systems is available in the information text.

❍ **Board Type**

Please select whether your company has a one-tier or two-tier board and provide a public reference:

❍ **ONE-TIER SYSTEM (companies with a board of directors)**

	Number of members
Executive directors	
Independent directors	
Other non-executive directors	
Total board size	

❍ **TWO-TIER SYSTEM (companies with a supervisory board)**

		Number of members
SUPERVISORY BOARD	Independent directors	
	Other non-executive directors	
	Employee representatives (if not applicable, please leave the field empty)	
MANAGEMENT BOARD/EXECUTIVE MANAGEMENT	Senior executives	
	Total size of both boards	

Board Independence Statement

Please indicate if your company has an independence statement for the board of directors in place

❍ Yes, we have a publicly available independence statement. Please indicate below what the statement includes and provide a **public reference**:

❏ An explicit definition of what determines that a board member is independent. Please specify:

❏ A target share of independent directors on the board. Please specify:

❍ We do not have a public independence statement for the board of directors

❍ We do not report this information

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

❍ Not known

Question RationaleAn effective board of directors, properly constituted, is the linchpin of good corporate governance. Boards are responsible for managerial performance, meeting the corporation's stated objectives, compliance with applicable laws and regulations, and protecting shareholder rights and interests. To assess the quality of a board's structure, we focus on its composition, its proportion of independent members, and its overall size, as empirical studies show that oversized boards are counter-productive to firm performance. We also assess the extent to which companies have made explicit statements about their definitions of, and requirements with respect to board members' independence. Key DefinitionsTypes of Boards: Companies can choose between one- and two-tier systems when answering the question. The descriptions below will help you identify which of these structures your company has in place.   One-tier systems have a single board consisting of executive, non-executive and independent directors. It is possible that such boards only consist of independent directors or a combination of executive and independent directors. Most countries use a one-tier system. Two-tier systems have an executive board and a supervisory board, which is composed of non-executive or independent members and – in certain countries – employee representatives.Countries that commonly use two-tier systems include Austria, Denmark, Finland, France, Germany, Hungary, Norway, and The Netherlands. Sweden is an exception and should be classified as one-tier despite the presence of employee representatives on the board, employee representatives on such boards should be counted as non-executives.   Types of Directors: We outline definitions of possible types of directors below. These definitions should be used to classify board members.   Executive directors are employees, and are usually senior managers of the company. Executive directors are employees of the company, and are in an executive function (e.g. CEO, CFO, etc.). Independent directors are non-executive directors that are independent by meeting at least 4 of the 9 criteria (of which at least 2 of the 3 first criteria) listed below: - The director must not have been employed by the company in an executive capacity within the last five years. - The director must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of $60,000 during the current fiscal year or any of the past three fiscal years", other than those permitted by SEC Rule 4200 Definitions. - The director must not be a "Family Member of an individual who is, or during the past three years was employed by the company or by any parent or subsidiary of the company as an executive officer." - The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management. - The director must not be affiliated with a significant customer or supplier of the company. - The director must have no personal services contract(s) with the company or a member of the company's senior management. - The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company. - The director must not have been a partner or employee of the company's outside auditor during the past three years. - The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent. Other non-executive directors are directors that are not executives but also do not qualify as independent as defined above. They are all other members of the board not already accounted in the executive and independent categories. They might be employed by the organization. Data Requirements- The type of board, the breakdown between the different types of directors, and the total board size must be filled out. - If the definition of independence at the company differs from RobecoSAM's definition given above, please adjust the number of independent directors in line with our definition and provide a comment in the comment box. - In the question part "Board Independence Statement" we also expect the statement to meet at least 4 out of 9 criteria of which at least 2 of the first 3. If this is not the case, than please indicate so. - In the question part "Board Independence Statement" we do allow you to refer to an established national or stock exchange Corporate Governance Code as long as this also meets our definition of independence. - All data in this question is expected to be publicly available. However, we will double check your comments to see if the definition of independence differs from ours.   Public disclosure requirements: - Board structure (it must be determinable whether board members are executive directors, employee representatives, non-executive directors or independent directors) - Publicly available independence statement - Public reporting on the definition of independence used (i.e. if it is in-line with local or international standards corresponding to the definition used by RobecoSAM) - Public reporting on the target share of independent directors on the board ReferencesGRI G4-38 and GRI Standards 102-22 & 405-1 are relevant for this question.

1.1.2 Non-executive Chairman/Lead Director

This question requires publicly available information.

Is the board of directors/supervisory board headed by a non-executive and independent chairman and/or an independent lead director? Please indicate where this information is available in your **public reporting** or **corporate website**.

❍ Chairman is non-executive and independent. Please specify for how many years this approach has been adopted:

❍ Role of CEO and chairman is split and former CEO/chairman (presently in a non-executive position) is now chairman

❍ Role of CEO and chairman is split and chairman is non-executive but not independent

❍ Role of CEO and chairman is split and former CEO/chairman is now chairman, but independent lead director is appointed. Please indicate the name of the lead director:

❍ Role of chairman and CEO is joint, but independent lead director is appointed. Please indicate the name of the lead director:

❍ Role of chairman and CEO is joint or chairman is an executive director

❍ We do not report this information

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

❍ Not known

Question RationaleInternational consensus favors the separation of the roles of chairman and CEO. If the board of directors opts to appoint one person fulfilling both roles, it has to build in the necessary checks and balances to avoid a potential abuse of power. Companies headed by a joint chairman/CEO are expected to explain their reasons for this structure, have appointed a "lead independent director," and should provide a statement about the lead director's responsibilities. Key DefinitionsIf the company has an independent chairman, the number of calendar years this approach has been in place should be indicated in the box following the first statement. The independent lead director role exists to provide leadership to the board in those instances in which the joint roles of Chairman and CEO could potentially be in conflict. Fundamentally, the role exists to ensure that the board operates independently of management and that directors have independent leadership at the board level. If the company has chosen either of the two options indicating that it has an independent lead director, the name of this director should be provided in the comment box. Independent directors are non-executive directors that are independent by meeting at least 4 of the 9 criteria (of which at least 2 of the 3 first criteria) listed below: - The director must not have been employed by the company in an executive capacity within the last five years. - The director must not accept or have a "Family Member who accepts any payments from the company or any parent or subsidiary of the company in excess of $60,000 during the current fiscal year or any of the past three fiscal years", other than those permitted by SEC Rule 4200 Definitions. - The director must not be a "Family Member of an individual who is, or during the past three years was employed by the company or by any parent or subsidiary of the company as an executive officer." - The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management. - The director must not be affiliated with a significant customer or supplier of the company. - The director must have no personal services contract(s) with the company or a member of the company's senior management. - The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company. - The director must not have been a partner or employee of the company's outside auditor during the past three years. - The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent. ReferenceGRI G4-39 and G4-34 are relevant for this question.

1.1.3 Diversity Policy

This question requires publicly available information.

Does your company have a **publicly available** board diversity policy that includes diversity factors such as gender, race, ethnicity, country of origin or nationality? Please indicate where this information is available in your public reporting or corporate website.

❍ Yes, our policy is publicly available and specifically includes the following:

  ❏ Gender

  ❏ Race or Ethnicity

  ❏ Nationality or country of origin

❍ No, we do not have a publicly available diversity policy

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

❍ Not known

Question RationaleCorporate boards are tasked with monitoring companies’ management teams on behalf of those companies’ shareholders and other stakeholders. Boards are the direct representatives of these stakeholders and form one of the most important components of corporate governance. It is therefore important that the board members selected have the right experience and skills, are sufficiently independent, and act in the best interests of all stakeholders. Diversity adds value to the board, through differences in perspective and experience. Diverse boards will be able to assess problems from a broader point of view and are more likely to take into account the best interests of all stakeholders. Furthermore, studies have shown a positive correlation between gender diversity on boards and companies’ financial performance. It can also be important for board members to have a broad and complementary range of skills, although boards’ needs can differ across individual companies and industries depending on the existing and required skills of board members and the pool of qualified board members available when electing new board members. Key DefinitionsLocal corporate governance codes: Certain local corporate governance codes include guidance on diversity criteria. This can be accepted in this question if both of the following criteria apply: - The company publicly states in its annual report that it adheres with the local corporate governance code without exception OR clearly states what those exceptions are and that they do not include the diversity factors specifically ticked in the question, and - The local corporate governance code clearly indicates that the specific criteria ticked in the response are considered for the board nomination process. References G4-LA12 & G4-40 and GRI Standards 102-24 & 405-1 are relevant for this question.

1.1.4 Gender Diversity

This question requires publicly available information.

Please indicate the number of women on your company's board of directors/supervisory board and specify where this information is available in your **public reporting** or **corporate website**. If your company has a one-tier board structure, this figure includes: female executive directors, non-executive directors and independent directors. If your company has a two-tier board structure, this figure ONLY includes female independent directors and non-executive directors (this means that senior executives and employee representatives should not be included).

❍ Number of female directors:

❍ We do not report this information

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

❍ Not known

Question RationaleWe assess whether the board reflects the diversity of the workforce and marketplace, thereby ensuring that a variety of viewpoints are heard and factored into corporate decision-making. A commitment to diversity at all levels can help companies attract employees, create goodwill with consumers, and better compete in diverse markets globally, which in turn benefits long-term shareholder value. Gender diversity has been an important topic of discussion in recent years, and various academic studies have shown a correlation between gender diversity and corporate performance, for example in corporate governance (Adams and Ferreira, 2009) or company innovation (Deszö and Ross, 2012). Data RequirementsFor two-tier boards: Employee representatives and senior executives should not be included in the total number of women for two-tier boards as they are not considered in the calculation of the total size of the supervisory board. For one-tier boards: Employee representatives should be included in the total number of women on the board for one-tier boards containing employee representatives (e.g. for Swedish companies). If there are no women on the board of directors or supervisory board, you should write 0 in the answer to this question. For this question we are looking for the number of women on your company's board of directors/supervisory board. - If your company has a one-tier board structure, this figure includes: female executive directors, non-executive directors and independent directors. - If your company has a two-tier board structure, this figure ONLY includes female independent directors and non-executive directors (this means that senior executives and employee representatives should not be included). ReferencesThe study “Corporate Governance, Board Diversity, and Firm Value” (October 2001) examined Fortune 1000 firms and found a significant positive relationships between the fraction of women or minorities on the board and firm value.   GRI - G4-10, G4-38 & G4-LA12 and GRI Standards 102-22,405-1 & 102-8 are relevant for this question.

1.1.5 Board Effectiveness

This question requires publicly available information.

How does your company ensure the effectiveness of your board of directors/supervisory board and the alignment with the (long-term) interests of shareholders? Please provide **public references** for each section of the table.

❍

	Indicators/measures
Board Meeting Attendance Number of meetings attended in percentage last business/ fiscal year.	❑ Average board meeting attendance: % of meetings of board of directors/supervisory board. ❑ Minimum of attendance for all members required, at least (in %)
Board Mandates Number of other mandates of the board of directors/ supervisory board members. **This only applies to non-executive and independent directors, not executive directors or employee representatives.**	❑ Number of non-executive/ independent directors with 4 or less other mandates: Please provide the names of these directors: ❑ Number of other mandates for non-executive/ independent directors restricted to:
Board Performance Review Performance assessment of board of directors/ supervisory board members.	❑ Regular self-assessment of board performance. Please specify or provide documents: ❑ Regular independent assessment of board performance. Please specify or provide supporting documents:
Board Election Process	❑ Board members are elected and re-elected on an annual basis ❑ Board members are elected individually (as opposed to elected by slate)

❍ We do not report this information

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

❍ Not known

Question RationaleAn effective board of directors is vital for good corporate governance. Several studies have found that companies with specific procedures and practices designed to ensure the accountability of their board and a close alignment with shareholders' interests perform better than those that do not. We use the parameters in this question as a proxy for the overall effectiveness of the board. In addition to meeting attendance, the number of external directorships board members hold, and performance assessment, we ask for information on how board members are elected, as the frequency of election and structure of the process can affect the accountability of board members: when board members are elected individually and on an annual basis, shareholders are able to vote them off if they are concerned with their performance. If shareholders can frequently express their confidence in or concerns about board members, the board as a whole becomes more accountable. Key DefinitionsThis question only applies to board members who represent shareholders (or multiple stakeholders including shareholders). The meeting attendance section refers to two measures: on one hand, the actual average attendance rate for the past year, and on the other hand, if there is any corporate guideline for meeting attendance, i.e. if there is a minimum proportion of board meetings that each board member is required to attend. Both rates should be calculated on the basis of the total number of board meetings held annually. Other mandates refers to the number of other external directorships in publicly listed companies held by members of the board of directors/supervisory board (examples include executive board positions such as CEO, or member of the board of directors at another company). Board memberships in private limited companies, educational institutes (school, college or universities) and in non-profit organizations are not considered in our definition of other mandates. Only the number of mandates for the independent and non-executive directors should be considered, not mandates for executive directors or employee representatives. In this section, both the actual number of directors with four or fewer other mandates is considered together with any corporate guidelines on restrictions on the number of other mandates. We consider two types of board performance assessments: (1) self-assessments of the board's performance, meaning that the board members themselves are allowed to systematically evaluate their performance; (2) independent assessments of the board's performance, meaning that an independent third party evaluates the board's performance. Such assessments are considered "regular" if the company clearly shows that there are guidelines to perform them at specific intervals (such as annually or every second year). Assessments are also considered regular if the company is carrying them out for the first time but with the explicit intention of conducting them regularly. It is considered best practice to carry out both types of assessments on a regular basis, although not necessarily annually. Annual election of board members refers to a procedure whereby each board member has to be re-elected at each annual general meeting for shareholders (as opposed to electing a member for multiple years). Individual election of board members refers to a procedure whereby each member is elected on an individual basis (as opposed to members being elected by slate). ReferencesCorporate Accountability Report "Does Corporate Governance Matter to Investment Returns?" by Jay W. Eisenhofer, Gregg S. Leving, ISSN 1542-9563 McKinsey Strategy & Corporate Finance "Toward a Value-Creating Board" by Conor Kehoe, Frithjof Lund, and Nina Spielmann GRI G4-41; G4-38; G4-43 & G4-44 are relevant for this question. -

1.1.6 Average Tenure

This question requires publicly available information.

Please indicate the average tenure of board members on your company's board of directors/supervisory board in years. If your company has a one-tier board structure, this figure includes all members (executive directors, non-executive directors and independent directors). If your company has a two-tier board structure, this figure ONLY includes independent directors and non-executive directors (e.g. exclude employee representatives). Please indicate where this information is available in your **public reporting** or **corporate website**.

❍ Average tenure of board members in years:

❍ We do not report this information

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

❍ Not known

Question RationaleCorporate boards are tasked with monitoring companies' management teams on behalf of those companies' shareholders and other stakeholders. Boards are the direct representatives of these stakeholders and form one of the most important components of corporate governance. It is therefore important that the board members selected have the right experience and skills, are sufficiently independent, and act in the best interests of all stakeholders. Board tenure reflects retention and continuity on one hand, and refreshment of skills and perspectives, and independence on the other. Research strongly supports the assertion that optimal board tenure is in the 7 to 12-year range, and that firm value declines as average tenure deviates therefrom. Data RequirementsTenure: the number of years a member has served on the board of directors. For example: if a director was appointed in March 2012, his tenure would be counted as 2017-2012=5 years. For two-tier boards: Employee representatives and senior executives should not be included in the calculation for two-tier boards, as they are not considered in the calculation of the total size of the supervisory board. For one-tier boards: All board members should be reported, including executive, independent and non-executive members. Public disclosure requirements: Average board tenure and/or individual tenure of each member of the board of directors. ReferencesSterling Huang. Board Tenure and Firm Performance. INSEAD Business School. May 2013. Canavan, et al. Board tenure: How long is too long? Directors & Boards. 2004. G4-38 is relevant for this question.

1.1.7 Board Industry Experience

This question requires publicly available information.

Please indicate the number of board members with relevant work experience in your company's sector according to GICS Level 1 sector classification (excluding executive members and employee representatives) and list the directors' names. Please indicate where this information is available in your **public reporting** or **corporate website**.

❍

Number of independent or non-executive members with industry experience (e.g., excludes executives):	
Please list the independent or non-executive directors included in the above count:	

❍ We do not report this information

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

❍ Not known

Question RationaleCorporate boards are tasked with monitoring companies' management teams on behalf of those companies' shareholders and other stakeholders. Boards are the direct representatives of these stakeholders and form one of the most important components of corporate governance. It is therefore important that the board members selected have the right experience and skills, are sufficiently independent, and act in the best interests of all stakeholders. This question focuses on industry and audit experience, two of the most important skill sets for setting strategy and effectively monitoring and evaluating management's performance. Key DefinitionsBoard Industry Experience: The member must have experience in the industry (based on GICS 1 classification below) in management, academia or research. GICS Level 1 sectors: - Energy - Materials - Industrials - Consumer Discretionary - Consumer Staples - Healthcare - Financials - Information Technology - Telecommunication Services - Utilities - Real Estate Executives and Employee Representatives: Board members who are executives or elected as employee representatives are not included. Data RequirementsPublic disclosure requirements: Number of independent or non-executive members of the board of directors with industry experience and/or public disclosure of the industry experience of each individual board member.

1.1.8 Executive Compensation - Success Metrics

This question requires publicly available information.

Does your company have predefined financial returns and/or relative financial metrics relevant for Chief Executive Officer's variable compensation? Please indicate where this information is available in your **public reporting** or **corporate website.**

❍ Yes, our company has pre-defined financial returns and/or relative financial metrics relevant for Chief Executive Officer's variable compensation? Please provide supporting evidence.

- ❑ **Financial Returns** (e.g. return on assets, return on equity, return on invested capital, etc.). Please list all metrics used for this category:
- ❑ **Relative Financial Metrics** (e.g. comparison to peers using metrics such as total shareholder return, Tobin's Q, growth, etc.). Please list all metrics used for this category:

❍ No, we do not have pre-defined corporate indicators for our CEO's variable compensation.

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

❍ Not known

Question RationaleUse of financial metrics to evaluate management performance have become ubiquitous as the benefits of aligning incentives with company performance have been established. RobecoSAM's research shows that use of revenue, operating profit, and EPS are common practice. Differentiation is now only observed in a few aspects, including use of return metrics (capital efficiency) and relative metrics which compare the company to peers. In this question, RobecoSAM aims to find out which corporate performance indicators are used to determine CEO variable compensation. Please include only metrics applied to the CEO. Key DefinitionsSuccess metrics for variable CEO compensation: part of this question, any corporate performance indicators that are used to determine the CEO's variable compensation should be indicated. Please only include metrics that apply to the CEO's compensation, not metrics that are selectively used for other senior executives or specialist senior managers at a lower level (such as CFO or COO). Vesting period: please include vesting + mandatory holding period in the calculation Data Requirements Please only include metrics that apply to the CEO's compensation, not metrics that are selectively used for other senior executives or specialist senior managers at a lower level (such as CFO or COO). ReferencesGRI G4-51 and GRI Standard 102-35 are relevant for this question.

1.1.9 Executive Compensation - Alignment with Long-Term Performance

This question requires publicly available information.

Does your company have the following compensation structures in place to align with long-term performance? Please indicate where this information is available in your **public reporting** or **corporate website**.

❍ Yes, our company has guidelines on deferred bonus, time vesting, and performance period for the CEO’s variable compensation.
Deferral of Bonus for Short-term CEO Compensation
Is a portion of the CEO’s short-term incentive deferred in the form of shares?
Please indicate the percentage of the short-term bonus deferred in the form of shares:

Performance Period for Variable CEO Compensation
What is the longest performance period applied to evaluate variable compensation(based on predefined targets, either relative or absolute), covered in your executive compensation plan? Is there a clawback policy in place? Please note that compensation that only is time vested is not considered as performance based compensation in this part of the question.
Please indicate the longest performance period covered by your executive compensation plan:

❏ We have a clawback provision in place. Please specify:

Time Vesting for Variable CEO Compensation
Please indicate the longest time vesting period for variable CEO compensation:

❍ No, we do not have a performance-based variable compensation system.

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

❍ Not known

Question RationaleBoth financial and non-financial metrics are becoming increasingly important in determining variable compensation for executive management and more specifically the CEO. In this question, we assess time vesting and performance periods that are used for determining the CEO’s variable compensation. A longer vesting period ensures that the interests of management and the long-term interest of shareholders are better aligned. Additionally, we assess if the short-term bonus is deferred in shares. Economic alignment of management with the long term performance of the company is an essential component of executive compensation. This alignment can be achieved in several ways, including deferral of short term compensation, time vesting and long term performance periods. Alignment with long term performance is particularly important during periods of short CEO tenure, as the risk of short-termism increases. For example, in 2009, CEO’s of S&P 500 companies held their position for an average of just 7.2 yrs. This has subsequently increased to 10.8 years in 2015 as the economy recovered and turnover declined, but the risk of a reversion remains. (Matteo Tonello, The Conference Board, Inc., 2016). A longer vesting period ensures that the interests of management and the long-term interest of shareholders are better aligned. Key Definitions Deferred shares: refer to the percentage of the short-term bonus paid out in deferred shares instead of cash. The company can choose to pay-out the annual short-term bonus in deferred shares to the CEO and other executive directors which is seen as a best practice. Performance period: This refers to a performance-based pay-out structure of variable compensation for the cur-rent period x which is dependent on achieving targets in the following periods (x+1, x+2, x+3 , etc.). Please note that option- and stock-based compensation for which the number of options or stocks rewarded is not dependent on future performance do not count as performance vesting but are considered as time vesting. Example: “The actual number of shares that may become earned and payable under the awards will generally range from 0% to 200% of the target number of units based on achievement of the specified goals over a two-year period.'' A clawback provision: is a provision in the incentive plan that enables the company to withhold the payment of any sum, or recovers sums already paid out, in the event of serious misconduct or a material misstatement in the company's financial statements. Time vesting: refers to time-based pay-out structures of variable compensation for the current period x over the coming years (x+1, x+2, x+3, etc.). The amount of future pay-out is independent of the coming year's performance. If all long-term incentives are based on future performance, the same figure should be given for the longest performance period and the longest time vesting period. We accept the total number: the sum of the vesting period and the required holding period. Data requirementsIn this question, RobecoSAM assesses the time vesting and performance periods as well as whether the company has a clawback provision in place. In addition, we asses if the short-term bonus is deferred in shares. The question applies to CEO compensation only. ReferencesGRI G4-51 and GRI Standard 102-35 is relevant for this question.

1.1.10 Management Ownership

This question requires publicly available information.

Do your company's CEO and other executive committee members hold company shares? Please note that the shares included in the calculation should not be hedged or the personal financial risk of holding the shares otherwise removed. Please also indicate where this information is available in your **public reporting** or **corporate website**.

❍ Yes, company CEO and other executive officers hold company shares

Position	Name(s)	Multiple of base salary
Chief Executive Officer		
Average for other executive committee members		

❍ No, company CEO and other executive officers do not hold company shares

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

❍ Not known

Question RationaleAs corporate governance systems aim to ensure that a company is managed in the interests of its shareholders, in this question we assess whether the company's CEO and other executives have stock ownership. Academic research suggests that stock ownership by senior management is positively correlated to financial performance. Key DefinitionsEconomic interest in shares held: the shares included in the calculation should not be hedged or the personal financial risk of holding the shares otherwise removed. Data requirementsThe question assesses if the CEO and/or other executive managers have stock ownership of the company. Public disclosure requirements: Shareholdings of the Chief Executive Officer and of all other members of the executive committee. ReferencesAcademic research (e.g. Bhagat and Bolton 2008) shows that stock ownership of senior management is positively related to future operating profit. Other research includes: - Core & Larcker (2000). Performances consequences of mandatory increases in executive stock ownership. - Gugler, Mueller, & Yurtoglu (2008). The Effects of Ownership Concentration and Identity on Investment Performance: An International Comparison

1.1.11 Management Ownership Requirements

This question requires publicly available information.

Does your company have specific stock ownership requirements for the CEO and other members of your executive committee? Please indicate where this information is available in your **public reporting** or **corporate website**.

❍ Yes, there are specific requirements in place. Please indicate at which levels this exist and indicate the share ownership requirements as a multiple of the annual base salary.

❏ The CEO has to build up a share ownership of

times the annual base salary

❏ Other members of the executive committee besides the CEO have to build up a share ownership of times the annual base salary

❍ No, there are no share ownership requirements.

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

❍ Not known

Question RationaleAs corporate governance systems aim to ensure that a company is managed in the interests of its shareholders, in this question we assess whether there are stock ownership guidelines in place for the company's CEO and other executives. Academic research (e.g. Bhagat and Bolton 2008) suggests that stock ownership by senior management is positively correlated to future operating profit. Data RequirementsThe question assesses if there are explicit requirements indicating that the CEO and/or other executive managers are required to build up share ownership equivalent to a specific multiple of their annual base salary. Public disclosure requirements: Share ownership requirements for the Chief Executive Officer and for all other members of the executive committee. ReferencesAcademic research (e.g. Bhagat and Bolton 2008) shows that stock ownership of senior management is positively related to future operating profit. Others: - Core & Larcker (2000). Performances consequences of mandatory increases in executive stock ownership. - Gugler, Mueller, & Yurtoglu (2008). The Effects of Ownership Concentration and Identity on Investment Performance: An International Comparison

1.1.12 Government Ownership

This question requires publicly available information.

Please indicate whether individual governmental institutions own more than 5% of the total voting rights of your company and if yes, whether golden shares exist for them. Government ownership of 5% or less of the voting rights need not be reported. Please also indicate where this information is available in your **public reporting** or **corporate website**. For additional information, please see the information button.

❍ Yes, individual governmental institutions have more than 5% of the voting rights.
Please provide the total percentage of government ownership (sum of % of individual governmental institutions owning more than 5% of voting rights)

Please provide details for the government ownership (e.g. calculation, members, organizations etc. if available):

Golden Shares for Governmental Institutions
Does your company have golden shares for governmental institutions?

❍ Yes, our company has golden shares for governmental institutions.

❍ No, our company doesn't have any golden shares for governmental institutions.

❍ No governmental institutions own more than 5% of the total voting rights

❍ No, we do not report this information

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

❍ Not known

Question RationaleAs corporate governance systems aim to ensure that a company is managed in the interests of its shareholders, in this question we assess if a government has voting rights of more than 5% and has golden shares at the company. Academic research (e.g. Goldeng et. al., 2008 or Chen et. al., 2017) suggests that companies without government ownership perform better than companies with government ownership. Key DefinitionsGovernment Ownership: For the definition of government institutions and ownership, we adopt the Organization for Economic Co-operation and Development (OECD) definition (2005): "Enterprises where the state has significant control through full, majority, or significant minority ownership. In this definition we include state owned enterprises (SOEs) which are owned by the central or federal government, as well as SOEs owned by regional and local governments." We exclude the following organizations to be considered governments: Government pension funds, asset management funds, development banks, state-enabled enterprises. Golden Shares for Governments: A type of share that gives its shareholder veto power over changes to the company's charter. A golden share holds special voting rights, giving its holder the ability to block another shareholder from taking more than a ratio of ordinary shares. Data requirementsGovernment ownership requirements: Holding companies that own stakes higher than 5% in other companies, and in turn are majority owned by a government or governmental institutions should be reported in this question. For example, a holding company (Company A) is 70% government owned. Company A owns 40% of the voting rights in Company B. Company B should report 40% government ownership in this question. Public disclosure requirements: - Total percentage of government ownership (sum of % of individual governmental institutions owning more than 5% of voting rights) or disclosure of all individual governmental institutions owning more than 5% of voting rights. - Golden shares for governmental institutions (only if the corresponding option is marked). References- Goldeng, Grünfeld, & Benito (2008), The Performance Differential between Private and State Owned Enterprises: The Roles of Ownership, Management and Market Structure. - Chen, Ghoul, Guedhami, & Wang (2017), Do state and foreign ownership affect investment efficiency? Evidence from privatizations.

1.1.13 Family Ownership

This question requires publicly available information.

Please indicate whether (founding) family members, personally or through other companies or organizations, individually have more than 5% of the voting rights of your company. Please also indicate where this information is available in your **public reporting** or **corporate website**. For additional information, please see the information button.

❍ Yes, (founding) family members individually own more than 5% of the voting rights.
Total % of voting rights of the company:

Please provide details for the family ownership (e.g. calculation, members, organizations etc. if available):

❍ No, (founding) family members individually do not have more than 5% of the voting rights.

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

❍ Not known

Question RationaleAs corporate governance systems aim to ensure that a company is managed in the interests of its shareholders, in this question we assess if one or several individuals of the (founder) families are ultimate owners and have more than 5% of the voting rights. Academic research (e.g. Eugster & Isakov, 2016 or Corstjens, Peyer & Van der Heyden, 2006) suggests that family ownership is positively correlated to future operating profit. Key DefinitionsFamily ownership: (Founding) family members, personally or through other companies or organizations, have combined more than 5% of the voting rights of your company. Data requirementsTotal % of voting rights of (founding) family members, personally or through companies/organizations. Public disclosure requirements: - Total percentage of family ownership (sum of % of individual (founding) family members owning more than 5% of voting rights) or disclosure of all individual (founding) family members owning more than 5% of voting rights. References- Credit Suisse (2017), The CS Family 1000 - Eugster & Isakov (2016), Founding family ownership, stock market performance and agency problems. - Corstjens, Peyer & Van der Heyden (2006), Performance of Family Firms: Evidence from US and European firms and investors.

1.1.14 Dual Class Shares

This question requires publicly available information.

Please indicate the amount of shares your company has per voting category and where this information is available in your **public reporting** or **corporate website**. For additional information, please see the information button.

❍ We report on the amount of shares per voting category.

Voting rights per 1 share	Votes per share	Amount of Shares	Voting Power (= Votes per share x Amount of Share)
No vote	0		0
One vote	1		

Voting rights per 1 share	Votes per share	Amount of Shares	Voting Power (= Votes per share x Amount of Share)
Other, please specify the number of votes per share:			
Other, please specify the number of votes per share:			
Other, please specify the number of votes per share:			
Total	-		

❍ We do not report this information.

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

❍ Not known

Question RationaleThe traditional one-share, one-vote system has been designed to give equal treatment to all shareholders. Capital providers should get a say in how a company is run. Voting is an important tool to secure good corporate governance and ensures that asset owners are able to make the board accountable and ensure long-term value creation. In contrast, dual class shares give more voting rights to people or organizations that provided less capital to the company. It is therefore important that all shareholders have equal voting rights in order to ensure long-term thinking and hold the board of directors accountable on their decisions. Key DefinitionsShares: in this question, we are specifically referring to shares outstanding. Dual-class stock: is the issuing of various types of shares by a single company. A dual-class stock structure can consist of stocks such as Class A and Class B shares, and where the different classes have distinct voting rights and dividend payments. Two share classes are typically issued: one share class is offered to the general public, and the other is offered to company founders, executives and family. The class offered to the general public has limited voting rights, while the class available to founders and executives has more voting power and often provides a majority control of the company.” (Retrieved from http://www.investopedia.com/terms/d/dualclassstock.asp) Preferred shares: a type of stock which differs from common shares, most often because it is a hybrid instrument with features of equity and debt. Preferred shares usually do not have voting rights, but owed to this hybrid structure. No vote: Common shares with no voting rights. Excludes preferred shares. Data RequirementsPublic disclosure requirements: Amount of shares per voting category (e.g. amount of single voting shares, dual class shares, preferred shares..) or voting power corresponding to each selected voting category (votes per share x amount of share). ReferencesThe International Corporate Governance Network (ICGN), Global Governance Principles 2017

1.1.15 Disclosure of Median or Mean Compensation of all Employees & CEO Compensation

Additional credit may be granted for publicly available evidence.

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. If you are unable to provide the median, please provide figures for total mean compensation and the ratio using the mean. The currency provided should remain consistent for all figures. Please provide supporting evidence only if this information is available in your **public reporting** or **corporate website.**

❍

CEO Compensation	Total CEO Compensation	
Employee Compensation	Median Employee Compensation	Mean Employee Compensation
Please indicate the total annual compensation of the Chief Executive Officer (or any equivalent position): *Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards*		

CEO Compensation	Total CEO Compensation	
Employee Compensation	Median Employee Compensation	Mean Employee Compensation
Please indicate either median or mean annual compensation of all employees, except the Chief Executive Officer (or any equivalent position):		
The ratio between the total annual compensation of the Chief Executive Officer and the mean or median employee compensation: *CEO compensation divided by the mean or median employee compensation*		
The currency used in the table:		

❍ We do not track the ratio of the median or mean employee compensation or the total annual compensation of the Chief Executive Officer

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

❍ Not known

Question RationaleIn the aftermath of the global financial crisis, many countries have implemented or are planning to implement reforms regarding the transparency of executive compensation. Transparency is vital to restore trust among shareholders, employees, customers and other stakeholders, and hence to improve corporate reputation. Companies that are taking a proactive approach to align their reporting with this global trend and improve disclosure about executive compensation will be in a better position to fend off criticisms than those that are not. In addition to complying with new regulations, transparent reporting on CEO compensation and the mean or median compensation of other employees provides a basis for understanding the "pay gap" and addresses concerns from investors and stakeholders about whether or not executive compensation is justified. In this question, we assess whether companies (including non-US based companies) are able to disclose this information. The Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. 111-203, H.R. 4173) is a federal statute in the United States that was signed into law by President Barack Obama on July 21, 2010. The Dodd-Frank Act clearly states that, in terms of CEO compensation disclosure, a company will be obliged to disclose to the shareholders: the median of the annual total compensation of all employees of the issuer, except the chief executive officer (or any equivalent position), the annual total compensation of the chief executive officer, or any equivalent position, and the ratio of the amount of the medium of the annual total with the total CEO compensation. Key DefinitionsSalary: It is defined here as the total annual compensation including all bonuses but excluding pension benefits and fringe benefits. Total annual compensation: It is defined here as the total compensation including all bonuses but excluding pension benefits and fringe benefits. Median of the total annual compensation of all employees: It is defined according to the general mathematical definition of median: the median of a sequence is the middle number when sorting all numbers from low to high. This is different from the mean of the total annual compensation of all employees since the mean of a sequence of numbers is calculated by adding up all the numbers in a sequence and dividing this total by the number of entries in the sequence. In this question, either the median or the mean may be provided; it is not necessary to provide both. The ratio should be calculated as the Total CEO Compensation divided by the Median OR Mean employee compensation (i.e. the reported figure should be the multiple of the employee compensation). Data RequirementsWhile we expect the figure to cover the entirety of a company's global operations, for this question, companies may make cost-of-living adjustments to the compensation of employees residing in a jurisdiction different from that of the CEO, provided that these adjustments are applied to all such employees included in the calculation, and that these adjustments are explained in the company comment section, and the raw, unadjusted data is also provided in the company comment section. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering one of the following aspects of this question: - Annual compensation of Chief Executive Officer and median (mean) annual compensation of all employees except the Chief Executive Officer (or any equivalent position). - Ratio between the total annual compensation of the Chief Executive Officer and the median (mean) employee compensation. ReferencesThe Dodd–Frank Wall Street Reform and Consumer Protection Act (Pub.L. 111-203, H.R. 4173), www.gpo.gov/fdsys/pkg/BILLS-111hr4173enr/pdf/BILLS-111hr4173enr.pdf (p. 529) GRI G4-54 and GRI Standards 102-38 are relevant for this question.

1.1.16 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa.

1.2 Materiality

This criterion aims to assess the company's ability to identify the sources of long-term value creation, understand the link between long-term issues and the business case, develop long-term metrics and transparently report these publicly. We want to know the disclosure of material priorities, the links with the business case, and what targets are set to address these issues. These may be economic, social, or economic in nature. Most importantly, they should be the key sources that drive and create value for the business.

1.2.1 Material Issues

Has your company conducted a materiality analysis to identify the most important material issues (economic, environmental, or social) for your company's performance? Please provide the three most material issues that have the greatest impact on your business and the generation of long-term value. Please indicate how these issues impact your business and serve as sources of long-term value creation for your company.

❍ Yes, our company has conducted a materiality analysis to identify key issues for long-term value creation.

	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue Please specify your material issue:	Please select the category your material issue belongs to: ❍ Business ethics ❍ Climate strategy ❍ Community engagement ❍ Corporate governance ❍ Environmental management ❍ Human capital management ❍ Human rights ❍ Impacts from products & services ❍ Innovation ❍ Long term economic trends/issues ❍ Long term environmental trends/issues ❍ Long term social trends/ issues ❍ Occupational health & safety ❍ Risk and crisis management ❍ Other (please specify above)	Please select the category your material issue belongs to: ❍ Business ethics ❍ Climate strategy ❍ Community engagement ❍ Corporate governance ❍ Environmental management ❍ Human capital management ❍ Human rights ❍ Impacts from products & services ❍ Innovation ❍ Long term economic trends/issues ❍ Long term environmental trends/issues ❍ Long term social trends/ issues ❍ Occupational health & safety ❍ Risk and crisis management ❍ Other (please specify above) ❍ No material issue identified	Please select the category your material issue belongs to: ❍ Business ethics ❍ Climate strategy ❍ Community engagement ❍ Corporate governance ❍ Environmental management ❍ Human capital management ❍ Human rights ❍ Impacts from products & services ❍ Innovation ❍ Long term economic trends/issues ❍ Long term environmental trends/issues ❍ Long term social trends/ issues ❍ Occupational health & safety ❍ Risk and crisis management ❍ Other (please specify above) ❍ No material issue identified
Business Case Please provide a brief rationale for why this issue is material to your business:			
Business Impact Please select the type of impact this material issue has on your business (cost/ revenue/risk):	❍ Cost ❍ Revenue ❍ Risk	❍ Cost ❍ Revenue ❍ Risk	❍ Cost ❍ Revenue ❍ Risk
Business strategies Please specify your primary business strategies, initiatives or products that address this issue:			

	Material Issue 1	Material Issue 2	Material Issue 3
Long-Term Target/Metric Do you have a long-term target or metric to measure your progress on this issue in a systematic way? Please specify this target or metric if available:			
Target Year Please specify the year for the long-term target			
Executive Compensation Is this metric or target used to determine the compensation of executive committee member(s)? If yes, please specify how this metric is used.			

❍ No, we have not defined any material issues for our company.

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

❍ Not known

Question RationaleLeading companies are increasingly focusing on the most material topics that drive their long-term value creation. These issues can cover economic, environmental and social issues, and they are key drivers for a company's long-term business performance. The first question of this criteria assesses whether companies have conducted a materiality analysis of the most important issues driving long-term value creation and whether they are able to convincingly link these issues to their business performance.   Companies are asked to make a business case and therefore should focus on those economic, environmental, or social issues that are most important or impactful for the business performance of the company. Companies should indicate which of the three value drivers are impacted by these issues (revenues, costs, or risk), and what strategies, products or initiatives the company has that are linked to these issues. In order to ensure that the company is managing its performance in relation to these issues over the long-term, the question asks which long-term targets/metrics that company uses to measure its performance over time and whether the company has linked its executive compensation to these issues. Key DefinitionsMaterial Issue: A material issue is a sustainability factor that can have a present or future impact on the company's value drivers, competitive position, and therefore on long-term shareholder value creation. Materiality Assessment: A materiality assessment is an approach to identify critical economic, environmental and social issues which have a significant impact on the company's business performance. Materiality Assessment Frequency: RobecoSAM expects companies to conduct a materiality assessment at least every 5 years and to report the results in at least one of the two most recent Annual or Sustainability reports. Data Requirements1. Material Issue RobecoSAM's expectations: - Companies have conducted a materiality analysis and identified the most important issues driving long-term performance. - Companies clearly define the three most material economic, environmental or social issues driving long-term value creation. Not acceptable: - Purely financial metrics/issues (net profit, cash flow, earnings per share, product sales). - Operational business metrics/issues (e.g. market expansion, efficient use of capital, operational excellence). - General issues without a description of the specific sub-issues that might impact the company's performance (e.g. macroeconomic conditions, long-term shareholder value). Please note that companies that do not provide an acceptable material issue do not receive points for any of the sub-questions related to that material issue. 2. Business Case RobecoSAM's expectations: - The business case should contain the following information: - A clear link between the material issue and the business case. - Clear explanation of why the issue is material to the company's performance in terms of cost/revenue/risk (e.g. cost savings, revenue generation, operational risks with direct impact on financial performance). Not acceptable: - The business case is not linked to the material issue. - The Business case does not link the material issue to the company's performance in terms of costs, revenues or risks. - The business case is describing the material issue and its importance for society / the environment but does not provide information on why the issue is relevant to the company's performance (e.g. impact of global warming on society). 3. Business Strategies RobecoSAM's expectations: - The company provides a clear explanation of the strategies, initiatives, or products or services through which it addresses the material issue. Not acceptable: - Strategies, initiatives, or products or services that do not directly address the material issue. - Strategies that are not clearly described (e.g. human resources-oriented management). - Description of the current situation without providing the strategies or products to address this situation. - Provision of a target instead of a strategy, initiative or product (e.g. zero fatalities or injuries). 4. Long-term Metric Target Year RobecoSAM's expectations: - The metric or long-term target is linked to the material issue. - The metric or long-term target and how it is being used are clearly described.

- The time horizon of the long-term target should be at least three years. Indicating the current reporting year as target year is acceptable if: - If the company's long-term target is by necessity, ongoing, (such as zero fatalities) please indicate the current year as target year and explain in the company comment section. - The current reporting year (e.g. 2017) corresponds to the long-term target's finishing year. Not acceptable: - Targets/metrics are not linked to the material issue. - Vague targets or targets whose progress cannot be measured (e.g. ensure a good working environment, reduce workplace accidents). - Targets are short-term (less than 3 years). 5. Executive Compensation RobecoSAM's expectations: - The metric or target used for determining executive compensation is clearly defined and linked to the material issue. - The executive compensation is linked to the performance on the material issue, metric or target (e.g. as part of an executive scorecard). - There is a clear indication that the performance on the provided material issue, target or metric is linked to the compensation of the executive management, not only of the respective line managers. Not acceptable: - The executive compensation is linked to the company's general CSR policy or the company's environmental performance. - The metric/target is used for determining management performance but there is no explanation of how performance is linked to executive compensation. - The metric/target indirectly contributes to the company's general financial performance metrics (e.g. executive compensation is linked to EBIT, as improved operational eco-efficiency reduces operational costs and therefore increases EBIT). For additional information, please the RobecoSAM webcast on this topic. ReferencesGRI G4-19, G4-21 & G4-2 section 2 and GRI Standards 102-47, 103-1 & 102-15 are relevant for this question.

1.2.2 Materiality Disclosure

This question requires publicly available information.

Do you publicly disclose details of your materiality analysis, including information on how you conduct the materiality analysis process and your progress towards your targets or metrics?

❍ Yes, we publicly disclose this information. Please indicate the information you report on and indicate where this is available in your public reporting.

  ❏ We publicly disclose our materiality analysis, including the most material issues and a description of the process.

  ❏ We publicly report on our progress towards our targets or metrics for material issues.

❍ No, we do not publicly disclose our materiality analysis process and report on progress towards targets or metrics for our material issues.

❍ Not applicable. Please provide an explanation in the comment box below.

❍ Not known

Question RationaleThe purpose of this question is to assess the extent to which companies are disclosing their materiality analysis and progress towards established targets or metrics. We are looking for the following evidence in the public domain: - The process is described - The material issues are identified - The material issues are prioritized - External stakeholders are included in the process - Targets for the material issues - Progress towards achieving the targets DefinitionMateriality: Any factor that can have a present or future impact on value creation and therefore the financial performance of the company over time. These could be economic, environmental, or social in nature. Data RequirementsCopy of, or link to: Company website, annual report, sustainability report, other public communication ReferencesGRI G4-19, G4-21 & G4-2 section 2 and GRI Standards 102-47, 103-1 & 102-15 are relevant for this question.

1.3 Risk & Crisis Management

Effective risk and crisis management is vital for long-term financial planning and organizational flexibility. Since the recent financial crisis, it has gained particular importance. Companies need to implement internal control processes to comply with existing regulations and proactively develop the control mechanism. RobecoSAM's questions focus on some structural and key elements of the risk management system, such as group-wide uniformity, risk definition, risk visualization, and risk response strategies. Additionally, we perform a real-time check to assess the system with our internal MSA (Media and Stakeholder Analysis).

1.3.1 Risk Governance

Please indicate which people, departments and committees are responsible and accountable for enterprise risk management in terms of risk appetite & tolerance as well as risk monitoring & reporting. Please also indicate the expertise and training applicable to non-executive directors as well as the corporate structure of risk management functions.

❍

	Please indicate name and position	Reporting line: please indicate who the person or committee reports to
Highest ranking person with dedicated risk management responsibility on an operational level (not CEO)		
Highest ranking person with responsibility for monitoring and auditing risk management performance on an operational level (not CEO)		

- ❑ Number of non-executive members of board of directors/supervisory board with expertise in (enterprise) risk management. Please specify number of non-executive directors:
- ❑ Regular risk management education for non-executive directors ensured. Please specify:
- ❑ The risk management function is structurally independent of the business lines. Please specify:

❍ There are no such responsibilities in place

❍ Not applicable. Please provide an explanation in the comment box below.

❍ Not known.

Question RationaleFor a company's risk management procedures to be effective, risk awareness, concern and management have to stem from the company's senior management and board of directors. While overall responsibility for risk management lies with the board of directors, it is the senior management team's duty to translate the strategic direction set by the board into appropriate policies and procedures and to put in place an effective means of executing and implementing those policies. To ensure that the policies are consistent with the risk tolerance of the company's shareholders, they should be approved by the board. Key Definitions & Data Requirements Under highest responsible person or committee the name and position of the person or body with the respective responsibilities should be indicated. Examples of responsible people or committees include: Chief Risk Officer, Risk Committee, Internal Audit and Chief Compliance Officer. Given that the CEO has ultimate responsibility for all aspects of a company's operations, CEO is not accepted here. Under Reporting Line the whole reporting line from the responsible persons or committee up to the executive managers or board of directors should be provided. Risk appetite can be defined as ''the amount and type of risk that an organization is willing to take in order to meet its strategic objectives.'' Organizations will have different risk appetites depending on their industry, culture and objectives. A range of appetites exist for different risks and these may change over time. While risk appetite is about the pursuit of risk, risk tolerance is about what an organization can deal with. Here, companies should enter the highest ranking individual or body in the organization that is responsible for determining the appropriate risk level of the organization, which in most cases would be the Chief Risk Officer or the highest ranking committee in the company responsible for risk management. Risk monitoring & reporting is needed to ensure policies are carried out and processes are executed in accordance with management's selected performance goals and risk tolerances. Here, the highest ranking individual or committee responsible for monitoring risk should be provided. This could be internal audit or any comparable function ensuring an independent assurance that practices are consistent with the company’s risk strategy and policies. For the option on expertise in (enterprise) risk management for non-executive directors, it is not expected that a large number of board members would have such experience. However, it is considered beneficial to have at least some members on the board with risk management experience. In many non-financial industries, this would be someone who has worked in operational risk management. It could also include someone with a finance background who has worked in financial risk assessment. Experience on a risk-related board committee alone is not acceptable; rather, the focus is on professional experience that relates to risk management. Regular education relates to risk-specific education & training provided to non-executive directors, ensuring that they are informed about latest-risk management practices and are equipped to assess various forms of risks. Regular refers to education or training that occurs consistently and belongs to the company's scheduled training mechanisms for board members. Structural independence means that the organization's risk function is independent of other business functions, departments or divisions, and serves as a means to address risks throughout the entire organization and not just within a specific department. Structural independence allows for objective monitoring and control of various risks, in the best interest of the entire organization and without the pressure of a potential conflict of interests coming from other business priorities. ReferencesGRI - G4-35 & G4-36 and G4-45 & G4-46 and GRI Standards 102-19 & 102-20 and 102-29 & 102-30 are relevant for this question.

1.3.2 Sensitivity Analysis and Stress Testing

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

❍ Yes, the main focus is on changes in financial risks, such as exchange and interest rates.

❍ Yes, we produce comprehensive scenarios on other factors (in addition to financial risks; such as strategic business risks, market/business environment risks, operational risks, and compliance risks). Please specify which risks are included in your sensitivity analysis/stress testing:

❍ No, we do not perform sensitivity analysis and stress testing at the group level.

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

❍ Not known

Question RationaleEffective risk and crisis management are vital for long-term financial planning and organizational flexibility. Companies need to implement internal control processes to comply with existing regulations and be proactive in developing their control mechanisms. To better capture more extreme versions or more uncommon types of risks in addition to market or price risk, robust sensitivity analysis and stress testing should be performed. Key Definitions Sensitivity analysis is the name given to any procedure that tests the particular outcome of any given set of inputs under a given set of assumptions. It is important in risk analysis because it is a useful tool for gauging the outcome of all kinds of scenarios and events. Analysts conducting sensitivity analysis will ultimately be concerned with determining how changes in one or more inputs could affect the output of interest. Stress testing is a simulation technique used on assets, portfolios or positions of interest to determine their reactions to different events that are not usually captured in more traditional value or risk analysis. Stress tests are used to gauge how certain stressors (events, risks, megatrends) or extreme circumstances could affect a company or industry. They are usually computer-generated simulation models that test hypothetical scenarios. The Monte Carlo simulation is one of the most widely used methods of stress testing. Financial risks: Risks that arise from exposure to financial markets. Examples: - Credit risks: uncertainty about whether the counterparty to a transaction will fulfill its contractual obligations. - Liquidity risk: Risk of loss when selling an asset at a time when market conditions make the sales price less than the underlying fair value of the asset. - Market risk: Uncertainty about market prices of assets (stocks, commodities, and currencies) and interest rates Non-financial risks: Risks that arise from the operations of the organization and from sources external to the organization. Examples: - Operational risk: Risk that human error of faulty organizational processes will result in losses. - Solvency risk: Risk that organization will be unable to continue to operate because it has run out of cash. - Regulatory risk: Risk that regulatory environmental will change, imposing costs on the firm or restricting its activities. - Governmental or political risk (including tax risk): Risk that political actions outside a specific regulatory framework, such as increases in tax rates, will impose significant costs on an organization. - Legal risk: Uncertainty about the organization's exposure to future legal action. - Model risk: Risk that asset valuations based on the organization's analytical models are incorrect. - Tail risk: Risk that extreme events (those in the tails of the distribution of outcomes) are more likely than the organization's analysis indicates, especially from incorrectly concluding that the distribution of outcomes is normal. - Accounting risks: Risk that the organization's accounting policies and estimates are judged to be incorrect

1.3.3 Emerging Risks

This question requires publicly available information.

Please indicate two important long-term (3-5 years+) emerging risks that your company identifies as having the most significant impact on the business in the future, and indicate any mitigating actions that your company has taken in light of these risks. For each risk, please provide supporting evidence from your **public reporting or corporate website** where the risk, the business impact and any mitigating actions are described.

❍

	Description of risk, as reported in the public domain:	Potential business impact of the risk, as described in the public domain:	Mitigating actions, as described in the public domain:	Supporting evidence from the public domain on risk, business impact and mitigating actions
Emerging Risk 1				
Emerging Risk 2				

❍ We do not report on long-term, emerging risks.

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

❍ Not known

Question RationaleIt is important for investors to understand the long-term risks that companies face and companies' awareness of the impacts of these risks on their business and any mitigating actions that they may be taking in response to such risks - beyond the ongoing operational risks reported by most companies. In disclosing these risks to investors, companies show their ability to plan effectively for long-term risks. Reporting on long-term risks, their impacts on their business and the mitigating actions they are taking can improve investors' confidence in management's ability to plan effectively for long-term challenges and therefore may make the company a more attractive long-term investment. Key Definitions The focus should lie on the most significant emerging risks that are expected to have a long term impact on the company and that are explained in public disclosures. Risks that are considered to be acceptable here include any newly identified risks that are expected to have a long-term impact on the company's business or on the industry, although in some cases they may have already begun impacting the company's business today. In this question, we are not looking for ongoing operational, reputational, legal or regulatory risks. Impact on the business: it is not expected that a precise financial impact of these risks on the business can already be calculated or estimated, but rather a convincing description of how these emerging risks could impact the business, and therefore its financial results, over time. The focus of the question is on longer-term emerging risks, i.e. those unlikely to have a significant impact on the company for at least three to five years, but potentially may have begun to have consequences for the company today. In addition, because the disclosure of long-term emerging risks (beyond operational risks commonly reported by companies or required by regulators) is so important for long-term investors, the risks provided in this question should correspond to risks that are disclosed publicly (either in the annual report or in the company's sustainability reporting). Even if the description in the questionnaire differs from, or is more detailed than what is publicly reported, the best answers will be confirmed by evidence that these risks are also disclosed in reporting to investors. Data RequirementsThis question requires supporting evidence from the public domain. The information provided has to be included in your public reporting (e.g. annual report, sustainability report, integrated report, company publications..) or corporate website. Risks and their impact on the company's business should be specific. For example, long-term risks like macroeconomic developments should be described in the context of the business environment that the company operates in (i.e. the specific regulations or laws that may be introduced) and the impact on the company should be specific (i.e. not simply the description of the overall impact on the industry). ReferencesG4-2; G4-EC2 & G4-SO3 are relevant for this question.

1.3.4 Risk Culture

What strategies does your company pursue in order to promote and enhance an effective risk culture throughout the organization? Please indicate the relevant options below and specify where prompted.

❍ ❑ Financial incentives which incorporate risk management metrics, please specify the incentives and metrics.

- ❑ For senior executives, please specify the incentives and metrics:

- ❑ For line managers, please specify the incentives and metrics:

- ❑ Focused training throughout the organization on risk management principles, please specify:
- ❑ Inclusion of risk management criteria in the HR review process for employee evaluations
- ❑ Measures allowing individual employees to proactively identify and report potential risks throughout the organization, please specify:
- ❑ Measures allowing continuous improvement in risk management practices through the involvement of employees in structured feedback process, please specify:
- ❑ Incorporating risk criteria in the product development or approval process
- ❑ Other means of measuring or innovating for an effective risk culture, please specify:

❍ No, we do not have any strategies to promote and enhance an effective risk culture

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

❍ Not known

Question Rationale While an effective structure for risk management is essential, events since the credit crisis as well as several high-profile disasters such as the Macondo oil spill have demonstrated the need for strong risk culture throughout the organization to ensure that the importance of risk is understood by all employees. This question is designed to assess if companies are implementing an effective risk culture across their business. Key DefinitionsRisk management metrics: It refers to any risk management measures that may be part of an individual's performance review, or any goal that affects compensation tied to reducing risk, including measures to reduce occupational health and safety incidents or environmental risks. Risk management: In the HR review process, this can include any element of risk performance (including avoidance of risks) that is included in the review of employee performance. Measures for reporting risks: It should be more than whistle-blowing mechanisms. Rather, these should be mechanisms that allow employees to report potential incidents that could occur, based on their experience. This can in turn be used in order to improve risk management and monitoring.

1.3.5 MSA Risk & Crisis Management

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa.

1.4 Codes of Business Conduct

1.4.1 Codes of Conduct

This question requires publicly available information.

Which of the following aspects are covered by your codes of conduct at a group level (including subsidiaries)? Please indicate where this information is available in your **public reporting** or **corporate website**.

❍ Yes, our group-wide codes of conduct are publicly available and specifically include the following:

- ❏ Corruption and bribery
- ❏ Discrimination
- ❏ Confidentiality of information
- ❏ Conflicts of interest
- ❏ Antitrust/anti-competitive practices
- ❏ Money-laundering and/or insider trading/dealing
- ❏ Environment, health and safety
- ❏ Whistleblowing

❍ No group-wide codes of conduct

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

❍ Not known

Question RationaleCodes of Conduct are corporate documents outlining a company's values, principles and guidelines in a variety of areas. Ideally, codes combine aspirations and detailed standards on how to put them into practice, guiding the way the company conducts its business activities. Codes of Conduct are voluntary but often seen as an important part of company culture, reputation and compliance. With this question, RobecoSAM assesses the existence and scope of a company's Code of Conduct. Data RequirementsPlease be aware that Codes of Conduct can come in different formats and have different names (e.g. internal rules, company's credo, compliance codes, ethics codes, codes of practice, charters). ReferencesGRI G4-56 & G4-58 and GRI Standard 102-16 & 102-17 are relevant for this question.

1.4.2 Coverage

Please complete the following table related to coverage of your codes of conduct, and whether or not written acknowledgement has been obtained and training has been provided in the past three years:

❍

% relative to total number of:	Coverage	Written Acknowledgement	Training Provided
Employees			
Contractors / Suppliers / Service Providers			
Subsidiaries			
Joint ventures (including stakes below 51%) ❏ Not applicable. We do not have any joint ventures.			

❍ None of the above are covered in our anti-corruption and bribery policy or codes of conduct.

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

❍ Not known

Question RationaleIn order to successfully govern a company's behavior and mitigate adverse effects, Code of Conduct as well as specific anti-corruption & bribery policies should be as comprehensive as possible – not only in content but also in the scope of application. With this question, RobecoSAM assesses the extent to which these policies cover the company itself (including subsidiaries and joint business operations), its employees and its suppliers. Key DefinitionsCoverage: Indicates that the party (employee, supplier, etc.) is required to comply with the company's code of conduct. Written Acknowledgement: Indicates that the party (employee, supplier representative, etc.) has read and signed a document acknowledging that they understand and will comply with (or be responsible for ensuring that their organization complies with) the company's code of conduct. Training Provided: Indicates that the company has provided training to the party (employee, supplier representative, etc.) to ensure that they adequately understand and are able to comply with (or create systems to ensure that their organization complies with) the company's code of conduct. Joint ventures: RobecoSAM considers JV's to be two entities coordinating to attain a common goal and contributing resources (financial or other) towards that goal. We are assessing whether the company covers the imposing of the Code of Conduct for any of its joint ventures. The coverage asked for in this question is the scope explicitly indicated in the code of conduct itself; that is, it should be indicated in the policy to what extent the policy (or connected policies such as a supplier code of conduct with identical content) covers employees, suppliers, etc. Data RequirementsEmployees group-/worldwide: % in terms of total headcount. - Coverage: count of employees covered / total headcount - Written acknowledgement: count of employees that have signed acknowledgement / total headcount - Training Provided: count of employees / total headcount Contractors/Suppliers/ Service providers, Subsidiaries, Joint Ventures: % in terms of total count of organizations. - Coverage: count of organizations covered / total number of organizations - Written acknowledgement: count of organizations with signed acknowledgement / total number of organizations - Training Provided: count of organizations where training has been provided / total number of organizations 3 year time requirement: In order to be included in the count of those with written acknowledgement and having received training, the acknowledgment must have been signed and the training received in the past three years. ReferencesGRI G4-SO4 and GRI Standard 205-2 are relevant for this question. Please also refer to the Business Principles for Countering Bribery, an initiative of Transparency International and Social Accountability International.

1.4.3 Corruption & Bribery

This question requires publicly available information.

Which of the following aspects are covered by your anti-corruption and bribery policy at a group level (including subsidiaries)? Please indicate where this information is available in your **public reporting** or **corporate website.** Please also ensure that the marked options are both covered by your company's policy and are clearly disclosed in the attached public documents.

❍ Yes, our group-wide anti-corruption and bribery policy is publicly available and specifically includes the following:
- ❏ 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 indicate web address:
- ❏ Charitable contributions and sponsorship
  - ❏ Charitable contributions and sponsorship publicly disclosed. Please indicate web address:

❍ No, anti-corruption & bribery policy

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

❍ Not known

Question RationaleCorruption and bribery are economic crimes that are consistently harmful to a company's intangible assets (such as its reputation, staff morale, or business relationships). Companies doing business in countries with weak anti-corruption and bribery laws are exposed to additional reputational and legal risks.Evidence of corrupt practices can result in a company's exclusion from contracts financed by institutions that blacklist bribe suppliers (for example, the World Bank's list of debarred firms), potentially affecting the company's future earnings. Due to the additional types of risk that corruption introduces, it creates uncertain consequences for investors, and therefore increases the risk premium a company must pay for debt or equity.

This question assesses the anti-corruption and bribery policy a company has in place to complement legal requirements (or to compensate for the lack of such requirements in certain countries). Because political and charitable contributions can be used as subterfuge for bribery, they should be explicitly covered by the anti-corruption policy and should be publicly disclosed. Key DefinitionsKickback: A kickback refers to a share of misappropriated funds one organization pays another in a case of corrupt bidding. This can occur in a business context or in any other situation in which people are entrusted to spend funds that do not belong to them. In this context, a company would win a contract in a public bidding process even if its provided quote exceeds the market price or best offer. For the benefit of winning the contract, the provider of the service then pays a kickback (for example, the difference between the overvalued and the actual market price, or part of this difference) to the buyer. Soft dollar: The term soft dollar is used in the finance industry and refers to in-kind payments made by a money manager (a fund, investor, etc.) to its service providers. Instead of paying the service providers with cash (i.e. hard dollars), the investor pays in-kind (i.e. with soft dollars) by passing on business to its service providers. Political contributions and charitable donations: This question specifically considers contributions and donations that act as a means of bribery and corruption, and this needs to be explicitly addressed in the attached policies. In the context of this question, disclosure on details of contributions and donations is only considered for topics that are specifically covered in the relevant policy. Other aspects related to political contributions and charitable donations that are not linked to bribery or corruption are addressed in other parts of the questionnaire. Data RequirementsThis question requires supporting evidence from the public domain. The information provided has to be included in your public reporting (e.g. annual report, sustainability report, integrated report, company publications..) or corporate website. Please ensure that the marked options are both covered by your company's policy and are clearly disclosed in the attached documents. References- GRI G4-56 and GRI Standards 102-16 are relevant for this question. - OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1997 - United Nations Convention Against Corruption, 2003 - Business Principles for Countering Bribery, 2009 (by Transparency International, second edition)

1.4.4 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, hotlines
  - ❏ 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

Question RationaleAs with every strategy or goal, a code of conduct is only as good as the level that it is complied with. A company therefore needs to have proper systems and procedures in place to ensure the implementation of its code of conduct to assure employees, creditors, business partners, shareholders and other stakeholders that internal systems will not be co-opted, circumvented or overridden. Data RequirementsFor the certification/audit/verification of the compliance system, only independent third parties are accepted. Internal audit is not considered an independent third party. ReferencesGRI - G4-56 & G4-57 and GRI Standards 102-16 & 102-17 are relevant for this question.

1.4.5 Anti-Competitive Practices

Please indicate the amount of fines and settlements (excluding legal fees) incurred in the last four fiscal years related to anti-trust/anti-competitive practices and the number of currently pending investigations against your company. **For past cases, if you**

did not incur any fines in a given year, please enter a value of "0." If you do not have any ongoing cases, please select the appropriate "no" option.

❍ **Past Cases**
Did your company incur any fines or settlements related to anti-competitive business practices in the past four fiscal years?

❍ Yes, we incurred fines or settlements, as indicated below:

Fines and settlements	Currency	FY 2014	FY 2015	FY 2016	FY 2017
Total amount					
% of revenues (as provided in the "Denominator" question)					

❍ No, we did not incur any fines or settlements related to anti-competitive practices in the past four fiscal years.

Ongoing Cases and Contingent Liabilities
Is your company currently involved in any ongoing investigations related to anti-competitive practices?

❍ Yes, we are currently the subject of

ongoing investigations

❍ No, we are not involved in any ongoing investigations related to anti-competitive practices.

❍ Not applicable. We did not pay any fines due to antitrust breaches in the past four fiscal years and are currently not involved in any ongoing antitrust allegations.

❍ Not known

Question RationaleIn the question, RobecoSAM assesses whether a company has been convicted of breaching antitrust regulations in the past. Past breaches indicate gaps in a company's codes of conduct or a failure to uphold its codes across its operations. Further, RobecoSAM assesses whether there are ongoing allegations against a company concerning potential anti-competitive behavior. Key DefinitionsAnti-competitive behavior includes but is not limited to cartel activities, price fixing, and anti-trust activities. Data RequirementsPast cases: Please clearly indicate whether fines were paid in the past fiscal year. Ongoing cases: Please clearly mark whether there are any ongoing cases and if so, whether contingent liabilities have been recorded. If there are no ongoing cases, please mark this option. Disclosure shall include civil actions (e.g. civil judgments, settlements, or regulatory penalties) and criminal actions (e.g. criminal judgment, penalties, or restitutions) taken by any entity (government, business, or individuals) Source: SASB If your company has neither past nor current antitrust cases, please select "Not applicable" at the bottom of the question. ReferencesGRI - G4-SO7 and GRI Standard 206-1 are relevant for this question. SASB metrics on Pricing Integrity & Transparency, under various industry codes including NR0401-13, are relevant for this question.

1.4.6 Corruption & Bribery Cases

Please indicate the number of confirmed cases of corruption and bribery in the last four fiscal years as well as the number of ongoing investigations. **For past cases, if you did not incur any fines in a given year, please enter a value of "0." If you do not have any ongoing cases, please select the appropriate "no" option.**

❍ **Past Cases**
Did your company have any confirmed cases of corruption and bribery in the past four fiscal years?

❍ Yes, we had confirmed cases of corruption and bribery, as indicated below:

	FY 2014	FY 2015	FY 2016	FY 2017
Total number of confirmed corruption & bribery cases				

❍ No, we did not have confirmed cases of corruption & bribery during the past four fiscal years.

Ongoing cases
Is your company currently involved in any ongoing investigations related to corruption & bribery?

❍ Yes, we currently have

ongoing investigations against us.

❍ No, we are not currently involved in any ongoing corruption & bribery cases.

❍ Not applicable. We did not have any confirmed cases of corruption & bribery in the past four fiscal years and are not involved in any ongoing investigations.

❍ Not known

Question RationaleCorruption and bribery are economic crimes that are consistently harmful to a company's intangible assets (such as its reputation, staff morale, or business relationships). Companies doing business in countries with weak anti-corruption and bribery laws are exposed to additional reputational and legal risks. Evidence of corrupt practices can result in a company's exclusion from contracts financed by institutions that blacklist suppliers of bribes (for example, the World Bank's list of debarred firms), potentially affecting its future earnings. Due to the additional types of risk that corruption introduces, it creates uncertain consequences for investors, and therefore increases the risk premium a company has to pay for debt or equity. This question assesses the number of confirmed corruption and bribery cases against the company in the past four years. Key DefinitionsCorruption: is "the abuse of entrusted power for private gain" (Transparency International) and can be instigated by individuals or organizations. In the [GRI] Guidelines, corruption includes practices such as bribery, facilitation payments, fraud, extortion, collusion, and money laundering. It also includes an offer or receipt of any gift, loan, fee, reward, or other advantage to or from any person as an inducement to do something that is dishonest, illegal, or a breach of trust in the conduct of the enterprise's business (these definitions are based on Transparency International, 'Business Principles for Countering Bribery', 2011). This may include cash or in-kind benefits, such as free goods, gifts, and holidays, or special personal services provided for the purpose of an improper advantage or that may result in moral pressure to receive such an advantage." Source: G4-SO5. Substantiated: a government, regulatory, industry association, self-regulatory, or a similar body, or the company itself has determined there was a case of corruption. A case in the appeal process is considered to have been substantiated during the appeal, and is only considered unsubstantiated once there has been a ruling on the appeal. Data RequirementsPlease includes only incidents of corruption that have been substantiated. This does not include incidents that are currently pending investigation. References GRI G4-SO5 and GRI Standard 205-3 are relevant for this question.

1.4.7 Reporting on breaches

This question requires publicly available information.

Does your company publicly report on breaches (e.g. number of breaches, cases etc.) against your codes of conduct/ethics? Please specify where this information is available in your **public reporting** or **corporate website.**

❍ Yes, we publicly report on breaches to our codes of conduct

❍ We publicly report that no breaches have occurred during the most recent reporting cycle

❍ No, we do not publicly report on breaches.

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

❍ Not known

Question RationaleOrganizations are increasingly expected by the marketplace, international norms, and stakeholders to demonstrate their adherence to integrity, governance, and good business practices. Reporting to authorities is mandatory in many countries but RobecoSAM's questions are looking for evidence of transparent corporate reporting to all stakeholders. This question assesses the transparency a company shows in relation to breaches of its codes of conduct or anti-corruption & bribery policies towards its stakeholders, both for the occurrence of incidents as well as the company's response. Key DefinitionsBoth the disclosure of the code of conduct breaches and the comprehensiveness of the disclosure are assessed. When assessing the comprehensiveness of the disclosure, aspects such as the number of cases, the types and categories of cases (such as bribery, privacy, and discrimination), and the consequences of the breaches are considered. Filings to authorities that are not publicly available to all stakeholders will not be considered here. If there were no code of conduct breaches, the second option ''We publicly report that no breaches have occurred during the most recent reporting cycle'' should be chosen. together with an indication of where this is publicly reported: The absence of breaches also needs to be publicly disclosed for the purpose of this question. A comment indicating that no breaches occurred and that reporting would have been available in the event of such breaches occurring is not sufficient for this question. Data RequirementsPlease note that if your company did not have any code of conduct breaches, please tick 'Yes, please refer to the reference(s) provided:' and indicate where this is publicly reported. ReferencesG4-58 & G4-SO5 and GRI Standards 102-17 & 205-3 are relevant for this question. OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1997 United Nations Convention Against Corruption, 2003 Business Principles for Countering Bribery, 2009 (by Transparency International, second edition)

1.4.8 MSA Business Ethics

In this section, we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

1.5 Customer Relationship Management

Strong relationships with customers lead to increased customer loyalty. Harvard Business School research revealed that a 5% increase in retention can result in a profit increase of up to 75%, depending on the industry. The value of retaining customers makes perfect business sense when one considers that a consumer retained for life is more cost effective, requires less service, provides more business and contributes to new customer acquisition by offering positive referrals. Additionally, customer relationship management tools provide important data which allows the company to target relevant customer groups, develop specific products, and ensure that it has all relevant information to strengthen customer relationships. Online presence and channels have reshaped customer relationships: companies need to be present on several platforms to reach out to customers, and for some sectors today it is strategic development to develop strong online capabilities. In some industries, customer data privacy and safety risks have emerged and companies need to ensure strong policies to avoid increasing costs of breaches and negative reputational impact. The key focus of the criterion is on the tools a company has implemented or is using to manage customers, online strategy, sales and distribution channels, customer satisfaction and customer protection.

1.5.1 Online Strategies & Customers Online

Please provide information regarding the use of your online services by customers and revenues derived from online services.
Please note that if your company earned more than 95% of its revenues online in the previous fiscal year this question should be marked as 'Not applicable' and an explanation should be provided in the comment box.

❍ **Online customers**
Please indicate how many of your customers are actively using your electronic services solutions as percentage of all customers.

	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for 2017?
% of total customers using your online services solutions/sales platform					

Online revenues
Please indicate how much of your revenues are generated online/from e-commerce. If your company does not generate any revenues from online activities, please mark the box ***"We do not generate sales/revenues from online activities, please explain."***

	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for 2017?
% of revenues generated online (e.g. through direct sales, advertising, etc.) ❑ We do not generate sales/ revenues from online activities, please explain:					

❍ We do not track the number of customers using our online services or the percentage of revenues generated from online activities.

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

❍ Not known

Question RationaleAll industries are facing an increased speed of information flow toward their customers. Companies need to adapt to this dynamically changing environment, in developed and emerging markets. To ensure a company's reputation, increase revenue generation and improve customer engagement, companies need to develop an online strategy. RobecoSAM assesses if companies have defined a group-wide online strategy covering overall development capabilities. This question is looking for information covering the overall positioning of the company with respect to online business practices that ensure reputation and recognition by using online tools and digital presence to improve business performance. To benefit from these new platforms, companies also have to monitor the percentage of customers online and percentage of revenue from e-commerce, direct online sales systems and/or advertising. Key DefinitionsCustomer vs. Consumer: By definition, a customer is someone who buys services or goods from someone else while a consumer is someone that consumes a certain product or commodity. In the field of economics, a consumer can be either a single person or an entire organization using a certain type of service. In the context of the RobecoSAM questionnaire, we focus the customer relationship management criterion on customers for B2B companies and consumers for B2C companies. Data Requirements% of total customers using your online services solutions/sales platform: percentage of total customers that make use of/come from online products and services in the last four financial years. % of revenues generated online (e.g. through direct sales, advertising, etc.): percentage of total revenues generated through online channels in the last four financial years. Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple-year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. Please note that if your company has more than 95% online revenues in the previous fiscal year this question should be marked as 'Not applicable' and an explanation should be provided in the comment box. In addition, if your company does not directly sell online and has no further access to online customers, please mark "We do not have online sales/revenues from online activities, please explain:" Please note: We kindly ask all utilities companies to tick the option "We do not generate sales/revenues from online activities, please explain."   Industry Specific GuidanceUtilities: Smart metering, e-billing as well as online contract sales should be considered when responding to this question.

1.5.2 Satisfaction Measurement

Additional credit may be granted for publicly available evidence.

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 evidence.

❏ Please tick this option if your supporting evidence is available in the public domain

Customer Satisfaction	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Satisfied clients	% of clients or customers surveyed					
Data coverage (% of total clients, customers, revenues, etc.)	percentage of					

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

❏ Please tick this option if your supporting evidence is available in the public domain

Customer Satisfaction	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017 ?
Please specify approach used	Please specify unit					
Data coverage (% of total clients, customers, revenues, etc.)	percentage of					

❍ Customer satisfaction is not monitored

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

❍ Not known

Question Rationale Research from Harvard Business School has shown that a 5% increase in retention can result in a bottom-line profit increase of up to 75%, depending on the industry. The dramatic economic power of customer retention is revealed when viewing customers in terms of lifetime value (LTV). The value of retaining customers makes perfect business sense when one considers that a consumer retained for life is more cost effective, requires less service, provides more business and contributes to new customer acquisition by offering positive referrals. Companies in consumer-facing industries (B2C) should therefore monitor customer satisfaction and report the results of satisfaction surveys targeting consumers (i.e. end users) of their products/services. Key DefinitionsCustomer vs. Consumer: By definition, a customer is someone who buys services or goods from someone else while a consumer is someone that consumes a certain product or commodity. In the field of economics, a consumer can be either a single person or an entire organization using a certain type of service. In the context of the RobecoSAM questionnaire, and more specifically the customer relationship management criterion, we focus on customers for B2B companies and consumers for B2C companies. Data RequirementsCompanies in consumer-facing industries (B2C) should report the results of satisfaction surveys targeting consumers (i.e. end users instead of the distributor/retailers they sell their products through) of their products/services. For companies who only survey direct customers (e.g. distributors) and do not directly monitor consumer satisfaction, please provide available data and indicate this in the comment box. Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple-year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Percentage of satisfied clients in the last reported year (measured through a satisfaction survey or through an alternative approach). ReferencesGRI G4-PR5 and GRI Standard 102-43 and 102-44 are relevant for this question.

1.5.3 MSA CRM

In this section, we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

1.6 Policy Influence

Although companies legitimately represent themselves in legislative, political and public discourse, excessive contributions to political campaigns, lobbying expenditures and contributions to trade associations and other tax-exempt groups may damage companies’ reputations and creates risks of corruption. In this criterion, RobecoSAM evaluates the amount of money companies are allocating to organizations whose primary role is to create or influence public policy, legislation and regulations. We also ask for the largest contributions to such groups, and we assess the public disclosure on these two aspects.

1.6.1 Contributions and Other Spending

Additional credit may be granted for publicly available evidence.

Please indicate your annual total monetary contributions to and spending for political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups, as defined in the Info Text. If this information is publicly reported, please provide supporting evidence or indicate the weblink below. **PAC contributions by employees should not be included.**
Please also indicate if these figures are provided in your **public reporting.**

❍ We are able to itemize the figures. If you have not made any contributions for one or more items, please enter 0 and indicate if this information is available in your public reporting.

	Currency	FY 2014	FY 2015	FY 2016	FY 2017
Lobbying, interest representation or similar					
Local, regional or national political campaigns / organizations / candidates					
Trade associations or tax-exempt groups (e.g. think tanks)					
Other (e.g. spending related to ballot measures or referendums)					
Total contributions and other spending					
Data coverage (as % of denominator)	Percentage of:				

❍ We can only report the total spending figures. Please indicate the items included in your total spending figures. If an item is not included, please select "not included". If you have not made any contributions for a specific category, please select "No contribution." **Please also indicate if these figures are provided in your public reporting.**

Lobbying, interest representation or similar	❍ Included ❍ Not included ❍ No contribution ❍ Not known
Local, regional or national political campaigns / candidates	❍ Included ❍ Not included ❍ No contribution ❍ Not known
Trade associations or tax-exempt groups (e.g. think tanks)	❍ Included ❍ Not included ❍ No contribution ❍ Not known
Other (e.g. spending related to ballot measures or referendums)	❍ Included ❍ Not included ❍ No contribution ❍ Not known

	Currency	FY 2014	FY 2015	FY 2016	FY 2017
Total contributions and other spending					
Data coverage (as % of denominator)	Percentage of:				

❍ We do not track our annual monetary contributions and other spending for political and related purposes.

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

❍ Not known

Question RationaleAlthough companies legitimately represent themselves in legislative, political and public discourse, excessive contributions to political campaigns, lobbying expenditures and contributions to trade associations and other tax-exempt groups may damage companies' reputations and creates risks of corruption. With this question, RobecoSAM assesses the total amount of money companies are allocating to organizations whose primary role is to create or influence public policy and the extent to which these amounts are disclosed to the public. Data RequirementsThe company shall report its total monetary contributions to political campaigns or organizations, lobbyists, trade associations and other tax-exempt groups whose role is to influence political campaigns or legislation. This includes all direct and indirect spending, contributions or payments to: - Political campaigns, ballots measures or referendums. - Political organizations, trade associations or tax-exempt groups whose role is to influence political campaigns or legislative activities, including chambers of commerce, trade boards, and the like. This includes membership fees towards trade associations, industry associations and business associations. - Registered lobbyists and lobbying groups. - Companies do not need to report the monetary value of in-kind giving, employee volunteering or management overheads related to the activities described above. - Note: PAC contributions by employees should not be included. Source: SASB and GRI. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering at least one figure in the last reported year. If no contributions were made for a specific item or category (e.g. zero political contributions in the last fiscal year), companies should publicly report this information. ReferencesGRI G4-SO6 and GRI Standard 415-1 are relevant for this question. SASB Political Spending (the specific standard number is dependent on industry)

1.6.2 Largest Contributions and Expenditures

Additional credit may be granted for publicly available evidence.

Did your company make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation? In this context, a ''contribution'' is the aggregate amount given during the fiscal period to an individual candidate, organization, ballot measure, or ''issue area'' or ''topic'' requiring lobbying efforts. Please see the Information Button for examples. **PAC contributions by employees should not be included.**
Please also indicate if this reporting is available in your **public reporting.**
If you made less than five contributions, please select "No contribution" under "Type of organization" in the appropriate row.

❍ Yes, we made contributions or had expenditures. **Please indicate if this information is available in the public domain.**
Issues and Topics
Currency:

Issue or Topic	Corporate Position	Description of Position / Engagement	Total spend in FY 2017
	❍ Support ❍ Support with minor exceptions ❍ Support with major exceptions ❍ Oppose ❍ No contribution		
	❍ Support ❍ Support with minor exceptions ❍ Support with major exceptions ❍ Oppose ❍ No contribution		

Other Large Expenditures

Name of organization, candidate or topic	Type of Organization	Total amount paid in FY 2017
	❍ National political organization ❍ State or local political campaign, candidates or committees ❍ Political Action Committee (PAC) ❍ Lobbying, interest representation or similar ❍ Trade association ❍ Tax-exempt group ❍ No contribution ❍ Not known ❍ Other: please specify type	

Name of organization, candidate or topic	Type of Organization	Total amount paid in FY 2017
	❍ National political organization ❍ State or local political campaign, candidates or committees ❍ Political Action Committee (PAC) ❍ Lobbying, interest representation or similar ❍ Trade association ❍ Tax-exempt group ❍ No contribution ❍ Not known ❍ Other: please specify type	
	❍ National political organization ❍ State or local political campaign, candidates or committees. ❍ Political Action Committee (PAC) ❍ Lobbying, interest representation or similar ❍ Trade association ❍ Tax-exempt group ❍ No contribution ❍ Not known ❍ Other: please specify type	

❍ No, we did not make any contributions or have any expenditures. **Please indicate if this information is available in the public domain.**

❍ We do not track our largest contributions or expenditures for political and related purposes.

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

❍ Not known

Question RationaleAlthough companies legitimately represent themselves in legislative, political and public discourse, excessive contributions to political campaigns, lobbying expenditures and contributions to trade associations and other tax-exempt groups may damage companies' reputations and creates risks of corruption. In this question, RobecoSAM asks for the largest contributions or expenditures to organizations whose primary role is to create or influence public policy, and assesses the extent to which this information is provided to the public. Key definitionsLargest contributions: in this context, a "contribution" is the aggregate amount given during the fiscal period to an individual candidate, organization, ballot measure, or "issue area" or "topic" requiring lobbying efforts. For example: Sugar taxes: the total amount of lobbying expense for the fiscal period shall be reported as one line item. The expenses may have been related to several activities around the world: a ballot initiative in California, legislation being considered by the US federal government and legislation pending in the UK. Drug pricing: the total amount of lobbying expense for the fiscal period shall be reported as one line item. The expenses may have been related to several state ballot initiatives in the US. Data RequirementsCompanies should report their largest "contributions" to political campaigns or organizations, lobbyists, trade associations and other tax-exempt group, related to individual candidates, organizations, ballot measure or referendum, or topic for which lobbying were contracted. This includes all contributions, donations and membership fees towards trade associations, industry associations and business associations. Companies do not need to report the monetary value of in-kind giving, employee volunteering or management overheads related to the activities mentioned above. If local legislation prevents you from making political or other contributions, please mark "Not applicable" and provide an explanation in the company comment box. In contrast to 2017, there are now two distinct aspects to this question: the two top issues and the three largest single contributions/payments. There may therefore be some overlap, if the spending on the issues is done by the trade associations.If your largest contributions go to trade/business associations, our preference is that you are able to inquire with the trade association(s) as to the percentage of your contribution allocated to lobbying for specific issues. However, we realize this may not be feasible in this first year of asking the question this way. If the trade association cannot provide this level of detail, an estimate will suffice. In the worst case, for the first part of this question we ask you to report your direct lobbying expenditures only, even if the amounts are small. Note: Please do not include contributions to charities whose main purpose is something other than supporting specific political parties or causes, e.g. they primarily provide healthcare to an at risk population or food and shelter to the poor. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering at least four of the largest contributions and expenditures described. ReferencesGRI G4-SO6 and GRI Standard 415-1 are relevant for this question. SASB Political Spending (Specific code dependent on industry, for example: SV0202-09 for Casinos & Gaming, NR0104-16 for Oil & Gas Services)

1.6.3 MSA Policy Influence

In this section, we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

1.7 Brand Management

A brand is a living business asset. It differentiates a company's products from those of its competitors and encourages customer loyalty. An effective brand strategy and a clear set of brand values can therefore help a corporation and its management team to implement a long-term vision. This criterion focuses on how brand management strategies support a company's brand strength and align its approach to sustainability. The questions have been based around the dimensions that we believe are essential for a strong brand to possess, addressing both the internal and external aspects of a brand. They include: clarity, commitment, responsiveness, protection, authenticity, relevance, understanding, differentiation, presence, and consistency.
The brand management questions and the scoring methodology have been developed in collaboration with Interbrand, a leading global brand consultancy with a network of 29 offices in 22 countries. www.interbrand.com
The questions can be answered with reference to the corporate brand or a significant product or group of product brands.

1.7.1 Brand Strategy & Sustainability Strategy

This question evaluates the commitment to external and internal clarity about what the brand stands for, and secondly, how the brand strategy and sustainability strategy are internally aligned.

❍ **Brand Education**
Please describe one initiative you have in place to educate **consumers and customers** about the brand:

Please describe one initiative you have in place to educate your **employees** on their role in building the brand or to instill brand values into the corporate culture:

Brand Strategy & Sustainability Strategy Alignment
Select one statement that best describes how your brand strategy and sustainability strategy are linked. If sustainability has been integrated into your company's brand strategy or your company believes the two influence each other, please provide

evidence for this by giving two examples of internal processes that you have in place to build a connection between brand and sustainability. E.g. internal guidelines, examples of feedback processes, benchmarking, etc.

- ❍ Sustainability is integrated into our brand strategy
  Example 1:

  Example 2:

- ❍ Our brand and sustainability strategies are independent, but influence one another
  Example 1:

  Example 2:

- ❍ Our brand strategy has no connection with a sustainability strategy
- ❍ We do not have a brand strategy

❍ Our company has not identified a brand strategy

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

❍ Not known

Question RationaleA brand is a living business asset. It differentiates a company's products from those of its competitors and encourages customer loyalty. An effective brand strategy and a clear set of brand values can therefore help a corporation and its management team implement a long-term vision. This criterion focuses on how brand management strategies support a company's brand strength and align with its approach to sustainability. The questions have been based around the dimensions we believe are essential for a strong brand to possess, addressing both the internal and external aspects of a brand. They include: clarity, commitment, responsiveness, protection, authenticity, relevance, understanding, differentiation, presence and consistency. Data RequirementsThe questions can be answered with reference to the corporate brand or a significant product or group of product brands. Note: This criterion may be marked ''Not applicable'' (with explanation) if your company does not influence the branding strategy or marketing of your products, e.g. franchisees, manufacturing under license, bottling companies in the BVG beverage industry. However, such companies may still choose to answer any question within the criterion they feel is relevant to their business. ReferencesThe brand management questions and scoring methodology have been developed in collaboration with Interbrand (www.interbrand.com), a leading global brand consultancy with a network of 29 offices in 22 countries.

1.7.2 Brand Management Metrics

This question evaluates the internal commitment to support and sustain the brand's strength.

❍ **Brand Strength Measurement & Incentives**
Please select one statement that best describes how the effectiveness of your brand strategy is evaluated and how the employees responsible for brand management are incentivized. Please explain your answer in the text box or attach documentary evidence.

- ❍ Formal brand-related performance metrics are used and are linked to an incentive program. Explain which metrics are used and how much influence they have:
- ❍ Formal brand-related performance metrics are used but are not linked to incentives. Explain which metrics are used:
- ❍ Informal performance measurement. Please explain:
- ❍ No measurement metrics to evaluate brand strength have been identified

Sustainability Brand Metrics
Are sustainability metrics or factors part of the brand strategy evaluation process?

- ❍ Yes. Please specify the sustainability metrics that have an influences on the brand strategy evaluation process and describe the degree of influence they have:
- ❍ No, sustainability metrics or factors are not part of the brand strategy evaluation process.

❍ Our company does not use brand management metrics.

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

❍ Not known

Question RationaleA brand is a living business asset. It differentiates a company's products from those of its competitors and encourages customer loyalty. An effective brand strategy and a clear set of brand values can therefore help a corporation and its management team implement a long-term vision. This criterion focuses on how brand management strategies support a company's brand strength and align with its approach to sustainability. The questions have been based around the dimensions we believe are essential for a strong brand to possess, addressing both the internal and external aspects of a brand. They include: clarity, commitment, responsiveness, protection, authenticity, relevance, understanding, differentiation, presence, and consistency. Data RequirementsThe questions can be answered with reference to the corporate brand or a significant product or group of product brands. This criterion may be marked "Not applicable" (with explanation) if your company does not influence the branding strategy or marketing of your products, e.g. franchisees, manufacturing under license, bottling companies in the BVG beverage industry. However, such companies may still choose to answer any question within the criterion they feel is relevant to their business. ReferencesThe brand management questions and scoring methodology have been developed in collaboration with Interbrand (www.interbrand.com), a leading global brand consultancy with a network of 29 offices in 22 countries.

1.7.3 MSA Brand Management

In this section, we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa.

1.8 Tax Strategy

Tax competition between tax territories (countries or regions within countries) has left room for companies to optimize their tax spending. While tax optimization has a positive impact on profitability and hence company value, a too-aggressive tax strategy might not be sustainable in the mid- to long-term and adds some risk to long-term profits. First, there is a reputational risk because of increased public and regulatory scrutiny which could result in lower brand value. Second, the relationship with the host country may be negatively impacted. This could result in approval delays or rejection of expansion projects or, in the worst cases, companies risk losing their license to operate. Third, earnings might be impacted if the tax authorities decide to change tax regulation which leads to direct financial risks. Finally, economic development risk arises if governments receive inadequate tax receipts for funding local infrastructure or education.

1.8.1 Tax Strategy

This question requires publicly available information.

Does your company have a **publicly available** tax policy/principles/strategy in place which indicates your approach towards taxation?

- ❍ Yes, we have a publicly available tax policy in place covering the following elements. Please provide the relevant weblink:
  - ❏ A commitment to compliance with the spirit as well as the letter of the tax laws and regulations in the countries in which the company operates
  - ❏ A commitment not to transfer value created to low tax jurisdictions
  - ❏ The use of tax structures intended for tax avoidance
  - ❏ The company's approach to transfer pricing
  - ❏ The use of secrecy jurisdictions or so-called "tax havens"
- ❍ No, we do not have a publicly available tax policy.
- ❍ Not applicable. Please provide explanations in the comment box below.
- ❍ Not known

Question Rationale Often, tax avoidance strategies are drawn up in a legally sound way. Therefore, just having a general statement in the financial report which states that the company intends to comply with all tax laws and regulations in its countries of operations is not sufficient. According to KPMG "every company should be in a position to give a coherent justification of their approach to key tax issues such as the use of tax minimization techniques, which is consistent with their approach to other CSR issues." The adoption of a formal tax policy serves to guide company practices and provide investors, regulators and other external stakeholders with an idea of the company's tax risk profile, against which practices and disclosures can be compared. An effective policy should be overseen by the board of directors, created in conjunction with relevant senior management, and regularly reviewed to ensure emerging risks are addressed. This question seeks to determine if there is a clear and transparent tax policy or strategy available in the public domain that addresses sensitive or high-risk tax issues. The question does not seek to assess the company's approach to the topics listed above, but merely the transparency of the company's approach to tax. Data RequirementsWhile many companies have group-wide tax accounting policies with clearly defined roles and responsibilities within the organization in place, we specifically look for taxation policies that address issues such as responsible taxation, transparency, transfer pricing, etc., going beyond minimum legal tax disclosure requirements.

1.8.2 Tax Reporting

This question requires publicly available information.

Does your company **publicly report** on key business, financial and tax information for regions or countries in which you operate? Please provide the weblink for where this information can be found:

- ❍
  - ❍ Yes, we publicly report on the following for our main **geographic regions:**
    - ❏ Revenue
    - ❏ Operating Profit
    - ❏ Taxes Paid
  - ❍ Yes, we publicly reporting on the following for our main **countries:**
    - ❏ Revenue
    - ❏ Operating Profit
    - ❏ Taxes Paid

❍ We do not report taxes on a regional or country by country basis.

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

❍ Not known

Question Rationale While companies may use tax optimization strategies in order to optimize their cost structure, they should be transparent about the amount of tax they pay in the countries or regions in which they operate. At the very least, companies should report on their revenues and operating profits on a country-by-country basis or at a regional level. Ideally, they should be equally transparent about the corresponding taxes that they pay. Companies should also be transparent about why taxes paid in one country or region might differ from the expected tax rate – this kind of information can help investors better understand the company's tax structure. In this question, we aim to identify to what extent companies report their revenues, operating profits and taxes in the countries or regions they operate in and whether or not differences in expected tax rates are publicly explained. Data RequirementsThe question is seeking to find out if your company reports corporate income taxes on a country-by-country or regional basis. Consolidated taxes that include other items such as value added tax, regional or industry-specific taxes are not accepted. Expected corporate income tax rate = ((pre-tax profits country A / pre-tax total profits) x statutory corporate income tax rate country A) + ((pre-tax profits country B / pre-tax total profits) x statutory corporate income tax rate country B) + ((pre-tax profits country C / pre-tax total profits) x statutory corporate income tax rate country C) + ... Operating Profit - Please note that other than looking for operating profit, pre-tax profit, operating profit after interest expense, pre-tax income, and EBT can also be accepted for operating profit. Please note: if your company receives more than 90% of its revenues from one country and reports any of the indicators in this question for this country, RobecoSAM accepts country by country reporting. References GRI G4-EC1 and GRI Standard 201-1 are relevant for this question.

1.8.3 Effective Tax Rate

This question requires publicly available information.

Please complete the following table related to your reported tax rate (income statement) and cash tax rate (cash flow statement) for the last two years. Please indicate where this information is available in your financial reporting.
Additionally, please select (if necessary) why the reported tax rate and/or the cash tax rate might be lower than expected. Please see the information button for additional information.

❍ Currency:

Financial Reporting	FY 2016	FY 2017	Calculated Average
Earnings before Tax			
Reported Taxes			
Reported Tax Rate (in %)			
Cash Taxes Paid			
Cash Tax Rate (in %)			

If the calculated average tax rate and/or cash tax rate is lower than it might be expected by a stakeholder reviewing your financial statements and the financial statements of other companies in your sector, please specify the reason why, indicate the tax amount per item and provide explanations in the table below. Please also indicate where this information is available in your **public reporting** or **corporate website**.

Reason	Tax Impact FY 2016	Tax Impact FY 2017	Explanation
❏ Group-wide net operating losses			
❏ Non-recurring (one time) operating losses in own operations			

Reason	Tax Impact FY 2016	Tax Impact FY 2017	Explanation
❏ Net operating losses from acquired companies			
❏ Single jurisdiction tax code (e.g. low domestic rate and maximum 10% sales abroad)			
❏ Timing - issues outside of the two year period reported			

❍ We do not report this information

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

❍ Not known

Question RationaleThis question aims to assess whether or not discrepancies may exist between companies' reported tax rates and expected tax rates. While often legitimate, large differences may indicate overly aggressive tax optimization, which in turn may serve as a potential source of risk for a company. This question assesses the reported tax rate and cash tax rate for the last two years. Key DefinitionsTax rate: the percentage at which an individual or a corporation is taxed. Reported taxes: the amount of taxes imposed to an organization as this is reported on the income statement. Cash taxes: the amount of taxes paid to governmental authorities as this is indicated on the cash flow statement. Tax amount: (in table explaining low taxes) if the taxes reported or paid in cash are lower than expected, companies may have non-recurring items (e.g., net operating losses from acquired companies, major write-offs that cause temporary losses, tax settlement, etc.) that explain the low rate. The tax amount entered into the table is the amount of tax that should be added back to the reported or cash tax amounts actually reported, leading to the higher reported tax rate or cash tax rate. Group-wide net operating losses: "Net operating losses (NOL) are a tax credit created when a company's expenses exceed its revenues, generating negative taxable income as computed for tax purposes. NOL can be used to offset positive taxable income, reducing cash taxes payable. NOL can be carried back 2 years to recover past taxes paid, and forward 20 years to offset taxable income in future periods. After 20 years, any remaining NOL expire and are no longer available for use. NOL carried forward are recorded on the balance sheet as deferred tax assets (DTA)." Source: Macabacus In the case a company has group-wide losses, there is no associated amount, since there is no income. Non-recurring (one-time) losses in own operations: Non-recurring (one-time) losses are irregular or infrequent losses (e.g., write-off of a large investment, large settlement or fine) that would offset ongoing income generated. Net operating losses from acquired companies: This option refers to "taxable acquisitions in which the acquired net assets are stepped-up for tax purposes, the target's net operating losses (NOL) may generally be used immediately by the acquirer to offset the gain on the actual or deemed asset sale." Source: Macabacus Single jurisdiction tax code: (e.g. low domestic rate and maximum 10% sales abroad) Certain countries (e.g. Ireland) have a low tax rate for companies. Therefore, certain countries will have a lower tax rate than the average in the industry. If your company has more than 90% of sales domestically, this option can be ticked. Timing – Issues outside of the two years period: This option refers to an event that happened outside of the two years and was carried forward to the two last fiscal years. This could be losses from a company's own operations as described above, or due to a tax deal reached with the government. Data RequirementsEarnings before Tax (EBT) may also be known as Operating Income before Tax or Profit before Tax and is often a unique line item on the income statement. Two years of data are required. Public disclosure requirements: Public disclosure of the following items for the last two fiscal years: - Earnings before tax - Reported taxes - Reported tax rate - Cash taxes paid - Cash tax rate If any of the following items have been selected, then these should be reported publicly, as well as the corresponding tax impact (if relevant for the selected option): - Group-wide net operating losses - Non-recurring (one time) operating losses in own operations - Net operating losses from acquired companies - Single jurisdiction tax code (e.g. low domestic rate and maximum 10% sales abroad) - Timing - issues outside of the two year period reported References- For the Average Effective Tax Rate & Cash Tax Rate for each of the 24 GICS® Industry Groups, please see the RobecoSAM CSA Companion, page 44 - Organization for Economic Co-operation and Development (OECD) framework "Base Erosion and Profit Shifting (BEPS) - Fair Tax, retrieved from: https://fairtaxmark.net/wp-content/uploads/2014/01/How-Companies-Avoid-Tax.pdf - Macabacus: http://macabacus.com/taxes/net-operating-loss

1.8.4 MSA Tax Strategy

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

1.9 Information Security & Cybersecurity

Over the past decade, the number of information security breaches has been growing exponentially. The many incidents and their related costs have shown that information security/cybersecurity has become a financially material issue which has to be managed diligently to protect corporate value. The costs of cybercrime are manifold and can impact the company in different ways. Internal costs are operational costs and relate to dealing with the cybercrime and incidence prevention. External costs include the consequences of the cyber-attack such as the loss or theft of sensitive information, operations' disruption, fines and penalties, infrastructure damage or revenue losses due to loss of customers. The criterion focuses on how well companies are prepared to prevent major information security/cybersecurity incidents and if they can react appropriately in case of an attack. It also evaluates whether companies have experienced information security/cybersecurity incidents in the past and what the financial consequences were.

1.9.1 Information Security / Cybersecurity Strategy and Governance

This question evaluates whether companies are aware of information security/cybersecurity risks on the highest level of management and if cybersecurity risks are treated as strategically relevant.

❍ **Information Security / Cybersecurity Strategy**

Do you have an information security/cybersecurity strategy that is regularly reviewed and updated? Please provide supporting evidence.

- ❍ Yes. Please explain:
- ❍ No

Board Level Involvement

Is the board of directors engaged in the information security/cybersecurity strategy and review process?

- ❍ Yes. Please indicate the responsible person and/or committee:
- ❍ No

Risk Management Framework

Are information security/cybersecurity risks a formal component of the overall risk management framework? Please provide supporting evidence.

- ❍ Yes. Please explain:
- ❍ No

❍ We do not have an information security/cybersecurity strategy.

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

❍ Not known

Question RationaleOver the past decade, the number of information security breaches has been growing exponentially. The many incidents and the related costs have shown that information security/cybersecurity has become a financially material issue which must be diligently managed to protect corporate value. The costs of cybercrime are manifold and can impact the company in different ways. Internal costs are operational costs and relate to dealing with cybercrime and incidence prevention. External costs include the consequences of the cyber-attack such as the loss or theft of sensitive information, operations' disruption, fines and penalties, infrastructure damage or revenue losses due to loss of customers. The criterion focuses on how well companies are prepared to prevent major information security/cybersecurity incidents and if they can react appropriately in the event of an attack. It also evaluates whether companies experienced information security/cybersecurity incidents in the past and what the financial consequences were. Key DefinitionsCybersecurity: Cybersecurity is the body of technologies, processes and practices designed to protect networks, systems, computers, programs and data from attack, damage or unauthorized access. (according to SEC) Information security: The protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity, and availability. (according to NIST) Important note: Throughout the whole criterion we always refer to cybersecurity or information security according to the definitions above. For the appraisal of the criterion we will treat both ''information security'' and ''cybersecurity'' equally.

1.9.2 Responsibilities and Employees

This question evaluates if clear responsibilities are defined for information security/cybersecurity, if employees are aware of information security/cybersecurity risks and if they have the training and tools to mitigate information security/cybersecurity risks.

❍ **Executive Level Responsibility**
Do you have a Chief Security Officer (e.g. a Chief Information Security Officer) in place?

- ❍ Yes, we have a dedicated Chief Security Officer with the sole responsibility for information security/cybersecurity. Please indicate name and function:
- ❍ No, but the information security/cybersecurity function is part of the Chief Information Officer (CIO) role or similar. Please indicate name and function:
- ❍ No, we do not have such an executive role.

Cyber Threat Intelligence Team
Do you have a specific cyber-threat intelligence team (e.g. Cyber Emergency Response Team) in place?

- ❍ Yes, please indicate the name of the team:
- ❍ No

Security Measures
Have you implemented the policies and procedures below for employees with access to critical information in order to ensure that they are aware of threat issues and the importance of information security/cybersecurity?

- ❏ An information security/cybersecurity policy is internally available to all employees, please provide the document:
- ❏ Information security/cybersecurity awareness training. Please describe the training program:
- ❏ A clear escalation process which employees can follow in the event an employee notices something suspicious is in place. Please explain:
- ❏ Information security/cybersecurity is part of the employee performance evaluation (e.g. disciplinary actions). Please explain:

❍ We do not have formal responsibilities for information security/cybersecurity.

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

❍ Not known

Question RationaleOver the past decade, the number of information security breaches has been growing exponentially. The many incidents and the related costs have shown that information security/cybersecurity has become a financially material issue which has to be diligently managed to protect corporate value. The costs of cybercrime are manifold and can impact the company in different ways. Internal costs are operational costs and relate to dealing with the cybercrime and incidence prevention. External costs include the consequences of the cyber-attack such as the loss or theft of sensitive information, operations disruption, fines and penalties, infrastructure damage or revenue losses due to loss of customers. The criterion focuses on how well companies are prepared to prevent major information security/cybersecurity incidents and if they can react appropriately in case of an attack.
It also evaluates whether companies experienced information security/cybersecurity incidents in the past and what the financial consequences were.

1.9.3 Process and Infrastructure

This question assesses if companies have the right processes in place to prevent cyber-attacks and if they are well-prepared to react in case of an attack.

❍ **Incident Response**
Do you have business continuity plans and incident response procedures in place and how often do you test them? Please provide supporting evidence.

- ❍ Yes, and we test them at least semi-annually
- ❍ Yes, and we test them at least annually
- ❍ Yes, but test them less frequently
- ❍ No, we do not have such plans and procedures in place

Industry Collaborations
Do you participate in industry collaborations with regard to information security /cybersecurity?

- ❍ Yes, we participate in industry collaborations. Please explain:
- ❍ No

Quality Management
Is your information security management system certified to ISO 27001, NIST or similar?

- ❍ Yes, all of our information security management system is certified. Please specify:
- ❍ Yes, part of our information security management system is certified. Please specify:
- ❍ No

External Verification
Please indicate which information security management systems have been audited by an external third party in last fiscal year.

- ❏ Our own information security management system has been audited by external auditors. Please specify the name of the independent external auditor:
- ❏ We have audited our suppliers' and/or business partners' information security management systems. Please indicate if this was done by your internal audit department or an independent third party:

❍ We do not have processes and infrastructure in place to prevent and/or respond to cyberattacks

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

❍ Not known

Question RationaleOver the past decade, the number of information security breaches has been growing exponentially. The many incidents and the related costs have shown that information security/cybersecurity has become a financially material issue which has to be diligently managed to protect corporate value. The costs of cybercrime are manifold and can impact the company in different ways. Internal costs are operational costs and relate to dealing with the cybercrime and incidence prevention. External costs include the consequences of the cyber-attack such as the loss or theft of sensitive information, operations' disruption, fines and penalties, infrastructure damage or revenue losses due to loss of customers. The criterion focuses on how well companies are prepared to prevent major information security/cybersecurity incidents and if they can react appropriately in case of an attack. It also evaluates whether companies experienced information security / cybersecurity incidents in the past and what the financial consequences were. Key DefinitionsInformation System: Applications, services, information technology assets, or other information handling components (according to ISO)

1.9.4 Information Security / Cybersecurity Breaches

This question evaluates how successful your company was in managing information security/cybersecurity risks over the last three years and what the financial impact was. The second part of the question assesses how the financial risk is mitigated through insurance.

❍ Currency:

Incidents & Breaches

Has your company experienced breaches of information security or other cybersecurity incidents over the past three years? Please note that if you did not have any information breaches, fines or accrued liability in an individual year, 0 should be entered in the corresponding box in the table. If you do not know the information, please leave the box empty. See the information text for more information.

	2015	2016	2017
Total number of information security breaches or other cybersecurity incidents			
Total number of information security breaches involving customers' personally identifiable information			
Total amount of fines/ penalties paid in relation to information security breaches or other cybersecurity incident.			

Insurance Against Breaches

Do you have insurance cover for information security breaches or other cybersecurity incidents?

❍ Yes, we have an insurance policy with a maximum coverage of:

❍ No, we do not have insurance coverage

❍ We do not collect data on information security/cybersecurity breaches and incidents.

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

❍ Not known

Question RationaleOver the past decade, the number of information security breaches has been growing exponentially. The many incidents and the related costs have shown that information security/cybersecurity has become a financially material issue which has to be diligently managed to protect corporate value. The costs of cybercrime are manifold and can impact the company in different ways. Internal costs are operational costs and relate to dealing with the cyber crime and incidence prevention. External costs include the consequences of the cyber-attack such as the loss or theft of sensitive information, operations' disruption, fines and penalties, infrastructure damage or revenue losses due to loss of customers. The criterion focuses on how well companies are prepared to prevent major information security/cybersecurity incidents and if they can react appropriately in case of an attack. It also evaluates whether companies experienced information security/cybersecurity incidents in the past and what the financial consequences were. Key DefinitionsThe following definitions are based on the definitions from SASB and NIST: Information security breaches are defined as instances of unauthorized acquisition, access, use, or disclosure of protected information. The number of information security breaches should include information security breaches, cybersecurity risks, and incidents that resulted in the company's business processes deviating from its expected outcomes for confidentiality, integrity, and availability. This includes incidents of unauthorized acquisition or acquisition without valid authorization, resulting from people, process, or technology deficiencies or failures. Disruptions of service due to equipment failures should not be included. Customers' personally identifiable information is defined as any information about an individual maintained by an entity, including (1) any information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and (2) any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information. Breaches should only be included if customers were notified of the breach, either as required by state law or voluntarily by the company. Other cybersecurity incidents are defined as instances where not only unauthorized acquisition, access, use, or disclosure of protected information is involved but where intruders take control over a system such as for example power generation or transportation systems. Fines/Penalties: Fines/penalties per year should be those related to the violations that occurred that year. In other words, if a violation occurred in 2011, but the fine was levied in 2012 and paid in 2013, both the violation and the fine should be included only in the 2011 column. Similarly, if an incident occurred in 1990 and the penalty was finalized and paid in 2014, the penalty does not need to be reported. ReferencesGRI G4-PR8 and GRI Standards 418-1 are relevant for this question.

1.10 Privacy Protection

Networked data and globalised corporate activities require careful handling. Insufficient database and network protection, unclear management of personal information and vague database access rules could expose companies to large risks in case of personal data leakage and misuse, or unauthorized access. For companies to avoid legal costs, reputational risk, and exclusion from certain activities, a company-wide privacy policy is paramount. RobecoSAM's questions focus on the coverage of the company's privacy policy and the mechanism in place to ensure the policy's effective implementation.

1.10.1 Responsibility for Data Privacy

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

❍ Name:

Position:

Number of levels from the board of directors/executive board:

Reporting line:

❍ No, we do not have a formally responsible person in charge of data privacy.

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

❍ Not known

Question RationaleNetworked data and globalised corporate activities require diligent information handling. Therefore, companies are now not only required to have a comprehensive privacy policy in place, but the mechanisms to ensure the policy's proper implementation. Furthermore, they are expected to have well-defined responsibilities and reporting lines to ensure the protection and management of databases and networks. Here, RobecoSAM's question assesses whether the company has the requisite mechanisms in place to ensure that its privacy policy is effectively implemented, in the form of designated responsibilities and reporting lines. ReferencesGRI G4-35, G4-36, G4-PR8 are relevant for this question.

1.10.2 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)
- ❍ No such mechanisms/systems are in place.
- ❍ Not applicable. Please provide explanations in the comment box below.
- ❍ Not known

Question RationaleNetworked data and globalised corporate activities require diligent information handling. In order to avoid the risks associated with these developments – such as legal costs, reputational damage and the exclusion from certain activities – companies must endeavor to implement a comprehensive privacy policy spanning across their businesses, along with a sound implementation framework. Here, RobecoSAM's question assesses whether the company has the requisite mechanisms in place to ensure that its privacy policy is effectively implemented. ReferencesGRI G4-PR8 is relevant for this question.

1.10.3 Customers' Information

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

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

Question RationaleNetworked data and globalised corporate activities require diligent information handling. In order to avoid the risks associated with these developments – such as legal costs, reputational damage and exclusion from certain activities – companies must then endeavor to implement a comprehensive privacy policy spanning across their businesses, along with a sound implementation framework. For this question, RobecoSAM assesses companies' transparency with customers on the privacy protection issues. ReferencesGRI G4-PR8 is relevant for this question.

1.10.4 MSA Privacy Protection

In this section, we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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 analyst responsible for your industry. No additional information is required from your company.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa.

2 Environmental Dimension

2.1 Environmental Reporting

Environmental performance is becoming a material issue in all industries. Maintaining transparency through appropriate reporting, and monitoring it at the board level, increases stakeholders' and customers' trust and positively influences the company's reputation and brand equity. While disclosure levels are increasing, quality of reporting varies significantly. RobecoSAM's questions focus on the relevance, scope and timeliness of the information contained in environmental reports, as well as external quality guarantees based on internationally acknowledged reporting standards.

2.1.1 Environmental Reporting - Coverage

This question requires publicly available information.

Is the coverage of your company's publicly available environmental reporting clearly indicated in the report or in the online domain?

- ❍ Please select the coverage of the company's publicly available environmental indicators from the dropdown list below (select ONLY if the coverage is the same for all environmental indicators your company reports on):
  - ❍ >75% of revenues OR >75% of business operations
  - ❍ 50-75% of revenues OR 50-75% of business operations
  - ❍ 25-50% of revenues OR 25-50% of business operations
  - ❍ <25% of revenues OR <25% of business operations

  Please indicate the weblink and the page number where the coverage for all environmental indicators is indicated (in the public domain):

- ❍ We report on environmental issues, but only provide coverage for some environmental data/indicators in our public reporting. Please specify for the three environmental indicators where you have the highest available coverage (select ONLY if you report coverage for individual indicators but not for the full report):

Environmental Indicator, please specify:	Coverage of Indicator (% of revenues or business operations):	Please indicate the weblink and page number where the coverage for the environmental indicator is publically reported:

Environmental Indicator, please specify:	Coverage of Indicator (% of revenues or business operations):	Please indicate the weblink and page number where the coverage for the environmental indicator is publically reported:

❍ We report on environmental issues, but do not clearly indicate the coverage of the data in our public reporting

❍ We do not report on environmental issues.

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

❍ Not known

Question RationaleThe quality and availability of the information in the public domain gives an indication of the company’s proficiency in environmental reporting. The greater the scope of the information it discloses, the more it is representative of its business activities as a whole, and the more likely it is to be used by investors as it will provide a more accurate picture of the overall social impacts of the company’s business activities. Key DefinitionsReporting coverage: Refers to the boundary or the range of entities (e.g. subsidiaries, joint ventures, sub-contractors, etc.) whose performance is presented by the report. Ideally the company reports on its entities for which it has management control and/or over 50% ownership – that would be considered 100%. Data Requirements- The first option should only be used if it is publicly stated that the coverage is the same for all environmental data reported on, or if it is explicitly stated that the coverage applies to the full report. - If the coverage varies between different indicators, the three with the highest available coverage and their respective coverage should be indicated under the second option. - In both cases, the coverage must be publicly available and please refer to where in the public domain this information can be found. ReferencesGRI G4-17 & G4-18 and GRI Standards 102-45 & 102-46 are relevant for this question.

2.1.2 Environmental Reporting - Assurance

This question requires publicly available information.

Please indicate below what type of external assurance your company has received in relation to your company's environmental reporting. Please attach supporting evidence indicating where the assurance statement is available in the public domain.

❍ ❏ The assurance statement is an "External Audit" or "External Assurance" produced by assurance specialists (e.g. accountants, certification bodies, specialist consultancies).

❏ The assurance statement contains a "declaration of independence" which specifies that the assurance provider has no conflict of interest in relation to providing the assurance of environmental data for the company which has been assured.

❏ The assurance statement is based on a recognized international or national standard (e.g. AA1000AS, ISAE 3000).

❏ The scope of the assurance statement is clearly indicated in the assurance statement. If the assurance statement only covers some KPIs (but not all) it is clearly indicated which data/KPIs disclosed in the report have been assured (e.g. each KPI assured is marked with an "assurance" symbol/flag).

❏ The assurance statement contains a conclusion, i.e. either "reasonable assurance" or "limited assurance"

❍ We do not have any external assurance on our environmental reporting.

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

❍ Not known

Question RationaleAs with financial data, assurance of environmental data enables a greater level of reliability and therefore a greater likelihood that this data will be used by investors in their analysis and investment decisions. Transparency around the assurance process and the data assured also increase stakeholder trust in the published information. Key DefinitionsAssurance specialists: Include accountants, certification bodies, specialist consultancies. It does not include independent advisory board, stakeholder panel, or high-level individual (e.g. Environmental Minister). The declaration of independence: An explicit statement of independence from the auditor confirming that there is no other commercial link to the company's operations or business that could result in a conflict of interest. Generally, the word "independent" in the title of the statement is not sufficient, with the exception of assurance statements provided in accordance with ISAE 3000 or the AICPA Code of Professional Conduct where it is sufficient to confirm independence in the title of the assurance statement, as this is in line with the guidelines of the standard. If you think this exception should also apply to the audit standard (different than ISAE 3000) your auditor is using, please provide an English version of the relevant section of the audit standard that deals with independence. Recognized international or national standard refers to assurance standards and not reporting standards (such as GRI guidelines). Examples of these assurance standards are AA1000AS and ISAE 3000, but regional or local standards are also acceptable if they are clearly specified and are comparable to international standards. Examples include: - Standard DR03422 (Australia /New Zealand) - Assurance Engagements of Sustainability Reports (Germany) - Environmental Report Assurance Services Guidelines by the JICPA (Japan) - Independent Assurance on Voluntary Separate Sustainability reports by FAR (Sweden) - Standard 3810 Assurance Engagements related to Sustainability Reports (the Netherlands) - AT-C Section 105 and 210 (United States/ Canada) If the scope of assurance is limited to some (but not all) environmental or social indicators, these need to be clearly marked in the relevant sections of the report. If the assurance statement covers all data items in the report, this needs to be explicitly stated, with the exception of assurance statements provided in accordance with ISAE 3000, for which it is sufficient to refer to the fact that the (full) report is assured. Conclusion: When looking for a conclusion, this refers to an assurance conclusion; for example, to limited or reasonable assurance. ReferencesGRI G4-33b and GRI Standard 102-56 are relevant for this question.

2.1.3 Environmental Reporting - Quantitative Data

This question requires publicly available information.

Please indicate below the extent to which your company reports on environmental Key Performance Indicators (KPIs) in the public domain and provide the targets linked to these indicators. The Annual Report, Sustainability Report and corporate website are considered external communication sources.
If available, please select KPIs with at least three years of history, well defined targets and clear reporting on progress towards these targets.

❍

	Please specify the KPI and attach the public reference together with the page number where the environmental indicator is publicly reported:	Please specify the Target that is linked to the KPI and attach the public reference together with the page number where the target of the environmental indicator is publicly reported:
KPI 1	KPI:	Target: Target year:
KPI 2	KPI:	Target: Target year:
KPI 3	KPI:	Target: Target year:

❍ We do not quantitatively report on environmental KPIs

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

❍ Not known

Question RationaleKey Performance Indicators (KPIs) are useful metrics for setting goals and for measuring progress against these goals. The KPIs used internally to manage and monitor the progress of environmental initiatives should also be used to communicate to external stakeholders. This question assesses the extent to which companies report on quantitative metrics and targets and the progress towards these targets. Data Requirements- The KPI must be quantitative and disclosed in the public domain - Each KPI should have a target and be disclosed for at least three years - Each target should have a target year - Progress on the target should be publicly disclosed

2.2 Environmental Policy & Management Systems

Environmental Management System (EMS) refers to the management of an organization's environmental programs in a comprehensive, systematic, planned and documented manner. It includes the organizational structure, planning and resources to develop them, and the procedure for the implementation and management of the company's policy on environmental resource management. Companies that have adopted an EMS as a management tool are more likely to improve their environmental performance in a cost-effective way and to reduce the risk of incurring fines or penalties for not complying with environmental legislation.

2.2.1 Coverage of Corporate Requirements / Guidelines

This question requires publicly available information.

Is your company's environmental management policy publicly available? If so, please indicate which of the following options are covered by your policy and indicate and provide supporting evidence of where this is clearly stated in the public domain. All chosen options should be clearly defined in the **publicly available policy** (i.e. formal policies and not different sections of a report or case study).

❍ Yes, our environmental management policy is publicly available and includes the following items:

- ❏ Production operations and business facilities
- ❏ Products and services
- ❏ Distribution and logistics
- ❏ Management of waste
- ❏ Suppliers, service providers and contractors
- ❏ Other key business partners (e.g. non-managed operations, joint venture partners, licensees, outsourcing partners, etc.)
- ❏ Due-diligence, mergers and acquisitions
- ❏ Other, please specify:

❍ No, we do not have an environmental policy publicly available

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

❍ Not known

Question RationaleCorporate environmental guidelines are an important indicator of a company’s commitment to measure and reduce the environmental impact of its operations. Companies that have adopted corporate environmental guidelines as a management tool are more likely to improve their environmental performance in a structured and systematic way. RobecoSAM's question identifies the existence, scope, and public availablilty of such environmental requirements/guidelines. Key DefinitionsNew projects: all new initiatives taken on by your company, and may include new facilities as well as other types of new areas for your company.

2.2.2 EMS: Certification / Audit / Verification

Please indicate how your Environmental Management System (EMS) is certified / audited / verified and indicate the coverage of this verification for the selected standard.
Please note that the total coverage for all three alternatives should not exceed 100% - to avoid double-counting, for the parts of your operations with multiple certifications/types of verification, only mark one of the three options: indicating the coverage of international standards first, followed by third-party verification and then internal verification. **Please also note that the requested verification only pertains to your Environmental Management System(s), not to your environmental data or reporting.**

❍ Our Environmental Management System (EMS) is certified / audited / verified.
Please indicate what the coverage figures below are based on (e.g. % of operations, revenues, employees, etc.):

Certification / Audit / Verification	Description	Coverage (%)
Our EMS is verified through international standards (e.g. ISO 14001, JIS Q 14001, EMAS certification)	Please specify and attach relevant examples of certification documents:	
Third party certification / audit / verification by specialized companies	Please specify and attach relevant examples of verification documents:	
Internal certification /audit / verification by company's own specialists from headquarters	Please specify:	
Total (should not exceed 100%)		

❍ Not certified / audited / verified.

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

❍ Not known

Question rationaleA verified/ audited EMS reflects a company's internal and external commitment towards the monitoring of environmental data. Further, the verification process can facilitate improvements to a company's EMS, improving efficiency and coverage. RobecoSAM’s question on audit verification focuses on identifying whether the company has implemented, verified and certified its environmental management system so as to ensure the credibility of the procedures and systems in place. Data RequirementsPlease note that the total coverage for all three alternatives should not exceed 100 % - to avoid double-counting, for the parts of your operations with multiple certifications/types of verification, only mark one of the three options: indicating the coverage of international standards first, followed by third-party verification and then internal verification. Please also note that verification only pertains to your Environmental Management Systems, not the verification of environmental data or reporting.

2.2.3 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

2.3 Operational Eco-Efficiency

Reducing the overall environmental footprint of companies in both the manufacturing and services sectors is crucial, as the risks of financial and reputational costs linked to environmental litigation increase. Producing more with less material is essential for many industries affected by growing natural resource scarcity. The financial industry has an important role to play in minimizing their environmental footprint and facilitating the transition to a low-carbon economy. For all industries, minimizing natural resource consumption and waste-generating activities can lead to lower costs and in some cases, new business opportunities. The key focus of this criterion is on the inputs and outputs of business operations. It assesses trends in natural resource consumption and the production of environmental waste products specific to each industry.

Question Rationale: Mineral wastes are typically produced in very large volumes. Handling and storing them directly impacts the land and can lead to long-term legacy issues if not managed effectively. In this question RobecoSAM asks for the volumes of mineral waste that are produced, and the proportion of this waste that is geochemically reactive. This enables us to understand the relative importance of mineral wastes to your company. Key Definitions: Mineral waste - For thepurposes of this question, mineral wastes comprise waste rock and tailings.   Waste rock - Comprises rock that has uneconomic mineral content and which is removed to access ore during mining activities. This definition includes both waste rock to rock dumps and waste rock to in-mine backfill.   Tailings - material that remains after minerals have been removed from ore, and which comprise finely ground rock mixed with process water. Data Requirements: Pleaseprovide all data in million metric tonnes dry weight

2.3.1 EP - Direct Greenhouse Gas Emissions (Scope 1)

Additional credit may be granted for publicly available evidence.

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 you have correctly filled in the Company Information section at the beginning of the questionnaire, and that the coverage in the table below is related to the denominator relevant for your company as indicated in that section.

❍

Direct GHG (Scope 1)	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Total direct GHG emissions (Scope 1)	metric tonnes CO2 equivalents					
Data coverage (as % of denominator)	percentage of:					

PUBLIC REPORTING

❏ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❏ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

DATA CONSISTENCY

- ❑ We report publicly on this information, but the data in the table above differs from our publicly reported figures. Please provide an explanation in the comment box for this difference:
- ❑ We have a temporary coverage reduction or target challenge due to corporate actions. Please briefly explain if a merger, acquisition, divestment, etc. has temporarily caused a reduction in your ability to report optimal coverage or caused your target to appear abnormal:
- ❑ We are not able to report this information in absolute terms, the information provided in the table above is normalized data. For the purpose of this question, please always provide absolute figures if available.
- ❑ We only report combined on Scope 1 & Scope 2 emissions. Please provide the combined figures in the table above and mark "Not Applicable" in the next question (EP - Indirect Greenhouse Gas Emissions (Scope 2)).

❍ We do not track direct greenhouse gas emissions (Scope 1)

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

❍ Not known

Question Rationale Producing more with less material isessential for many industries affected by the increasing scarcity of natural resources. Operational Eco-Efficiency can enhance companies’ competitiveness through reduced costs and environmental liabilities. It can also mean companies are better prepared for future environmental regulations. The key focus is on the inputs and outputs of business operations, and the assessment of trends in the consumption of natural resources and the production of environmental waste products specific to each industry. Key DefinitionsGHG scope 1: Greenhouse gas emissions (GHGs) refers to emissions of the six main GHGs that are covered by the Kyoto Protocol. These gases are outlined below. Each GHG has a different capacity to cause global warming, depending on its radiative properties, its molecular weight and its lifesan in the atmosphere. Greenhouse Gases covered by the Kyoto Protocol: Carbon Dioxide - CO2: Emitted mainly from the burning of fossil fuels, carbon dioxide accounted for some 86 percent of the UK's human induced (anthropogenic) GHG emissions in 2003. Methane - CH4: Emitted mainly from agriculture, waste disposal, leakage from the gas distribution system and coal mining, methane contributed to over 6 percent of UK anthropogenic GHG emissions in 2003. Nitrous Oxide - N2O: The main anthropogenic sources of nitrous oxide emissions are agriculture, transport, industrial processes, and coal combustion. Nitrous oxide accounted for approx. 6 percent of UK GHG emissions in 2003. Hydrofluorocarbons - HFCs, Perfluorocarbons - PFCs and Sulphur Hexafluoride - SF6: Collectively known as “F-gases”, these are emitted mainly from air conditioning and refrigeration and industrial processes. Together F-gases accounted for around 2 percent of the UK anthropogenic GHG emissions in 2003. Data requirementsSpecific data requirements for Greenhouse gas emissions• Greenhouse gas emissions should be reported as metric tons of CO2-equivalents. • Data on greenhouse gas emissions should only include CO2 and all other greenhouse gas emissions. • All greenhouse gas emissions emitted directly by the company should be reported. • Emissions from renewable resources where the emitter can be reasonable confident that greenhouse gas emissions will be offset or neutralized need not be reported (Example: Burning of wood where a company can be reasonably confident that forests will be afforested) • Greenhouse gas emissions that have been offset need not be reported. This does not include greenhouse gas emissions for which companies are required to be in the possession of CO2 permits. These emissions need to be reported. • Greenhouse gas emissions of owned and/or managed fleet must be included. • Greenhouse gas emissions due to commuting of employees should not be included. • Greenhouse gas emissions of business travel other than by owned and/or operated fleet should not be included. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Direct Greenhouse Gas Emissions (Scope 1) figure for at least the most recent reported year. Third-party verification: For third-party verification, we expect that data in the most recent year reported has been third-party verified and that relevant documentation is attached showing this verification. Internal audits or verification will not be considered Data consistency• If the environmental performance data reported in the questionnaire do not correspond to the publicly reported figures, the corresponding option should be marked and the discrepancy should be explained. This option should not be indicated if the information is not publicly reported at all • If there is a temporary reduction in coverage due to a corporation action, the corresponding box should be marked and the reduction should be explained • If it is not possible to report the figures in absolute terms, the data should be reported in relative terms and the corresponding box should be ticked. Please note that information should always be reported in absolute terms if possible, even if it deviates from public reporting. If relative figures are indicated, this need to be done for ALL environmental performance figures and the denominator should be set to 1 • If GHG emissions are only reported and tracked as combined Scope 1 and Scope 2 emissions, the combined figures should be indicated in this question, the corresponding box should be ticked and the following question, EP – Indirect Greenhouse Gas Emissions (Scope 2), should be marked as Not Applicable. General data requirementsEnvironmental performance data should cover the activities of the entire company with the same consolidation as used in financial reporting and must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data) and be aligned with the figures reported in the

Company Information section Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. As a consequence, environmental performance data should only cover the direct emissions/resource use, i.e., resource use/emissions caused by the company and its consolidated activities. Emissions and resource use of suppliers and customers should be excluded. In particular, environmental data of group companies should follow the following rules: • Environmental data of companies that are consolidated at-equity must not be considered. • Environmental data of companies that are consolidated proportionally must be considered to the proportion at which they are consolidated financially. • Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group. • Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure. • Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. • Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time. • Where environmental data does not cover all consolidated activities of the company, the coverage should be indicated together with the environmental data that is known. • Indicators where a company has no emissions/resource use, 0 should be filled. • Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions. • If a company publicly reports on long-term but not annual targets, an annual target has to be estimated based on internal target setting or a linear distribution. • The data must be provided in the unit indicated in the question. If the company is tracking the specific indicator in a different unit, the unit converter must be used to convert the data into the preferred unit. • Please ensure that the '' Company Information section has been correctly filled in, and that the coverage in the table below is based on the same denominator. ReferencesGRI G4-EN15 and GRI Standard 305-1 are relevant for this question.

2.3.2 EP - Indirect Greenhouse Gas Emissions (Scope 2)

Additional credit may be granted for publicly available evidence.

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 you have correctly filled in the Company Information section at the beginning of the questionnaire, and that the coverage in the table below is related to the denominator relevant for your company as indicated in that section.

❍

IGHG (Scope 2)	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Indirect greenhouse gas emissions from energy purchased and consumed (scope 2)	metric tonnes of CO_2 equivalents					
Data coverage (as % of denominator)	percentage of:					

PUBLIC REPORTING

❏ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❏ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

DATA CONSISTENCY

❏ We report publically on this information, but the data in the table above differs from our publicly reported figures. Please provide an explanation in the comment box for this difference:

- ❑ We have a temporary coverage reduction or target challenge due to corporate actions. Please briefly explain if a merger, acquisition, divestment, etc. has temporarily caused a reduction in your ability to report optimal coverage or caused your target to appear abnormal:
- ❑ We are not able to report this information in absolute terms, the information provided in the table above is normalized data. For the purpose of this question, please always provide absolute figures if available.
- ❑ We measure our indirect greenhouse gas emissions according to the **location-based method** instead of the **market-based method** (see the information button for further details).

❍ We do not track indirect greenhouse gas emissions

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

❍ Not known

Question RationaleProducing more with less material is essential for many industries affected by the growing scarcity of natural resources. Operational Eco-Efficiency enhances competitiveness in terms of cost reductions and reduces environmental liabilities. It also enables companies to be better prepared for future environmental regulations. The key focus is on inputs and outputs of business operations and the assessment of trends in the consumption of natural resources and the production of environmental waste products specific to each industry. Key DefinitionsGHG scope 2: Indirect impacts- energy use: Many companies report on the GHG emissions incurred in the generation of the electricity they consume and for service companies these indirect emissions can be more important than their direct environmental impacts. There are also some ways that companies can mitigate these emissions, for example by paying a renewable tariff or improving energy efficiency. Data RequirementsSpecific data requirements for Indirect Greenhouse Gas Emissions (Scope 2)• Greenhouse gas emissions should be reported as metric tons of CO2-equivalents. Data on greenhouse gas emissions should include CO2 and all other greenhouse gas emissions weighted according to greenhouse gas potential. • Measuring Scope 2 emissions is recommended to be performed according to the market-based method of the Greenhouse Gas Protocol. However the location-based method is equally accepted. (cf. Greenhouse Gas Protocol Scope 2 Guidance, January 2015) o Location-based method: reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). o Market-based method: reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Indirect greenhouse gas emissions (scope 2) figure for at least the most recent reported year Third-party verification: For third-party verification, we expect that data in the most recent year reported has been third-party verified and that relevant documentation is attached showing this verification. Internal audits or verification will not be considered. Data consistency• If the environmental performance data reported in the questionnaire do not correspond to the publicly reported figures, the corresponding option should be marked and the discrepancy should be explained. This option should not be indicated if the information is not publicly reported at all. • If there is a temporary reduction in coverage due to a corporation action, the corresponding box should be marked and the reduction should be explained • If it is not possible to report the figures in absolute terms, the data should be reported in relative terms and the corresponding box should be ticked. Please note that information should always be reported in absolute terms if possible, even if it deviates from public reporting. If relative figures are indicated, this need to be done for ALL environmental performance figures and the denominator should be set to 1 • If GHG emissions are only reported and tracked as combined Scope 1 and Scope 2 emissions, the combined figures should be indicated in the previous question (EP- Direct Greenhouse Gas Emissions (Scope 1), the corresponding box should be ticked and this question, should be marked as Not Applicable. • If the market-based method for accounting for indirect GHG emissions has not been used, figures based on the location-based method should be indicated and the corresponding box should be ticked. General data requirementsEnvironmental performance data should cover the activities of the entire company with the same consolidation as used in financial reporting and must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data) and be aligned with the figures reported in the Company Information section Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. As a consequence, environmental performance data should only cover the indirect emissions/ resource use, i.e., resource use/emissions caused by the company and its consolidated activities. Emissions and resource use of suppliers and customers should be excluded. In particular, environmental data of group companies should follow the following rules: • Environmental data of companies that are consolidated at-equity must not be considered. • Environmental data of companies that are consolidated proportionally must be considered to the proportion at which they are consolidated financially. •

Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group. • Environmental data of business travel other than by owned and/or operated fleet should not be included unless specifically asked for. • Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure. • Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. • Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time. • Where environmental data does not cover all consolidated activities of the company, the scope should be indicated together with the environmental data that is known. • Indicators where a company has no emissions/resource use, 0 should be filled. • Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions. • If a company publicly reports on long-term but not annual targets, an annual target has to be estimated based on internal target setting or a linear distribution. • The data must be provided in the unit indicated in the question. If the company is tracking the specific indicator in a different unit, the unit converter must be used to convert the data into the preferred unit. • Please ensure that the Company Information section has been correctly filled in, and that the coverage in the table below is based on the same denominator. ReferencesGRI G4-EN16 and GRI Standard 305-2 are relevant for this question.

2.3.3 EP - Energy

Additional credit may be granted for publicly available evidence.

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. Please see the Information Button for definitions of the cost options. Also, please ensure that you have correctly filled in the Company Information section at the beginning of the questionnaire, and that the coverage in the table below is related to the denominator relevant for your company as indicated in that section.

❍

Total energy consumption	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Total non-renewable energy consumption	MWh					
Total renewable energy (biomass, solar, wind energy etc.) purchased or generated for own consumption. Please specify:	MWh					
Total costs of energy consumption ❍ Costs ❍ Costs, net of income ❍ Costs and depreciation, net of income	Currency:					

Total energy consumption	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Data coverage (as % of denominator)	percentage of:					

PUBLIC REPORTING

❏ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❏ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

DATA CONSISTENCY

❏ We report publicly on this information, but the data in the table above differs from our publicly reported figures. Please provide an explanation in the comment box for this difference:

❏ We have a temporary coverage reduction or target challenge due to corporate actions. Please briefly explain if a merger, acquisition, divestment, etc. has temporarily caused a reduction in your ability to report optimal coverage or caused your target to appear abnormal:

❏ We are not able to report this information in absolute terms, the information provided in the table above is normalized data. For the purpose of this question, please always provide absolute figures if available.

❍ We do not track energy consumption

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

❍ Not known

Question RationaleProducing more with less material is essential for many industries affected by the growing scarcity of natural resources. Operational Eco-Efficiency enhances competitiveness in terms of cost reductions and reduces environmental liabilities. It also enables companies to be better prepared for future environmental regulations. The key focus is on inputs and outputs of business operations and the assessment of trends in the consumption of natural resources and the production of environmental waste products specific to each industry. In this question we are aiming to find out the total energy consumption. Key DefinitionsEnergy costs include electricity, direct purchases, fuel for owned-energy production, other fuel, etc., plus depreciation of owned-energy projects, minus related income (e.g. generated by waste sold for energy production, energy sold from owned-energy facilities, etc.). It does not include total capital investment or maintenance costs. In the table, the methodology for total costs of energy consumption can be selected from three options: 1) total cost of energy purchased 2) total cost of energy purchased, minus income generated (e.g. by waste sold for energy production, energy sold from owned-energy facilities, etc.) 3) total cost of energy purchased plus depreciation of owned-energy projects, minus income generated Please pay attention to the correct conversion of units! See also: https://www.iea.org/statistics/resources/unitconverter/ Data RequirementsDisclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Total non-renewable energy consumption figure for at least the most recent reported year. Third-party verification: For third-party verification, we expect that data in the most recent year reported has been third-party verified and that relevant documentation is attached showing this verification. Internal audits or verification will not be considered. Data consistency• If the environmental performance data reported in the questionnaire do not correspond to the publicly reported figures, the corresponding option should be marked and the discrepancy should be explained. This option should not be indicated if the information is not publicly reported at all • If there is a temporary reduction in coverage due to, for example, a major acquisition, the corresponding box should be marked and the reduction should be explained • If it is not possible to report the figures in absolute terms, the data should be reported in relative terms and the corresponding box should be ticked. Please note that information should always be reported in absolute terms if possible, even if it deviates from public reporting. If relative figures are provided, this need to be done for ALL environmental performance figures and the denominator should be set to 1. General Data RequirementsEnvironmental performance data should cover the activities of the entire company with the same consolidation as used in financial reporting and must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data) and be aligned with the figures reported in the Company Information section Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. In particular, environmental data of group companies should follow the following rules: •

Environmental data of companies that are consolidated at-equity must not be considered. • Environmental data of companies that are consolidated proportionally must be considered to the proportion at which they are consolidated financially. • Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group. • Environmental data of business travel other than by owned and/or operated fleet should not be included unless specifically asked for. • Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure. • Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. • Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time. • Where environmental data does not cover all consolidated activities of the company, the scope should be indicated together with the environmental data that is known. • Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions. • If a company publicly reports on long-term but not annual targets, an annual target has to be estimated based on internal target setting or a linear distribution. • The data must be provided in the unit indicated in the question. If the company is tracking the specific indicator in a different unit, the unit converter must be used to convert the data into the preferred unit. • Please ensure that the Company Information section has been correctly filled in, and that the coverage in the table below is based on the same denominator. ReferencesGRI G4-EN3 & G4-EN4 and GRI Standards 302-1 & 302-2 are relevant for this question.

2.3.4 EP - Water

Additional credit may be granted for publicly available evidence.

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 you have correctly filled in the Company Information section at the beginning of the questionnaire, and that the coverage in the table below is related to the denominator relevant for your company as indicated in that section.

❍

Water consumption	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Total water use	million cubic meters					
Data coverage (as % of denominator)	percentage of:					

PUBLIC REPORTING

❑ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❑ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

DATA CONSISTENCY

❑ We report publicly on this information, but the data in the table above differs from our publicly reported figures. Please provide an explanation in the comment box for this difference:

❑ We have a temporary coverage reduction or target challenge due to corporate actions. Please briefly explain if a merger, acquisition, divestment, etc. has temporarily caused a reduction in your ability to report optimal coverage or caused your target to appear abnormal:

❑ We are not able to report this information in absolute terms, the information provided in the table above is normalized data. For the purpose of this question, please always provide absolute figures if available.

- ❏ The figures provided in the table above are **NOT** reported according to the definition provided by RobecoSAM (water withdrawn, net of water discharged to the source with higher or equal quality).

❍ We do not track water use

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

❍ Not known

Question RationaleProducing more with less material is essential for many industries affected by the growing scarcity of natural resources. Operational Eco-Efficiency enhances competitiveness in terms of cost reductions and reduces environmental liabilities. It also enables companies to be better prepared for future environmental regulations. The key focus is on inputs and outputs of business operations and the assessment of trends in the consumption of natural resources and the production of environmental waste products specific to each industry. Key DefinitionsTotal Water Use: Total Water Use refers to total water consumption, i.e. water withdrawn, net of water discharged to the source with higher or equal quality. Please mark the corresponding box if it isn't possible to report according to this definition. Data requirementsDisclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Total water use figure for at least the most recent reported year. Third-party verification: For third-party verification, we expect that data in the most recent year reported has been third-party verified and that relevant documentation is attached showing this verification. Internal audits or verification will not be considered. Data consistency• If the environmental performance data reported in the questionnaire do not correspond to the publicly reported figures, the corresponding option should be marked and the discrepancy should be explained. This option should not be indicated if the information is not publicly reported at all. • If there is a temporary reduction in coverage due to, for example, a major acquisition, the corresponding box should be marked and the reduction should be explained. • If it is not possible to report the figures in absolute terms, the data should be reported in relative terms and the corresponding box should be ticked. Please note that information should always be reported in absolute terms if possible, even if it deviates from public reporting. If relative figures are indicated, this need to be done for ALL environmental performance figures and the denominator should be set to 1 • If the data reported are not consistent with the definition provided above, the data should be provided in the table, the option should be marked, and an explanation of how it differs should be provided in the comment box. General Data RequirementsEnvironmental performance data should cover the activities of the entire company with the same consolidation as used in financial reporting and must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data) and be aligned with the figures reported in the Company Information section. Target: RobecoSAM requires the absolute target for the most recent reporting year. If your company has a multiple year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. In particular, environmental data of group companies should follow the following rules• Environmental data of companies that are consolidated at-equity must not be considered. • Environmental data of companies that are consolidated proportionally must be considered to the proportion at which they are consolidated financially. • Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group. • Environmental data of business travel other than by owned and/or operated fleet should not be included unless specifically asked for. • Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure. • Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. • Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time. • Where environmental data does not cover all consolidated activities of the company, the scope should be indicated together with the environmental data that is known. • Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions. • If a company publicly reports on long-term but not annual targets, an annual target has to be estimated based on internal target setting or a linear distribution. • The data must be provided in the unit indicated in the question. If the company is tracking the specific indicator in a different unit, the unit converter must be used to convert the data into the preferred unit. • Please ensure that the Company Information section has been correctly filled in, and that the coverage in the table below is based on the same denominator. References GRI G4-EN8 and GRI Standard 303-1 are relevant for this question.

2.3.5 EP - Waste

Additional credit may be granted for publicly available evidence.

Please provide your company's **total solid waste disposed (i.e. not recycled, reused or incinerated waste for energy recovery)** for the part of your company's operations for which you have a reliable and auditable data acquisition and aggregation system.
For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that you have correctly filled in the Company Information section at the beginning of the questionnaire and that the coverage in the table below is related to the denominator relevant for your company as indicated in that section.
If you have the **EP - Hazardous Waste, EP - Mineral Waste** or **EP - Ash and Gypsum Waste** questions in your industry questionnaire, please do not report this information here but rather, report that data in those separate questions.
If you have those questions in your industry questionnaire, please include hazardous, mineral & ash waste data here.

❍

Waste disposed	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Total waste disposed	metric tonnes					
Data coverage (as % of denominator)	percentage of:					

PUBLIC REPORTING

❏ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❏ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

DATA CONSISTENCY

❏ We report publicly on this information, but the data in the table above differs from our publicly reported figures. Please provide an explanation in the comment box for this difference:

❏ We have a temporary coverage reduction or target challenge due to corporate actions. Please briefly explain if a merger, acquisition, divestment, etc. has temporarily caused a reduction in your ability to report optimal coverage or caused your target to appear abnormal:

❏ We are not able to report this information in absolute terms, the information provided in the table above is normalized data. For the purpose of this question, please always provide absolute figures if available.

❏ The data reported in the table above is **NOT** consistent with the definition provided by RobecoSAM (see information button for more detailed information)

❍ We do not track generated waste.

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

❍ Not known

Question RationaleProducing more with less material is essential for many industries affected by the growing scarcity of natural resources. Operational Eco-Efficiency enhances competitiveness in terms of cost reductions and reduces environmental liabilities. It also enables companies to be better prepared for future environmental regulations. The key focus is on inputs and outputs of business operations and the assessment of trends in the consumption of natural resources and the production of environmental waste products specific to each industry. Key DefinitionsWaste disposed: Waste may be generated during the extraction and processing of raw materials, during product manufacturing, during the consumption of final products, and during any other human activity. For the purposes of this question, we are interested only in solid waste. It is defined as waste that is landfilled, subject to deep well injection or incinerated without energy recovery (either on-site and off-site) and not recycled or reused. Data RequirementsSpecific data requirement for WasteWaste should be reported in dry metric tonnes of waste. Waste disposed should include materials landfilled, subject to deep well injection or incinerated without energy recovery (both on-site and off-site).Materials that are sent offsite for beneficial use (such as for recycling, re-purposing, or energy recovery) do not need to be reported in this question. Waste from extraordinary activities should not be considered. The definition of what is considered to be extraordinary should be consistent with financial reporting. Example: we would not expect a pharmaceutical company building its new headquarters to report the resulting construction waste. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Total waste disposed figure for at least the most recent reported year. Third-party verification: For third-party verification, we expect that data in the most recent year reported has been third-party verified and that relevant documentation is attached showing this verification. Internal audits or verification will not be considered. Data consistency• If the environmental performance data reported in the questionnaire do not correspond to the publicly reported figures, the corresponding option should be marked and the discrepancy should be explained. This option should not be indicated if the information is not publicly reported at all. • If there is a temporary reduction in coverage due to, for example, a major acquisition, the corresponding box should be marked and the reduction should be explained. • If it is not possible to report the figures in absolute terms, the data should be reported in relative terms and the corresponding box should be ticked. Please note that information should always be reported in absolute terms if possible, even if it deviates from public reporting. If relative figures are indicated, this need to be done for ALL environmental performance figures and the denominator should be set to 1 • If the data reported are not consistent with the definition provided above, the data should be provided in the table, the option should be marked, and an explanation of how it differs should be provided in the comment box. General data requirements• For companies who have the EP - Hazardous Waste, EP - Mineral Waste or EP - Ash and Gypsum Waste questions in their questionnaire, please do not report this information here but rather, report that data separately in those questions. If you do not have those questions in your industry questionnaire, please include hazardous, mineral and ash waste data here. • Environmental performance data should cover the activities of the entire company with the same consolidation as used in financial reporting and must refer to the financial year (e.g., 01/01 to 31/12 for both financial and environmental data) and be aligned with the figures reported in the Company Information section question. In particular, environmental data of group companies should follow the following rules• Environmental data of companies that are consolidated at-equity must not be considered. • Environmental data of companies that are consolidated proportionally must be considered to the proportion at which they are consolidated financially. •Environmental data of companies that are fully consolidated must be fully considered irrespective of the proportion to which they belong to the group. • Environmental data of business travel other than by owned and/or operated fleet should not be included unless specifically asked for. • Environmental data should refer to the specific company structure of each particular year. There should be no pro-forma backward consolidation of the current company structure. • Environmental data of companies that are sold or no longer consolidated should be excluded from environmental data as of the reporting period in which the company has not been consolidated any more. • Environmental data of companies that have been bought should only be included as of the reporting period in which the company is consolidated financially for the first time. • Where environmental data does not cover all consolidated activities of the company, the scope should be indicated together with the environmental data that is known. • Where the reported environmental data deviates from these definitions you are asked to explain in what way the data provided differs from the definitions. • If a company publicly reports on long-term but not annual targets, an annual target has to be estimated based on internal target setting or a linear distribution. • Please ensure that the Company Information section has been correctly filled in, and that the coverage in the table below is based on the same denominator. ReferencesDirective 2008/98/EC of the European Parliament and of the Council (Waste Framework Directive) GRI G4-EN23 and GRI Standard 306-2 are relevant for this question.

2.4 Climate Strategy

Most industries are likely to be impacted by climate change, albeit to a varying degree; consequently, they face a need to design strategies commensurate to the scale of the challenge for their industry. While most focus on the risks associated with a changing climate, some seek to identify and seize the business opportunities linked to this global challenge. The questions in this criterion have been developed in alignment with the CDP methodology as part of a collaboration between RobecoSAM and CDP (https://www.cdproject.net).

2.4.1 Climate Strategy - CDP Alignment

The following questions were developed in alignment with the **CDP methodology** as part of a collaboration between RobecoSAM and CDP. If you have submitted a response to CDP for the most recent reporting year, please indicate this here and attach your CDP questionnaire. Please ensure that the responses provided to the following questions are aligned with your responses to the CDP questionnaire. **Please note that this is for alignment purposes only and that this question will not be scored, hence the questions can be answered regardless of whether or not your company provides a submission to CDP.**
Please note that the questions are based on the CDP framework, but do not go into the same level of detail and do not cover all CDP questions. In addition, some aspects of the criterion are based on the RobecoSAM methodology. This means that we ask you

to answer the questions asked in the questionnaire and that the CDP submission can be used as a basis for this, but that we do not require all the comments and details which were provided to CDP.

❍ We have submitted a CDP response for the most recent reporting year.

❍ We have not submitted a CDP response for the most recent reporting year.

Question RationaleThe following questions were developed in alignment with the CDP methodology as part of a collaboration between RobecoSAM and CDP. If you have submitted a response to CDP for the most recent reporting year, please indicate it in this question and attach your CDP questionnaire. Please ensure that the responses provided to the following questions are aligned with your responses to the CDP questionnaire. Please note that this is for alignment purposes only and that this question will not be scored, hence this and the following questions can be answered regardless of whether or not your company provides a submission to CDP. Please note that the questions are based on the CDP framework, but not go into the same level of detail and do not cover all CDP questions. In addition, some aspects of the criterion are based on the RobecoSAM methodology. This means that we ask you to answer the questions asked in the questionnaire and that the CDP submission can be used as a basis for this, but that we do not require all the comments and details which were provided to CDP. ReferencesThe questions in this criterion have been developed in alignment with the CDP (www.cdp.net).

2.4.2 Management Incentives

Do you provide incentives for the management of climate change issues, including the attainment of targets?

❍ Yes. Please provide further details on the climate change-related incentives provided, starting from the highest management level.

Who is entitled to benefit from this incentive? Select each option only once.	Type of incentive	Incentivized KPIs
❍ Chief Executive Officer (CEO) ❍ Other Named Executive Officers ❍ Business Unit Managers ❍ Employees ❍ Other, please specify	❍ Monetary ❍ Recognition ❍ Other	❍ Emissions reduction ❍ Energy reduction ❍ Efficiency ❍ Purchasing ❍ Supply chain engagement ❍ Other, please specify
❍ Chief Executive Officer (CEO) ❍ Other Named Executives Officers ❍ Business Unit Managers ❍ Employees ❍ Other, please specify	❍ Monetary ❍ Recognition ❍ Other	❍ Emissions reduction ❍ Energy reduction ❍ Efficiency ❍ Purchasing ❍ Supply chain engagement ❍ Other, please specify

Who is entitled to benefit from this incentive? Select each option only once.	Type of incentive	Incentivized KPIs
❍ Chief Executive Officer (CEO) ❍ Other Named Executives ❍ Business Unit Managers ❍ Employees ❍ Other, please specify	❍ Monetary ❍ Recognition ❍ Other	❍ Emissions reduction ❍ Energy reduction ❍ Efficiency ❍ Purchasing ❍ Supply chain engagement ❍ Other, please specify

❍ No, we do not provide incentives for the management of climate change issues

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

❍ Not known

Question RationaleThis question aims to capture how rewards are associated with the management of climate change issues, including attainment of targets. This ensures that climate-related ambitions and goals are embedded throughout the company and that management is held accountable for the achievement of these goals. Key DefinitionsIncentives: Please note that incentives can be positive (i.e. giving access to something) or negative (preventing access to something). Examples of incentive types include: - Monetary: a bonus or some form of financial remuneration. - Recognition (non-monetary): employee award (e.g. employee of the year) or career progression scheme, but not tied directly to any form of financial remuneration. - Other non-monetary rewards: including increased holiday allowances, special assignment, etc. Data RequirementsIf several types of incentives are used in your company, please select the incentive that is most commonly employed and include the fact that your company also uses other incentives in the comment box. Each employee group should only be selected once. ReferencesThis question refers to CDP question C1.3a. The questions in this criterion have been developed in alignment with the CDP (www.cdp.net).

2.4.3 Climate Change Strategy

How are your organizations' processes for identifying, assessing, and managing climate-related issues integrated into your over-all risk management? Please attach supporting evidence.

❍ Integrated into multi-disciplinary company-wide risk management processes, i.e. a documented process where climate change risks and opportunities are integrated into the company's centralized enterprise risk management program covering all types/ sources of risks and opportunities

❍ A specific climate change risk management process, i.e. a documented process which considers climate change risks and opportunities separate from other business risks and opportunities

❍ There are no documented processes for assessing and managing risk and opportunities from climate change.

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

❍ Not known

Question RationaleThis question focuses on the processes and strategies that your organization uses to structure its approach to climate change. Companies should select the option that best describes their risk management procedures with regard to climate change risks and opportunities. Data RequirementsIf you have more than one procedure in place in your organization, please select the one that is most commonly employed. Please note that the CDP submission is not considered as a relevant supporting document in this question. ReferencesThis question refers to CDP question 2.2. The questions in this criterion have been developed in alignment with the CDP (www.cdp.net).

2.4.4 Climate-Related Targets

Does your company have any corporate-level climate-related targets? Please fill out the "Alternative Method" table only if your organization does not use the Standard Method.

❍ **Standard Method - We have absolute and/or relative (intensity) emissions targets:**

	Targets	Is this a science-based target?	Scope	% emissions in Scope	Baseline year	Emission of baseline year in absolute tons of CO2e	Intensity measure / Metric	Target was set in year	% reduction from baseline year	Target year	% achieved (emission reductions)
Absolute targets	❍ Targets set ❍ No targets set ❍ Not known	❍ Yes ❍ No	❍ Scope 1 ❍ Scope 2 ❍ Scope 1 and Scope 2 combined ❍ Scope 1 and Scope 2, but seperately ❍ Not known								
Relative (intensity) targets	❍ Targets set ❍ No targets set ❍ Not known	❍ Yes ❍ No	❍ Scope 1 ❍ Scope 2 ❍ Scope 1 and Scope 2 combined ❍ Scope 1 and Scope 2, but seperately ❍ Not known				Value of baseline intensity measure Definition of intensity measure used:				

❍ **Alternative Method - We have other key climate-related targets:**

Target	KPI - Metric numerator	KPI - Metric denominator (for intensity targets only)	Baseline year	Target was set in year	Target year	KPI in baseline year	KPI in target year	Is the target part of an overarching initiative? (please specify)
❍ Energy productivit ❍ Energy usage ❍ Engagement with suppliers ❍ Land use ❍ Methane reduction target ❍ R&D investments ❍ Renewable energy consumption ❍ Renewable energy production ❍ Renewable fuel ❍ Waste ❍ Other, please specify								❍ RE100 ❍ EP100 ❍ EV100 ❍ Below50 - sustainable fuels ❍ Science-based targets iniative ❍ Reduce short-lived climate pollutants ❍ Remove deforestation ❍ Low-carbon Technology Partnerships Initiatives ❍ Other, please specify

❍ We do not set any targets for GHG emissions.

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

❍ Not known

Question RationaleMost industries are likely to be impacted by climate change, albeit to a varying degree. Consequently they need to design strategies which are adapted to the size of the challenge for their industry. Whilst majority of the companies focus on risks associated with the changing climate, some seek to identify and seize the business opportunities linked to these global challenges. Setting emission reduction targets enables companies to adopt a systematic and disciplined approach towards reducing their emissions. With this question RobecoSAM aims to find out if a company has set absolute and/or relative corporate targets to reduce greenhouse gas emissions. Key DefinitionsAbsolute target: a target that describes a reduction in actual emissions in a future year when compared to a base year. Intensity target: a target that describes a future reduction in emissions that have been normalized to a business metric when compared to normalized emissions in a base year. Intensity measure: Grams CO2e or Metric tons CO2e per kilometer, per USD($) value-added, square meter, per unit revenue, per unit FTE employee, per unit hour worked, per unit of production, per unit of service provided etc. Science-based targets: "Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered "science-based" if they are in line with the level of decarbonization required to keep global temperature increase below 2 degrees Celsius compared to pre-industrial temperatures, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR5)." Source: Science based targets Initiative http://sciencebasedtargets.org/

what-is-a-science-based-target/ Other climate-related targets: Energy productivity, renewable energy consumption, renewable energy production, renewable fuel, waste, zero/low-carbon vehicle, energy usage, land use, methane reduction target, engagement with suppliers etc. Examples of overarching initiatives: RE100, EP100, EV100, Below50 – sustainable fuels, Science-based targets initiative, Reduce short-lived climate pollutants, Remove deforestation, Low-Carbon Technology Partnerships initiative Please see how the different fields are referenced in the CDP questionnaire: - Intensity measure: Metric - Baseline year: Base year - Target was set in year: Start year - Emissions of base line year in absolute tons of CO2e: Base year emissions covered by target (metric tons CO2e) Data RequirementsRobecoSAM expects companies' to set absolute or relative (intensity) emission targets (Standard Method). However, if no emission targets are set, RobecoSAM give companies the option to report on other climate related targets under the "Alternative Method" option. For the Standard Method, if you provide the relative (intensity) target in this question, please also indicate the definition of the intensity measure used (metric). Please note that you can choose to provide absolute or relative targets, and you are not required to provide both. ReferencesThis question refers to CDP questions C4.1a, C4.1b and C4.2. The questions in this criterion have been developed in alignment with the CDP (http://www.cdp.net). Science-based targets Initiative http://sciencebasedtargets.org/

2.4.5 Scope 3 GHG Emissions

Please specify the top three most relevant sources of scope 3 emissions to your organization which accounted for the majority of your scope 3 emissions in FY 2017. For each source you select, please provide an explanation of the relevance of the source to your business and an explanation of the calculation methodology used.

❍

Source	Explanation for relevance	Metric tons CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners
❍ Purchased goods and services (upstream) ❍ Capital goods (upstream) ❍ Fuel- and energy-related activities (not included in Scope 1 or Scope 2) ❍ Upstream transportation and distribution ❍ Waste generated in operations (composting, incinerating) ❍ Business travel ❍ Employee commuting ❍ Upstream leased assets ❍ Downstream transportation and distribution ❍ Processing of sold products (downstream) ❍ Use of sold products ❍ End-of-life treatment of sold products ❍ Downstream leased assets ❍ Franchises ❍ Investments ❍ Other upstream ❍ Other downstream				

Source	Explanation for relevance	Metric tons CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners
❍ Purchased goods and services (upstream) ❍ Capital goods (upstream) ❍ Fuel- and energy-related activities (not included in Scope 1 or Scope 2) ❍ Upstream transportation and distribution ❍ Waste generated in operations (composting, incinerating) ❍ Business travel ❍ Employee commuting ❍ Upstream leased assets ❍ Downstream transportation and distribution ❍ Processing of sold products (downstream) ❍ Use of sold products ❍ End-of-life treatment of sold products ❍ Downstream leased assets ❍ Franchises ❍ Investments ❍ Other upstream ❍ Other downstream				

Source	Explanation for relevance	Metric tons CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners
❍ Purchased goods and services (upstream)				
❍ Capital goods (upstream)				
❍ Fuel- and energy-related activities (not included in Scope 1 or Scope 2)				
❍ Upstream transportation and distribution				
❍ Waste generated in operations (composting, incinerating)				
❍ Business travel				
❍ Employee commuting				
❍ Upstream leased assets				
❍ Downstream transportation and distribution				
❍ Processing of sold products (downstream)				
❍ Use of sold products				
❍ End-of-life treatment of sold products				
❍ Downstream leased assets				
❍ Franchises				
❍ Investments				
❍ Other upstream				
❍ Other downstream				

❍ We do not consider Scope 3 emissions.

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

❍ Not known

Question RationaleWhile many climate-change risks and impacts can be attributed to companies' direct activities, many may lie elsewhere in the value chain. Today, Scope 1 and 2 emissions are broadly reported, but quantifying and reporting Scope 3 emissions poses a bigger challenge for companies. Increasingly, it is becoming important to understand the source of these emissions and how companies can work to decrease the impact of their indirect activities. With this question, RobecoSAM assesses to what extent companies consider Scope 3 emissions in their value chain. Data RequirementsExplanation for relevance: please provide details of how you have reached the conclusion that the source is relevant to your organization. Emissions calculation methodology: please provide a short description of the types and sources of data used to calculate emissions (e.g. activity data, emission factors and GWP values), along with a description of the methodologies, assumptions and allocation methods used to calculate emissions. ReferencesThis question refers to CDP question C6.5 and has been developed in alignment with the CDP (https://www.cdp.net/). This question contains categories of Scope 3 emissions of the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard, published in September 2011. GRI G4-EN17 and GRI Standard 305-3 are relevant for this question.

3 Social Dimension

3.1 Social Reporting

Social performance is becoming a material issue in all industries, and is an aspect directly linked to the companies' reputation and brand equity. Maintaining transparency through appropriate reporting and board-level monitoring increases stakeholders' and customers' trust. While disclosure levels are increasing, the quality of reporting varies significantly and thus RobecoSAM's questions focus on the relevance and scope of the information contained in social reports, as well as external assurance based on internationally-acknowledged reporting standards.

3.1.1 Social Reporting - Coverage

This question requires publicly available information.

Is the coverage of your company's publicly available social reporting clearly indicated in the report or in the online domain?

❍ Please select the coverage of the company's publicly available social indicators from the dropdown list below (select ONLY if the coverage is the same for all social indicators your company reports on):

  ❍ >75% of revenues OR >75% of business operations

  ❍ 50-75% of revenues OR 50-75% of business operations

  ❍ 25-50% of revenues OR 25-50% of business operations

  ❍ <25% of revenues OR <25% of business operations

  Please indicate the weblink and the page number where the coverage for all social indicators is indicated (in the public domain):

❍ We report on social issues, but only provide coverage for some social data/indicators in our public reporting. Please specify for the three social indicators where you have the highest available coverage (select ONLY if you report coverage for individual indicators but not for the full report):

Social indicator, please specify:	Coverage of Indicator (% of revenues or business operations):	Please indicate the weblink and page number where the coverage for the social indicator is publicly reported:

❍ We report on social issues, but do not clearly indicate the coverage of the data in our public reporting.

❍ We do not report on social issues.

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

❍ Not known

Question RationaleThe quality and availability of the information in the public domain gives an indication of the company's proficiency in social reporting. The greater the scope of the information it discloses, the more it is representative of its business activities as a whole, and the more likely it is to be used by investors as it will provide a more accurate picture of the overall social impacts of the company's business activities. Key DefinitionsReporting coverage refers to the boundary or the range of entities (e.g. subsidiaries, joint ventures, sub-contractors, etc.) whose performance is presented by the report. Ideally the company reports on its entities for which it has management control and/or over 50% ownership – that would be considered 100%. Data Requirements- The first option should only be used if it is publicly stated that the coverage is the same for all social data reported on, or if it is explicitly stated that the coverage applies to the full report. - If the coverage varies between different indicators, the three with the highest available coverage and their respective coverage should be indicated under the second option. - In both cases, the coverage must be publicly available and please refer to where in the public domain this information can be found. ReferencesGRI G4-17 & G4-18 and GRI Standards 102-45 & 102-46 are relevant for this question.

3.1.2 Social Reporting - Assurance

This question requires publicly available information.

Please indicate below what type of external assurance your company has received in relation to your company's social reporting. Please attach supporting evidence, indicating where the assurance statement is available in the public domain.

❍ ❑ The assurance statement is an "External Audit" or "External Assurance" produced by assurance specialists (e.g. accountants, certification bodies, specialist consultancies)

❑ The assurance statement contains a "declaration of independence" which specifies that the assurance provider has no conflict of interest in relation to providing the assurance of social data for the company which has been assured

❑ The assurance statement is based on a recognized international or national standard (e.g. AA1000AS, ISAE 3000)

❑ The scope of the assurance is clearly indicated in the assurance statement. If the assurance statement only covers some KPIs (but not all) it is clearly indicated which data / KPIs disclosed in the report have been assured (e.g. each KPI assured is marked with an "assurance" symbol / flag).

❑ The assurance statement contains a conclusion, i.e. either "reasonable assurance" or "limited assurance"

❍ We do not have any external assurance on our social reporting.

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

❍ Not known

Question RationaleAs with financial data, assurance of social data ensures that it is more reliable and makes it more likely that investors will use these data in their analysis and investment decisions. Transparency about the assurance process and the data assured also increase stakeholders' trust in published information. Key DefinitionsAssurance specialists: Include accountants, certification bodies, and specialist consultancies. The term does not include independent advisory boards, stakeholder panels, or high-level individuals. The declaration of independence: An explicit statement of independence from the auditor confirming that there is no other commercial link to the company's operations or business that could result in a conflict of interest. Generally, the word "independent" in the title of the statement is not sufficient, with the exception of assurance statements provided in accordance with ISAE 3000 or the AICPA Code of Professional Conduct where it is sufficient to confirm independence in the title of the assurance statement, as this is in line with the guidelines of the standard. If you think this exception should also apply to the audit standard (different than ISAE 3000) your auditor is using, please provide an English version of the relevant section of the audit standard that deals with independence. Recognized international or national standard: Refers to assurance standards and not reporting standards (such as GRI guidelines). Examples of these assurance standards are AA1000AS and ISAE 3000, but regional or local standards are also acceptable if they are clearly specified and are comparable to international standards.

Examples include: - Standard DR03422 (Australia /New Zealand) - Assurance Engagements of Sustainability Reports (Germany) - Environmental Report Assurance Services Guidelines by the JICPA (Japan) - Independent Assurance on Voluntary Separate Sustainability reports by FAR (Sweden) - Standard 3810 Assurance Engagements related to Sustainability Reports (the Netherlands) - AT-C Section 105 and 210 (United States/ Canada) If the scope of assurance is limited to some (but not all) environmental or social indicators, these need to be clearly marked in the relevant sections of the report. If the assurance statement covers all data items in the report, this needs to be explicitly stated, with the exception of assurance statements provided in accordance with ISAE 3000, for which it is sufficient to refer to the fact that the (full) report is assured. Conclusion: When looking for a conclusion, this refers to an assurance conclusion; for example, to limited or reasonable assurance. ReferencesGRI G4-33b and GRI Standard 102-56 are relevant to this question.

3.1.3 Social Reporting - Quantitative Data

This question requires publicly available information.

Please indicate below to what extent your company reports on social Key Performance Indicators (KPIs) in the public domain and provide the targets linked to these indicators. The Annual Report, Sustainability Report and corporate website are considered external communication sources.
If available, please select KPIs with at least three years of history, well defined targets and clear reporting on progress towards these targets.

❍

	Please specify the KPI and attach the public reference together with the page number where the social indicator is publicly reported:	Please specify the target that is linked to the KPI and attach the public reference together with the page number where the target of the social indicator is publicly reported:
KPI 1	KPI:	Target: Target year:
KPI 2	KPI:	Target: Target year:
KPI 3	KPI:	Target: Target year:

❍ We do not quantitatively report on social KPIs.

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

❍ Not known

Question RationaleKey Performance Indicators (KPIs) are useful metrics for setting goals and for measuring progress against these goals. The KPIs used internally to manage and monitor the progress of social initiatives should also be used to communicate to external stakeholders. This question assesses the extent to which companies report on quantitative metrics and targets and the progress towards these targets. Data Requirements- The KPI must be quantitative and disclosed in the public domain - Each KPI should have a target and be disclosed for at least three years - Each target should have a target year - Progress on the target should be disclosed publicly Please note that Social KPIs should be related to the Social Dimension, and not the Economic Dimension. For instance, KPIs related to Code of Conduct or Supply Chain Management are not accepted.

3.2 Labor Practice Indicators

Employees represent one of a company's most important assets. Maintaining good relations with employees is essential for the success of a business's operations, particularly in industries characterized by organized labor. Beyond providing a safe and healthy working environment, companies should support fair treatment practices such as guaranteeing diversity, ensuring equal remuneration and supporting freedom of association. In accordance with international standards on labor and human rights, companies are increasingly expected to adhere to and apply these standards equally across all operations within the organization. Furthermore, growing customer awareness leads to higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices and human rights issues forward.
The key focus of the criterion is on companies' policies to manage labor relations, related KPIs, equal employment and development opportunities, human rights and freedom of organization.

3.2.1 Diversity

Additional credit may be granted for publicly available evidence.

Please complete the table and indicate which of the following indicators your company uses to monitor diversity-related issues and whether this information is publicly disclosed. Please provide figures covering the entire scope of the company and attach supporting evidence where indicated.

❍

Diversity Indicator	Percentage (0 - 100 %)
Female share of total workforce (%)	Please indicate where this information is available in your public reporting:
Females in management positions (as % of total management workforce)	Please indicate where this information is available in your public reporting:
Females in junior management positions, i.e. first level of management (as % of total junior management positions)	
Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	
Females in management positions in **revenue-generating functions** (e.g. sales) as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	
❏ Breakdown of workforce based on other minority group(s), e.g. age, nationality, disability, etc. Please attach supporting evidence:	

❍ We do not use such diversity indicators.

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

❍ Not known

Question RationaleWe assess various Labor KPIs of an organization to determine the not only the quality, but also the transparency of its reporting on diversity issues. This question specifically assesses workforce diversity, and aims to assess the proportion of women in senior management relative to junior management and how the proportion of women changes as the management level and P&L responsibility increases. This is an indicator of a company's ability to retain its top female talent from junior management up to senior management positions. This question looks at the companies' ability to disclose this data, as well as performance, with the performance aspect specifically considering companies' ability to retain female talent. This is measured by comparing the proportion of junior female managers to the proportion of senior female managers. Key DefinitionsThe definitions provided below are guidelines that should be followed as closely as possible. If a different definition is used, this should be explained accordingly and a consistent definition should be used in any other questions that may require information about organizational structures. Junior management positions: refer to first-line managers, junior managers and the lowest level of management within a company's management hierarchy. These individuals are typically responsible for directing and executing the day-to-day operational objectives of organizations, conveying the directions of higher level officials and managers to subordinate personnel. Top management positions: refer to management positions with a reporting line at most two levels away from the CEO. They include individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Revenue-generating functions: refer to line management roles in departments such as sales, or that contribute directly to the output of products or services. It excludes support functions such as HR, IT, Legal. May also be referred to as roles that have P&L responsibility. Data RequirementsIn the section related to breakdown of workforce we consider aspects beyond gender breakdowns, such as employees from ethnic minorities or employees with disabilities. Expat assignments or employment by multinational firms are not considered. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering each of the following aspects of this question: - Female share of total workforce (%) - Females in management positions (as % of total management workforce) ReferencesThe gender equality questions were developed in collaboration with EDGE Certified Foundation, leveraging its robust research on gender equality. The foundation focuses on global corporations as the key drivers for sustainable, positive change in business and society. EDGE (Economic Dividends for Gender Equality) is the leading assessment methodology and business certification standard for gender equality; it is designed to help organizations not only create an optimal workplace for women and men but also benefit from it. EDGE is working with more than 150 organizations in over 40 countries and 22 industries. GRI G4-10 & G4-LA 12 and GRI Standards 102-8 & 405 -1 are relevant for this question. ILO convention No. 111 http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C111

3.2.2 Equal Remuneration

Please provide information on the following indicators relating to equal remuneration.

❍ Currency:

Employee Level	Average Female Salary	Average Male Salary	Ratio (= Average Female Salary / Average Male Salary)
Executive level (Base salary only)			
Management level (base salary only)			
Management level (base salary + other cash incentives)			
Non-management level			

❍ We do not use such equal remuneration indicators.

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

❍ Not known

Question RationaleWe assess various Labor KPIs at an organization to determine the quality and transparency of its reporting. This question looks at whether remuneration is equal between the female and male workforce at different management levels.This question looks at disclosure of salaries for men and women at different levels of responsibility, and performance, with the performance aspect specifically considering the relative base salaries of male and female managers and the relative base salaries plus incentives for male and female managers. The rationale for this is that base salaries are generally regulated by law, and any differences could be explained by factors other than gender (such as experience, responsibilities, education, etc.), but the relative difference would not be expected to increase significantly when adding on the more subjective incentives and bonuses. Key DefinitionsManagement Level: all management level positions from first-line/junior managers up to top/senior managers with a reporting line 2 levels or less from the CEO but not executive level positions Non-Management Level: production and administrative positions. ReferencesThe gender equality section was developed in collaboration with the EDGE Certified Foundation, a Swiss foundation focusing on fostering gender equal workplaces through a global certification system in gender equality. The foundation focuses on global corporations as the key drivers for sustainable, positive change in business and society. GRI G4-LA13 is relevant for this question. ILO convention No. 111 http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C111

3.2.3 Freedom of Association

Additional credit may be granted for publicly available evidence.

What percent of your total number of employees are covered by an independent trade union or collective bargaining agreements? Please provide a link if this information is publicly available.

❍

% of employees covered	Link to public reporting

❍ We do not track freedom of association metrics.

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

❍ Not known

Question RationaleWe assess various Labor KPIs at an organization to determine the quality and transparency of its reporting. In line with ILO Convention No. 87 and No. 98, this question assesses if your company allows employees to join an independent trade union. Key DefinitionsCollective bargaining agreements are binding collective bargaining agreements include those signed by the organization itself or by employer organizations of which it is a member. These agreements can be at the sector, national, regional, organizational, or workplace level. Data RequirementsIf no employees are represented by independent trade unions or are covered by collective bargaining agreements, you should fill in 0. It is not typical that 100% of all employees are represented by an independent union, as managers and executives are usually not covered. We will not accept 100% coverage without supporting evidence. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering each of the following aspects of this question: - Percentage of employees covered by an independent trade union or collective bargaining agreements. ReferencesGRI G4-11 & G4-HR4b and GRI Standards 102-41 & 407-1 are relevant for this question.

3.2.4 MSA Labor Practices Indicators

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

3.3 Human Rights

The questions in this criterion aim to assess whether or not companies are meeting the implementation requirements of the UN guiding principles for business and human rights.

3.3.1 Human Rights - Commitment

This question requires publicly available information.

Do you have a publicly available, company-specific policy in place for your commitment to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights or other internationally accepted standards? Please indicate where this information is available in your **public reporting** or **corporate website.**

❍ Yes. We have a publicly available policy for our commitments to human rights. The policy covers the following:
  ❏ A statement of commitment to respect human rights in accordance with internationally accepted standards
  ❏ Requirements for our own operations (employees, direct activities, products or services)
  ❏ Requirements for our suppliers
  ❏ Requirements for our partners
  ❏ Actions and procedures we undertake to meet our commitment

❍ No, we do not have a human rights policy.

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

❍ Not known

Question RationaleThe purpose of this question is to identify companies that have an active commitment to respect and protect human rights in their business relationships in line with the UN guiding principles or another internationally accepted standard. The policy needs to be company-specific with a company-wide commitment and not just for a single site, business unit, or project. Only referring to or being a signatory to external entities such as the UN Global Compact (UNGC) or International Labour Organization (ILO) is not sufficient. A letter from your company to the UNGC is also not sufficient. Key DefinitionsRespecting human rights: - Avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur - Seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products or services by their business relationships, even if they have not contributed to those impacts. Suppliers: Include brokers, consultants,contractors, distributors, franchisees or licensees, home workers, independent contractors, manufacturers, primary producers, sub-contractors and wholesalers. Partners: Include agents, lobbyists and other intermediaries, joint venture and consortia partners, governments, customers, clients, local communities. Data RequirementsThis question requires supporting evidence from the public domain. The information provided has to be included in your public reporting (e.g. annual report, sustainability report, integrated report, company publications..) or corporate website. ReferencesOffice of the High Commissioner for Human Rights: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf Business & Human Rights Resource Center: http://www.business-humanrights.org/en/un-guiding-principles UN Global Compact guide to developing a policy: https://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/HR_Policy_Guide_2nd_Edition.pdf

3.3.2 Human Rights - Due Diligence Process

Has your company developed a due diligence process to proactively identify and assess potential impacts and risks relating to respecting human rights?

❍ Yes, and our process covers the following. Please provide supporting evidence of a risk mapping or other form of assessment to identify areas of potential risk:
  ❏ Risk identification (usually in the form of risk mapping)

- ❏ Identification of **where** potential human rights issues could occur in our own operations
- ❏ Identification of **where** potential human rights issues could occur in our value chain or activities related to our business
- ❏ Identification of **what** actual or potential human rights issues could be of concern
- ❏ Systematic periodic review of the risk mapping of potential issues

❍ We are developing a process, but we have not yet conducted any assessments. Please provide information indicating the status and expected completion date.

❍ No, we do not have a process.

❍ Not applicable. Please provide an explanation in the comment box below.

❍ Not known

Question RationaleThe purpose of this question is to assess whether your company has a due diligence process to proactively and systematically identify potential issues and where they could occur. Here we ask how risks are identified and periodically reviewed. The outcomes of conducting the analysis should be provided in the following "Human Rights -Assessment" question. A passive approach such as a whistle blowing or confidential reporting system is not sufficient for this question.   Key DefinitionsAdverse human rights impact: An "adverse human rights impact" occurs when an action removes or reduces the ability of an individual to enjoy his or her human rights. Due diligence process: an ongoing management process that a reasonable and prudent enterprise needs to undertake, in the light of its circumstances (including sector, operating context, size and similar factors) to meet its responsibility to respect human rights. Data RequirementsSupporting documentation should be recent, provide a clear description of the due diligence process, indicate the coverage of business activities and demonstrate it is an ongoing activity. ReferencesOffice of the High Commissioner for Human Rights: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf Business & Human Rights Resource Center: http://www.business-humanrights.org/en/un-guiding-principles GRI G4-HR3 and GRI Standard 406-1 are relevant for this question.

3.3.3 Human Rights - Assessment

Has your company conducted an assessment of potential human rights issues across your business activities in the past three years?

❍ Yes. We have proactively conducted an assessment of potential human rights issues in the last 3 years. Please complete the table below related to the portion of activities assessed, the portion of activities where risks have been identified, and the portion of activities with mitigation actions taken. If any of the business categories are not material to your company, select "Not relevant" and provide an explanation.
For the basis of reporting, please provide the denominator used to calculate the extent of your assessment of your own operations, suppliers, and joint ventures. Please see the information button for definitions and examples.

Category	A. % of total assessed in last three years	B. % of total assessed (column A) where risks have been identified	C. % of risk (column B) with mitigation or remediation process implemented	D. Basis for reporting % (denominator, e.g. costs, FTEs, number of suppliers)
❍ **Own Operations** (including Joint Ventures where the company has management control) ❍ Not relevant				

Category	A. % of total assessed in last three years	B. % of total assessed (column A) where risks have been identified	C. % of risk (column B) with mitigation or remediation process implemented	D. Basis for reporting % (denominator, e.g. costs, FTEs, number of suppliers)
❍ **Contractors** and **Tier I Suppliers** ❍ Not relevant				
❍ **Joint Ventures** with no management control ❍ Not relevant				

Which groups have been specifically assessed? Check all that apply and provide reference for each tick box.

❏ Own employees

❏ Children

❏ Indigenous people

❏ Migrant labor

❏ Third-party contracted labor

❏ Local communities

❏ Others, please specify

❍ No, we have not conducted a human rights assessment in the last three years.

❍ Not applicable. Please provide an explanation in the comment box below.

❍ Not known

Question RationaleThe purpose of this question is to assess the extent your company is proactively identifying where risks are and managing them. The process should consider the country contexts in which the organisation operates, the potential and actual human rights impacts resulting from the organisation's activities, and the relationships connected to those activities. (source: https://www.unglobalcompact.org/docs/news_events/8.1/human_rights_translated.pdf). Key DefinitionsOwn Operations: Includes direct activities, own employees, own sites, own products/services, and joint ventures where management has control. Contractors and Tier 1 Suppliers: Include brokers, consultants, contractors, distributors, franchisees or licensees, home workers, independent contractors, manufacturers, primary producers, sub-contractors and wholesalers. Joint ventures with no management control: all joint ventures not included in Own Operations as defined above. Indigenous people: Generally refers to descendants of pre-colonial or pre-settler societies and include but is not limited to First People, Native American, First Nations, Aboriginal People. Characteristics include: - Self-identification as indigenous - Historical continuity with pre-colonial and/or pre-settler societies - A common experience of colonialism and oppression - Occupation of, or strong links with, specific territories - Distinct social, economic and political systems - Distinct language, culture and beliefs from dominant sectors of society - Resolved to maintain and reproduce their ancestral environments and distinctive identities Source: ICMM Indigenous Peoples and Mining Good Practice Guide 2016 Data RequirementsSupporting documentation should be recent, and provide a clear description of the assessment status for the past 3 years. References GRI G4-HR8 & G4-HR9 and GRI Standards 411-1 &412-1 are relevant for this question. Office of the High Commissioner for Human Rights: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf Business & Human Rights Resource Center: http://www.business-humanrights.org/en/un-guiding-principles

3.3.4 Human Rights - Disclosure

This question requires publicly available information.

Does your company **publicly disclose** its commitments and the status of its human rights assessment? The following is publicly available:

- ❍ Yes, our company publicly reports on our human rights commitments. Then following are publicly available:
  - ❏ Process to identify and mitigate risks
  - ❏ The number of sites with mitigation plans
  - ❏ The main issues and vulnerable groups identified
  - ❏ Remediation actions taken
- ❍ No, we do not publicly report on our human rights commitments and assessments
- ❍ Not applicable. Please provide an explanation in the comment box below.
- ❍ Not known

Question RationaleThe purpose of this question is to assess the extent to which companies are publicly disclosing their human rights efforts. We are looking for the following evidence in the public domain: - The commitment - The process to identify and mitigate risks - The number of sites with mitigation plans in place - The main human rights issues, vulnerable groups identified - Remediation actions taken Data RequirementsCopy of, or link to: Company website, annual report, sustainability report, other public communication Human Rights – Disclosure. ReferencesGRI G4-HR8, G4-HR9 and GRI Standards 411-1 & 412-1 are relevant for this question.

3.3.5 MSA Human Rights

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa

3.4 Human Capital Development

Human capital development not only ensures that the company has the appropriate skill set to execute the business strategy, but also improves talent attraction and retention, and employee motivation; and, as a result, productivity and the potential for innovation. In increasingly knowledge-based industries, intellectual capital is also an important part of a company's intangible assets. Human and intellectual capital is maintained and improved by integrating knowledge management systems and implementing procedures for organizational learning. RobecoSAM's questions assess whether the company has a comprehensive approach to identifying skill gaps, measuring human capital management, and developing systems to share knowledge across the company.

3.4.1 Training & Development Inputs

Please provide the following data related to training, development and internal mobility for the last fiscal year and indicate the percentage of global employees that this data represents. Training hours and training costs should include activities related to further development of employee skills but should not include e.g. basic compliance training.

- ❍ Please indicate the data coverage of the reported data:
  - ❍ 100% of all employees globally
  - ❍ > 75% of all employees globally
  - ❍ > 50% of all employees globally
  - ❍ < 50% of all employees globally

	FY 2017
Average hours per FTE of training and development	
Average amount spent per FTE on training and development. Currency:	
Percentage of open positions filled by internal candidates	

- ❍ We do not track these metrics related to employee training and development.
- ❍ Not applicable. Please provide explanations in the comment box below.
- ❍ Not known

Question RationaleFor many industries, Human capital development is one of the most financially material sustainability factors. The quality of employees that companies are able to attract and retain differentiates those that are well-positioned to succeed in their respective industries from those that are not, so strong human capital development practices are considered an important source of competitive advantage. This question assesses whether companies track their inputs in employee development. Key DefinitionsFTEs (Full-Time Equivalents), is the number of working hours that represents one full-time employee during a fixed time period, such as one month or one year. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. Average hours of training and development per FTE refers to the total number of hours of training and development provided in the last fiscal year divided by the total number of FTEs. Average amount spent on training and development per FTE refers to the total amount spent on training and development in the last fiscal year divided by the total number of FTEs. Percentage of open positions filled by internal candidates refers to the total number of open positions filled by a company's own employees divided by the total number of vacancies in the company in the last fiscal year. This metric provides a means of determining the effectiveness of human capital development by providing employees with the skills required for promotion, and it also demonstrates how proactive organizations are in providing their employees with new challenges for growth and development throughout their careers. ReferencesGRI G4-LA9 and GRI Standard 404-1 are relevant for this question.

3.4.2 Employee Development Programs

Please provide two examples of employee development programs in your company that have been developed to upgrade and improve employee skills. Provide a brief description of the business benefits for each program and, where possible, provide a quantitative measure of the positive impact that these programs have had on your business (e.g. increase in employee engagement, productivity, cost reduction or revenue generation).

❍

Employee Development Program, please specify two different examples:	Description of business benefits	Quantitative impact of business benefits (monetary or non-monetary)	% of FTEs that participated in this program

Employee Development Program, please specify two different examples:	Description of business benefits	Quantitative impact of business benefits (monetary or non-monetary)	% of FTEs that participated in this program

❍ We do not offer any employee development programs.

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

❍ Not known

Question RationaleOne of the challenges for both businesses and investors is to fully understand the positive business and financial effects of investing in employees. This question measures how and to what degree companies are able to measure the benefits to their business of their investments in human capital by describing two examples of employee development programs, demonstrating their benefits to the business and asking whether companies are able to quantify these benefits. Key DefinitionsEmployee development programs refers to programs that have specifically been developed to improve your employees' skills. Programs providing employees with the basic skills they need to carry out their daily work, language skills, or mandatory compliance or basic occupational health and safety training should not be described. Examples of programs that are acceptable to discuss here include, but are not limited to, leadership or management development programs, young talent development programs, sales training for sales executives, advanced occupational health and safety training, green or black belt certifications and project management training. Examples of programs that are not considered as skill development include online programs or classroom training programs to help employees reach certain minimum requirements, such as online compliance training, health and safety training, board training for new board members, training programs that are necessary to bring new employees up to a minimum standard in order to fulfill their job requirements, graduate programs or trainee programs. The description of business benefits should state the benefits that the company derives from providing the training, not the benefits for the employee undertaking the training. This should not be a description of the employee development program but rather a consideration of how the program aids the company's overall performance or its strategic targets. Quantitative impact of business benefits refers to either monetary or non-monetary metrics. Examples include employee engagement, decreased turnover, efficiency gains, output gains, revenue generation, and cost savings. These metrics should be directly linked to the employee development program described in terms of a measurable outcome as a relevant indicator of more effective business performance. ReferencesGRI G4-LA10 and GRI Standard 404-2 are relevant for this question. -

3.4.3 Human Capital Return on Investment

Please indicate the following information on a standard Human Capital Return on Investment metric, serving as a global measure of the return on your Human Capital programs.

❍

	FY 2014	FY 2015	FY 2016	FY 2017
a) Total Revenue, as specified in the "Denominator" question Currency:				
b) Total Operating Expenses Currency:				
c) Total employee-related expenses (salaries + benefits) Currency:				

	FY 2014	FY 2015	FY 2016	FY 2017
Resulting HC ROI (a - (b-c)) / c				
Total FTEs, as specified in the "Denominator" question.				

❍ We do not track any of the above metrics.

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

❍ Not known

Question RationaleThe Human Capital Return on Investment provides a means of measuring your company's profitability in relation to total employee costs. It is derived by removing non-employee costs from overall operating costs and deriving the resulting operating profitability. This metric provides a view into the degree to which economic value is derived looking at profitability solely in relation to human capital costs. Key DefinitionsBy subtracting Total Operating Expenses (b) less Total employee-related expenses (salaries + benefits) (c) from Total Revenue (a), your company's profitability prior to human capital costs are calculated. Dividing this figure by Total employee-related expenses (salaries + benefits) (c) then leads to the ratio that examines your company's level of profitability in relation to the total human capital expenses. Operating expenses – should be in line with accepted financial accounting and reporting standards including everything a company will have defined in their income statement. Total Revenue – the amount your company has received in revenues before any deductions are made. Total operating expenses are all the expenses your company has from its operations. Please note that Total employee-related expenses (salaries + benefits) includes training and development programs, pensions, hiring, etc, as it covers all costs directly related to employees. This is an example of how return on investments in human capital can be calculated based on standard financial metrics. If you use another approach, this can be indicated in the previous question. ReferencesGRI G4-EC1 and GRI Standard 201-1 are relevant for this question.

3.4.4 Return on Employee Development Investment

Does your company have a metric to quantitatively measure the benefits from your investments in employee development programs?
By **investment in employee development programs**, we mean expenses related to education, training, incentive programs, etc. This does not include base salary or standard benefits (e.g. vacation, insurance, etc.)
By **return on employee development investment**, we specially mean the increase in profits, savings or changes in other metrics such as employee engagement, employee retention, absenteeism per monetary unit spent (e.g. USD 1 million) on employee development programs.
The metric used in 3.4.3 Human Capital Return on Investment is not accepted here.

❍ Yes, we have a metric for calculating our return on employee development investments. Please select the approach that best describes your measurement of this return on investment and provide supporting evidence. **Please describe the specific metric used, including the specific training costs associated with the corresponding return measurement.**

  ❍ We use a third-party methodology (e.g., the Kirkpatrick Model, Level 3 Behavior or Level 4 Results) to identify the value of training to our business and resulting ROI. Please specify the return metric used as a result of applying this methodology:

  Metric
  Please provide the value of the metric used to measure the return on your employee development investments:

FY 2014	FY 2015	FY 2016	FY 2017

  ❍ We can estimate the improvements in employee turnover or employee engagement per **monetary unit spent (e.g. USD 1 million)** on training and employee development programs. Please specify:

  Metric
  Please provide the value of the metric used to measure the return on your employee development investments:

FY 2014	FY 2015	FY 2016	FY 2017

❍ We can estimate the cost savings **per monetary unit spent (e.g. USD 1 million)** on specific training programs (e.g. World Class Manufacturing, Six Sigma, Health & Safety Programs). Please specify:

Metric
Please provide the value of the metric used to measure the return on your employee development investments:

FY 2014	FY 2015	FY 2016	FY 2017

❍ We can estimate the increase in sales or the changes in our company's profitability **per monetary unit spent (e.g. USD 1 million)** on specific training and employee development programs (such as sales training). Please specify:

Metric
Please provide the value of the metric used to measure the return on your employee development investments:

FY 2014	FY 2015	FY 2016	FY 2017

❍ No, we do not have or are currently developing such a human capital return metric.

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

❍ Not known

Question RationaleWhile it is now common knowledge that investments in employee development and training provide valuable benefits in terms of productivity, quality and employee retention and satisfaction, companies are now faced with decisions about where to invest their valuable training and development budgets. This question examines how companies measure the benefits of their investments in employee development, providing more granular insight into the benefits achieved through investments in training, education and incentive programs in order for companies to see if their investments are generating reasonable benefits over time. Data RequirementsPlease explain how your company is able to determine the quantitative benefits achieved by your investments in employee development programs. Investment in Employee Development Programs: Include expenses related to education, training, incentive programs, etc. This does not include salary or benefits. Quantitative benefits: These benefits are either monetary benefits such as increases in sales, increases in profits or profitability, World Class Manufacturing (WCM) savings, etc. directly related to the programs, or changes in other metrics such as employee engagement, employee retention, absenteeism, which can be monitored directly or converted into monetary values. Both types of quantitative benefits need to be attributable to the program specifically. For example: if your company invested in a leadership program for high potential individuals, did you see an increase in employee retention for that same group of employees?

3.5 Talent Attraction & Retention

3.5.1 Type of Individual Performance Appraisal

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

❍

Type of performance appraisal	% of all employees
Management by objectives: systematic use of agreed measurable targets by line superior	

Type of performance appraisal	% of all employees
Multidimensional performance appraisal (e.g. 360 degree feedback)	
Formal comparative ranking of employees within one employee category	

❍ We do not have any of these types of performance appraisals in place.

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

❍ Not known

Question RationaleIn this question, we assess the various tools that companies use to measure individuals' performance and to what extent these tools are applied throughout the organization. Key DefinitionsPlease note that multiple options might be valid for some employees, so the sum of all options needs not add up to 100%. Management by objectives: Refers to a process in which employees have pre-defined and measurable goals that are set on at least a yearly basis together with their line manager and systematically followed up on. Multidimensional performance appraisal: Refers to a system in which the employee's performance is formally evaluated not just by their direct line manager, but also by their peers, direct reports, and other employees, providing what is referred to as a "360 degree" view of the employee's performance. A formal comparative ranking: Refers to a system in which employees are systematically graded relative to their peers in the same group (for example within the team performing a particular function). ReferencesGRI G4-LA11 and GRI Standard 404-3 are relevant for this question.

3.5.2 Long-term Incentives

Does your company provide long-term incentives for employees below the senior management level?
Long-term incentive programs are programs with a performance period longer than one year.
Senior management includes employees that are at most two management levels from the CEO (or equivalent). Below senior management level refers to all employees that are more than two management levels away from the CEO. If your company uses a different definition for "below senior management level" please provide the definition in your answer.

❍

Please briefly describe 1) the long-term incentive program (e.g. stock options, restricted stock units, cash incentives, etc.); and 2) the type of employees the program applies to. Please provide supporting evidence:	Our long-term incentives for employees below the senior management level are on average paid out after:	Please report the percentage of your workforce below senior management level (max. two levels from the CEO) that this program applies to:	Do the long-term incentives include targets associated with sustainability performance? Please explain in the comment box below:
	❍ 2 years ❍ 3 years ❍ Longer than 3 years	% of our employees	

❍ No, we do not offer long-term incentive programs for employees below the senior management level.

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

❍ Not known

Question RationaleLong-term incentive programs can be essential for companies to retain well-qualified employees over time. Such programs serve to orient key decisions throughout the organization around longer-term goals and strategic objectives, giving companies a greater likelihood of success over time. This question assesses the long-term incentive programs the company has in place, the timeframe for which performance incentives are paid out, the extent to which these programs apply to employees across the organization, and the extent to which they are associated with sustainability principles. Key DefinitionsLong-term incentives: Any form of variable compensation that is paid out over a time period longer than one year. This can include deferred cash bonuses, stock options and restricted stock units. Pension contributions should not be included as these are not considered to be bonus programs or variable compensation. If your company uses different pay out time periods for different employee categories, please use a weighted average of the pay-out time periods for your long-term incentive programs. Sustainability performance: It can relate to any sustainability goals set your company, whether they are related to environmental issues, social issues such as occupational health and safety, or any other sustainability issue defined as material by your company. Senior management level: Refers to employees that are within two levels of the CEO as a maximum. "Employees below senior management" thus refers to all employees that are below the "senior management level". Please note that the definition of "senior management level" is up to the company as RobecoSAM allows choosing the best definition for the company's business plan and company structure. If your definition differs from RobecoSAM's definition due to your business model, please explain this in the question. Data RequirementsAverage time period for performance: the average pay-out time period on which these incentive programs are based. If different pay-out time periods are used for different employee categories, please use a weighted average of the pay-out time periods for long-term incentive programs that exist. Percentage of your workforce below senior management level (max. two levels from the CEO) that this program applies to refers to the percentage of employees that are not considered senior management that are part of the long-term incentives program. For example, if your company has 100 employees, 10 are senior management (a maximum of two level from the CEO in the organizational structure) and 10 employees below senior management are part of the long-term incentives program, then 11% (=10/90*100) of employees below senior management level are covered in the program.

3.5.3 Employee Turnover Rate

Please indicate your company's total and voluntary turnover rates for the last four years as a percentage of total number of employees in the table below. Please also indicate the average hiring cost/FTE for the last fiscal year.

❍

	FY 2014	FY 2015	FY 2016	FY 2017
Total employee turnover rate				
Voluntary employee turnover rate				

Please indicate your company's average hiring cost/FTE in the last fiscal year. This should specifically relate to the number of employees **hired** last year, not average cost for **all employees.**

and specify currency:

❍ We do not track employee turnover and hiring costs.

❍ Not applicable, please provide explanations in the comment box below.

❍ Not known

Question RationaleHuman capital is one of the main drivers of corporate growth and plays an essential role in the successful execution of companies' strategies. The employee turnover rate is, therefore, a highly significant management KPI that reflects the ability of a company to retain its employees. Key Definitions Total employee turnover: Refers to the proportion of employees who leave an organization over a set period (often a year), expressed as a percentage of the total workforce. The term encompasses all leavers, whether they have left voluntarily or due to dismissal, retirement, or death in service. The figure should be calculated using the total number of employees at the end of the reporting period. Voluntary employee turnover: Refers to the proportion of employees who choose to leave an organization over a set period (often a year), expressed as a percentage of the total workforce. The figure should be calculated using the total number of employees at the end of the reporting period. The average cost of hiring a full-time employee: Refers to the average cost of hiring a new employee to the company in the last fiscal year. The figure should be calculated based on the costs of hiring all new full-time employees in the reporting period (not based on the costs of hiring full-time employees who were already at the company before the last fiscal year started) ReferencesThe Chartered Institute of Personnel and Development: http://www.cipd.co.uk/hr-resources/factsheets/employee-turnover-retention.aspx GRI G4-LA1(b) and GRI Standard 401-1 are relevant for this question.

3.5.4 Trend of Employee Engagement

Additional credit may be granted for publicly available evidence.

Please indicate in the following table the percentage of actively engaged employees based on your company's scaled employee engagement surveys. Please also indicate the coverage of these surveys and if this measurement can be broken down according to gender. For each row in the table, it is mandatory that the values provided are in the same unit.
If your company only conducts an Employee Engagement survey every two years, please duplicate the value of the previous year in the table and provide the target for the most recent year a survey was conducted.

❍ **Standard Method -** Please refer to the information button for a description of the methodology.

Employee engagement	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Employee engagement	% of actively engaged employees					
Data coverage	% of total employees					

PUBLIC REPORTING

❏ The results of our employee engagement surveys are publicly available. Please provide supporting evidence or web link.

GENDER BREAKDOWN

❏ We are able to break down the results of our employee engagement surveys based on gender. Please attach supporting evidence.

SURVEY METHODOLOGY

Please provide a definition of the company's approach to measuring employee engagement:

Please provide the scale or options used in the survey (e.g. 5 point scale, "actively engaged," "disengaged," etc. or "strongly agree," "agree," "don't know," "disagree," "strongly agree.")

❍ **Alternative Method -** We use another method to measure employee engagement or satisfaction. Please specify the method and attach supporting evidence.

Please describe the method:	Please describe the unit used:	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Data coverage	% of total employees					

PUBLIC REPORTING

❏ The results of our surveys are publicly available. Please provide supporting evidence or web link.

GENDER BREAKDOWN

❏ We are able break down the results our employee engagement surveys based on gender. Please attach supporting evidence.

❍ We do not track employee engagement or satisfaction.

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

❍ Not known

Question RationaleInternal employee engagement surveys are a crucial tool for developing policies to attract, retain and develop the best employees. It is essential that companies collect and measure feedback from employees, who are valuable assets of the company as well as significant stakeholders in it. In this question we determine whether companies conduct regular engagement surveys of their employees and analyze the results of these surveys. Opinions about the company, the work-place and overall feedback can be very different depending on the employee responding. Differences can also be found between different employee groups or between men and women. The question also aims to assess whether companies are able to break down the results of their internal engagement surveys by gender, allowing them to understand differences of opinion and address potential issues. Key DefinitionsEngagement: definitions of employee engagement may vary, but the following are representative: - Gallup: Those who are involved in, enthusiastic about, and committed to their work and workplace. - Utrecht Work Engagement Scale (UWES-9): "A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." - Grovo: "A deep, personal, and empowered investment in work." Deep because the employee cares about the quality of their work. Personal because the work and its contribution to the success of company matters to the employee. And empowered because "the employee is capable of delivering a quality that will reward their investment of time, talents, effort, and care." RobecoSAM Methodology for measuring Employee Engagement% of actively engaged employees is the percentage of employees who reported that they feel "actively engaged" or simply "engaged" as opposed to "not engaged", "passive", or "actively disengaged" out of the total number of employees who participated in the survey. Source: SASB Actively engaged: The classification should generally reflect the use of 4, 5, 7 or 10 point scales, where "actively engaged" is 3-4 on a 4 point scale, 4-5 on a 5 point scale, 5-7 on a 7 point scale, and 7-10 on a 10 point scale, or the equivalent. Sources: The Vitality Institute and Aon Hewitt. Determining who is actively engaged: Engagement is generally determined through a composite score derived from several questions, however it may also be determined with a single question about "overall" engagement. Whatever the case, the result should be provided in a scale that corresponds to the above definitions of "actively engaged". Examples of scoring systems5 point scale, where 4-5 are considered "actively engaged": - Not engaged - Somewhat disengaged - Passive - Somewhat engaged - Highly engaged Aon Hewitt uses the following four categories, where 3-4 are considered "actively engaged": - Actively disengaged - Passive - Moderately engaged - Highly engaged Examples of Engagement Evaluation Aspects (5 point scale: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree): - I understand the strategy and goals of the company - I understand how my work contributes to the company achieving these goals - I am proud to work for the company - I am excited and inspired to come to work most days - I have the feedback I need to succeed in my role. % of total employees refers to the percentage of employees who participated in the employee engagement survey out of the total number of employees Target: Targets can be the precise, stated target for the year in which the survey was conducted, or if the target is long-term for a specific future year, it can be linearly extrapolated. For instance, if the company reported 70% of employees were actively engaged in FY2015, and set a two-year target of reaching 80% by FY2017, the linearly extrapolated target for FY2016 would be 75% (e.g. 10% improvement divided by two years equals 5% per year). Other methodologies for measuring employee engagementCompanies may provide employee satisfaction instead of employee engagement, another measure if their scale for engagement cannot be translated into the method described above, or any other similar metric. Unit: to be described by the company in the text box provided % of total employees refers to the percentage of employees who participated in the employee engagement survey out of the total number of employees Data RequirementsIf your company only conducts an Employee Engagement survey every two years, please duplicate the value of the previous year in the table and provide the target for the most recent year a survey was conducted.

3.5.5 MSA Talent Attraction & Retention

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper "Measuring Intangibles" available via: www.robecosam.com/csa.

3.6 Corporate Citizenship and Philanthropy

In order to be a catalyst for development, corporate philanthropy programs need to be managed well. Creating value for both beneficiaries and shareholders requires companies to have a clear direction and focus for guiding their philanthropic activities as well as for measuring their effectiveness from a cost/benefit perspective. The key focus of the criterion is on how companies assess the value of their corporate citizenship and philanthropy programs and how their programs align with the UN Sustainable Development Goals.

3.6.1 Group-wide Strategy

Does your company have a group-wide strategy that provides guidance to your corporate citizenship/philanthropic activities? Please indicate how this strategy aligns with your overall corporate strategy and the 17 UN Sustainable Development Goals.

❍ **Group-wide Strategy**
Please specify and provide supporting documents:

Priorities & KPIs
Please indicate the three main priorities as outlined in your group-wide corporate citizenship/philanthropy strategy specified above. For each priority, please indicate which UN Sustainable Development Goal the priority is aligned with. Furthermore, please provide a short description of how the priority is aligned with your business drivers and attach supporting evidence.
In addition, please indicate which KPIs your company uses to measure the benefits of the three main priorities and provide reference to where the KPIs are reported in the public domain. The KPIs need to be measurable, but you do not need to provide quantitative results. Please clearly describe the benefit KPIs as well as the activity in the provided text boxes.

Priorities and SDG alignment	Description of alignment between priority and your business drivers. Please provide supporting evidence.	Business Benefit KPI	Social / Environmental Benefit KPI
Priority 1 ❍ 1. No Poverty ❍ 2. Zero Hunger ❍ 3. Good Health and Well-being ❍ 4. Quality Education ❍ 5. Gender Equality ❍ 6. Clean Water and Sanitation ❍ 7. Affordable and Clean Energy ❍ 8. Decent Work and Economic Growth ❍ 9. Industry, Innovation and Infrastructure ❍ 10. Reduced Inequalities ❍ 11. Sustainable Cities and Communities ❍ 12. Responsible Consumption and Production ❍ 13. Climate Action ❍ 14. Life Below Water ❍ 15. Life on Land ❍ 16. Peace, Justice and Strong Institutions ❍ 17. Partnership for the Goals ❍ 18. Other			

Priorities and SDG alignment	Description of alignment between priority and your business drivers. Please provide supporting evidence.	Business Benefit KPI	Social / Environmental Benefit KPI
Priority 2 ❍ 1. No Poverty ❍ 2. Zero Hunger ❍ 3. Good Health and Well-being ❍ 4. Quality Education ❍ 5. Gender Equality ❍ 6. Clean Water and Sanitation ❍ 7. Affordable and Clean Energy ❍ 8. Decent Work and Economic Growth ❍ 9. Industry, Innovation and Infrastructure ❍ 10. Reduced Inequalities ❍ 11. Sustainable Cities and Communities ❍ 12. Responsible Consumption and Production ❍ 13. Climate Action ❍ 14. Life Below Water ❍ 15. Life on Land ❍ 16. Peace, Justice and Strong Institutions ❍ 17. Partnerships for the Goals ❍ 18. Other			

Priorities and SDG alignment	Description of alignment between priority and your business drivers. Please provide supporting evidence.	Business Benefit KPI	Social / Environmental Benefit KPI
Priority 3 ❍ 1. No Poverty ❍ 2. Zero Hunger ❍ 3. Good Health and Well-being ❍ 4. Quality Education ❍ 5. Gender Equality ❍ 6. Clean Water and Sanitation ❍ 7. Affordable and Clean Energy ❍ 8. Decent Work and Economic Growth ❍ 9. Industry, Innovation and Infrastructure ❍ 10. Reduced Inequalities ❍ 11. Sustainable Cities and Communities ❍ 12. Responsible Consumption and Production ❍ 13. Climate Action ❍ 14. Life Below Water ❍ 15. Life on Land ❍ 16. Peace, Justice and Strong Institutions ❍ 17. Partnerships for the Goals ❍ 18. Other			

❍ We do not have a group-wide strategy for our corporate citizenship activities.

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

❍ Not known

Question RationaleIn order to be a catalyst for development, corporate philanthropy programs must be managed well. Creating value for the beneficiaries of these programs and shareholders alike requires companies to have a clear direction and focus guiding their philanthropic activities. We aim to find out whether a company has a group-wide corporate citizenship / philanthropy strategy in place, its main priorities, and if these priorities are aligned with the UN Sustainable Development Goals and the company's business drivers. Programs and initiatives that are aligned with the company’s business drivers will allow the company to leverage its strengths, its brand and its employees to have the maximum impact on beneficiaries.   Creating value for beneficiaries and shareholders alike requires companies to have the ability to measure the effectiveness of their philanthropic activities from a cost/benefit perspective. Companies should have management processes in place to measure the impact of its activities and thus be able to use cost-benefit analysis to guide future spending decisions. The existence of group-wide KPIs to measure the effectiveness of philanthropic activities acts as an indicator of robust management processes. Key DefinitionsAlignment with business drivers: Refers to a clear connection between the focus of group-wide corporate citizenship /philanthropic activities and the company's business drivers. For example: if expanding your business presence in an emerging market, or a significant proportion of your company's existing customers are already located in emerging markets; your top priority corporate citizenship / philanthropic activities might be related to increasing the local standard of living by improving access to basic services (water, sanitation, electricity), improving the education system or improving hygiene, i.e. tackling social and environmental issues important in these markets. Examples of business drivers/KPIs: They may include, but are not limited to, product or business development, local development, reputation/ branding,human capital development and access to talent. Social / Environmental Benefit KPIs: Should be aligned with generally accepted social / environmental goals like the Sustainable Development Goals, Social Progress Index or similar. Data RequirementComponents that we are looking for in your group-wide strategy: • Alignment of community strategy with core business needs and issues • Clear objectives, focus areas and priorities • Targets for the next 3–5 years • A clear governance structure for managing corporate citizenship and community activities • Effective communication of the approach and its performance to relevant stakeholder groups References- London Benchmarking Group Guidance Manual: http://corporate-citizenship.com/our-insights/lbg-guidance-manual-2015/ - http://www.socialprogressimperative.org/ - http://www.un.org/sustainabledevelopment/sustainable-development-goals/ GRI G4-SO1 and GRI Standard 413-1 are relevant for this question.

3.6.2 Type of Philanthropic Activities

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

❍

Category	Percentage of Total Costs
Charitable Donations	
Community Investments	
Commercial Initiatives	
Total (must equal 100%)	

❍ We do not report our philanthropic activities according to these categories

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

❍ Not known

Question RationaleIn order to be a catalyst for development, corporate philanthropy programs need to be well managed. Creating value for beneficiaries and shareholders alike requires companies to have a clear direction and focus guiding their philanthropic activities. This question aims to assess the structure and diversity of companies' corporate citizenship programs. Having a diversified approach to corporate citizenship ensures that a company makes full use of the different types of capital it has at its disposal: financial, human, etc. Key DefinitionsThe categories in this question follow the London Benchmarking Group (LBG) model. The sum of the figures for each category should add up to 100%. If your company uses different categories, you should make estimates to fill in the three categories in the table based on the detailed definitions below. Charitable donations: Refers to one-off or occasional support to good causes in response to the needs and appeals of charitable and community organizations, requests from employees, or in reaction to external events such as emergency relief situations. These are often thought of as traditional philanthropy or grant-making. Examples of charitable donations include: - Donations of cash, products, services or equipment to local, national and international charitable appeals - Social 'sponsorship' of causes or arts / cultural events with name recognition for the company that is not part of a marketing strategy - Grants from corporate foundations that are not linked to a core community strategy - Company-matching of employee donations and fundraising - Costs of facilitating donations by customers and suppliers - Costs of employees volunteering during working hours, if not part of a core community strategy - Gifts of products from inventory at cost - Occasional use of company premises and other resources Community investments: Refers to long-term strategic involvement in, and partnership with, community organizations to address a limited range of social issues chosen by the company to protect its long-term corporate interests and enhance its reputation. Examples of community investments include: - Membership of, and subscriptions to, charitable organizations that help to deliver the community engagement strategy - Grants, donations (cash, product, services or equipment) to community partner organizations - Secondments to a partner community organization and other staff involvement, such as technical and managerial assistance to a partner organization - Time spent supporting in-house training and placements, such as work experience - Use of company premises and other resources for partner organizations - Costs of supporting and promoting formal employee volunteering programs Commercial initiatives: Refers to business-related activities in the community, usually undertaken by commercial departments to directly support the success of the company, promoting its corporate and brand identities and other policies, in partnership with charities and community-based organizations. Only the contribution to charity or community organizations should be considered, not the total cost of the marketing campaign or similar. Examples of commercial initiatives include: - The sponsorship of events, publications and activities that promote corporate brands or corporate identity - Cause-related marketing and activities to promote sales (e.g. making donations for each item bought) - Support for universities, and research and other charitable institutions related to the company's business or aiming to improve the image of the brand or perception of the company - Exceptional one-off gifts of property and other assets ReferencesLondon Benchmarking Group Guidance Manual http://corporate-citizenship.com/our-insights/lbg-guidance-manual-2015/ GRI G4-EC1 and GRI Standards 201-1 are relevant for this question.

3.6.3 Input

Additional credit may be granted for publicly available evidence.

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 provide supporting evidence only if this information is available in your **public reporting** or **corporate website.**

❍ 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	

❍ We did not make any corporate citizenship/philanthropic contributions

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

❍ Not known

Question RationaleIn order to be a catalyst for development, corporate philanthropy programs need to be well managed. Creating value for beneficiaries and shareholders alike requires companies to have a clear direction and focus guiding their philanthropic activities. This question aims to assess companies' awareness of the full costs related to their corporate citizenship programs, including indirect costs such as those linked to employee volunteering and management overheads (the costs associated with having a community affairs function in place). Key DefinitionsThe categories follow the structure of the London Benchmarking Group (LBG) model. Answers should be provided as monetary values and not in, for example, hours spent or proportion of the total budget. We do not assess absolute amounts, but rather companies' awareness of the indirect costs associated with their corporate citizenship programs. Cash contributions: Refers to the monetary amount paid by a company in support of community projects. This can include direct cash contributions and payments for materials and services. Examples of cash contributions include: - Donations or grants - Social sponsorship or support of cultural events or institutions - Matched employee giving - Employee involvement costs - Membership and subscriptions to community-related organizations - Cause-related marketing campaigns Time (employees volunteering during paid working hours): Refers to the cost to the company of the time that an employee spends on a community program during working hours. Examples of time contributions include: - Employee volunteering - Fundraising - Secondments - Providing in-house training (e.g. supervising work experience placements) - Development assignments A simple way to calculate the cost of this time to a company is to divide the total number of employees by the total cost of employees. This figure can then be divided by the number of working days in a year and then by the standard number of working hours per day. With this hourly rate of employee cost to the company, a firm can accurately account for the cost of its employees' charitable activities during working hours. Please bear in mind that only active employee involvement should be counted. The time that employees spend organizing and running an event, for instance, should go into this calculation, but the time that employees spend attending an event but not helping run it should not. In-kind giving: Refers to contributions of products, equipment, services and other non-cash items from the company to the community. Examples of in-kind contributions include: - Donations of products (such as for prizes at community events) - Contributions of used office equipment or furniture - Use of company premises - Provision of free advertising space in a publication or on a TV channel or website to a community organization at no cost - Provision of pro bono legal, accounting or other professional services In-kind contributions should be valued based on what it has cost the company to provide them, not on what the beneficiary would have had to pay to attain these goods or services at market prices. Management costs (overheads): Refers to the costs associated with having in place a community affairs function; for example, providing salaries and benefits to community affairs staff, and paying for their overheads and costs related to research and communications. Examples of overhead costs include: - Salaries, pension, national insurance, benefits & recruitment costs of communities affairs staff - Running costs & overheads: phone & faxes, computer equipment, travel, business overheads, not just for individual projects - Paying for external professional advice to better manage a program - Communicating the community program to relevant audiences - Research into issues and possible projects Please assess overhead costs based on overall program coordination and communication, not by individual projects. (Time spent on one-off projects should be counted under time contributions, as described above.) If managing community programs is only one part of an employee's job, the cost of that employee should be apportioned accordingly. Data RequirementsDisclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering all of the following aspects of this question: Total monetary value (at cost) of your company's corporate citizenship/philanthropic contributions for each of the following categories: - Cash contributions - Time: employee volunteering during paid working hours - In-kind giving: product or services donations, projects/ partnerships or similar - Management overheads Please note: public disclosure of your total corporate citizenship/philanthropic contributions is not sufficient to be awarded additional credit. ReferencesLondon Benchmarking Group Guidance Manual http:// corporate-citizenship.com/our-insights/lbg-guidance-manual-2015/

3.7 Occupational Health and Safety

Poor occupational health and safety (OHS) performance has a direct negative impact on labor costs through lower productivity. Moreover, it can also affect a company's reputation, impact staff morale or increase operating costs through fines and other contingent liabilities. RobecoSAM's key questions focus on Key Performance Indicators (KPIs) for a company's own operations, and for its suppliers and their performance against industry benchmarks. Industry-specific questions additionally focus on training, audits and transparency. Industries operating in areas where HIV/AIDS is widespread are also expected to support their employees and minimize the risks of disruption to their business activities.

3.7.1 Absentee Rate

Additional credit may be granted for publicly available evidence.

Please indicate your company's absentee rate for employees and contractors for the past four years, and indicate if this data is verified by a third party. If so, please provide supporting evidence for the external verification. 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 unit indicated.
If your company's absentee rate is equal to zero for one or more fiscal years, this data will only be accepted if evidence of third-party verification is provided.

❍

Absentee rate	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Employees	% of total days scheduled					

Absentee rate	Unit	FY 2014	FY 2015	FY 2016	FY 2017	What was your target for FY 2017?
Data coverage (as % of employees, operations or revenues)	percentage of: ❍ Employees ❍ Operations ❍ Revenues					

PUBLIC REPORTING

❑ Our data is publicly available. Please provide supporting evidence or web link.

THIRD-PARTY VERIFICATION

❑ Our data has been third-party verified in the most recent financial year reported. Please provide supporting evidence.

❍ We do not track the absentee rate for employees

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

❍ Not known

Question RationalePoor occupational health and safety (OHS) performance has a direct negative impact on labor costs through lower productivity. But it can also affect a company's reputation, impact staff morale, or increase operating costs through fines and other contingent liabilities. With this question, RobecoSAM aims to identify whether a company measures the lost days of its employees due to sickness and injuries. Data requirements Please fill in the absentee rate (AR) during the reporting period. Absentee rate (AR): It is based on the total number of days lost due to absenteeism of any kind, not only as a result of work-related injury or disease. This includes individual sick days due to minor illnesses (e.g. the common cold, fevers, and influenza) as well as personal days taken for undisclosed reasons. It does not include scheduled or permitted absenteeism such as holidays, study time, maternity or paternity leave, etc. Please also indicate the data coverage (e.g. as % of employees, revenues, etc.) Absentee rate calculation: [Number of absentee days in the accounting period / Total days scheduled to be worked in the accounting period] x 100 Data RequirementsRobecoSAM requires the target rate for the most recent reporting year. If your company has a multiple year and/or relative target, please extrapolate what the target value would have to be for the last financial year to make sure you are progressing well towards achieving the target by the end of the target period. Disclosure requirements for partially public question. Additional credit will be granted for relevant publicly available evidence covering the following aspect of this question: - Absentee rate for at least the most recent reported year. ReferencesGRI G4-LA6 a. and GRI Standard 403-2 are relevant for this question.

3.7.2 Health, Safety & Well-being

Additional credit may be granted for publicly available evidence.

Does your company provide special training and/or measures to foster employees' health and well-being in the following areas? Please provide supporting evidence and indicate if this is available in the public domain.

❍

Health, safety and well-being initiatives	Description of program	Supporting evidence
Stress-management information		
Stress-management training		
Healthy working environment initiatives focusing on:		
- Ergonomic workplace		
- Illumination		
- Noise		
- Indoor air quality		

Health, safety and well-being initiatives	Description of program	Supporting evidence
- Humidity		
- Temperature		
Fitness facilities or contributions to external fitness programs		
Health / nutrition provisions		
Flexible working hours		
Working from home arrangements		
Childcare facilities or contributions		
Paid maternity leave in excess of legally required minimum		
Paid paternity leave in excess of legally required minimum		
Other, please explain:		

❍ No such training and/or measures are in place to foster employee health and well-being.

❍ Not applicable. Please provide an explanation in the comment box below.

❍ Not known

Question RationalePoor occupational health and safety (OHS) performance has a direct negative impact on labor costs through lower productivity. Lower performance not only poses a threat to company’s reputation and staff morale but also results in increased operating costs in the form of fines and other contingent liabilities. With this question RobecoSAM aims to assess a company’s measures to foster employees' health and well-being. Data RequirementsDisclosure requirements for partially public question. Additional credit will be granted for relevant publicly available supporting evidence in each aspect of this question (e.g. Stress-management information, Stress-management training..).

3.7.3 MSA OHS

In this section we include a performance score on the Corporate Sustainability Monitoring with the objective of verifying 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.

Based on a Media and Stakeholder Analysis (MSA), the consistency of a company's behavior and management of crisis situations is reviewed in line with its stated principles and policies. Results of the MSA range from no impact to high impact - the latter reflecting serious reputational risks with consequences on the company's bottom line (e.g. legal liabilities or high probability of imminent legal liabilities). In addition, the overall quality of the management response to a situation is assessed, evaluating whether a company has transparently and proactively managed the issue. For further details, please refer to the RobecoSAM white paper ''Measuring Intangibles'' available via: www.robecosam.com/csa.

5 Future Questions (Optional)

In this section, questions on new, developing sustainability topics are asked with the intention of adding them to future revisions of the Corporate Sustainability Assessment. **Questions asked in this section will not contribute will Total Sustainability Score in the specific year they are asked. RobecoSAM may choose to ask these questions in the same our modified format in future years and**

add them to the standard part of the questionnaire, in which case they will contribute to the Total Sustainability Score in that year.
RobecoSAM encourages companies to complete the questions in this section in order to allow RobecoSAM to perform data analysis on the results to inform future revisions of the questions and scoring schemes, as well as to provide companies the opportunity to engage with RobecoSAM on these topics.

5.1 Impact Valuation

Does your company value the positive/negative social or environmental externalized impacts of its business operations, products and services? Please provide supporting evidence and note that community investments and philanthropic initiatives are not accepted in this question.

❍ Yes, we value our environmental/social external impacts quantitatively or we convert them into monetary values.

Impact	Input metric or description of business activity	Output	External Impact	Documentation
	What resources have been used for your business activities? Which of your company's business activities have a social or environmental result?	What is the environmental or social direct result of your business activity?	What is the impact of your business activity on society and on the environment?	Please provide the following documentation and indicate if this information is available in your public reporting or corporate website.
	1. Please select "Operations" or "Products / services" from the dropdown menu. 2. Please describe the input metric or provide description of the business activity.	1. Please describe the direct environmental or social results of the business activity and the metric used to measure these outputs. 2. Please specify the quantitative value of the metric being used.	1. Please select the corresponding impact valuation technique. 2. Please provide a description of the impact of the business activity on the lives of targeted individuals / populations or on society at large, or on the environment and the metric / approach used to measure these impacts. 3. Please specify the quantitative value of the metric being used.	1. Evidence that the impact valuation assessment has been conducted. 2. Evidence of the methodology adopted for the calculation of your environmental or social external impact.
Impact 1	1. ❍ Operations ❍ Products / Services 2.	1. 2.	1. ❍ Quantification ❍ Monetary 2. 3.	

Impact	Input metric or description of business activity	Output	External Impact	Documentation
Impact 2	1. ❍ Operations ❍ Products / Services 2.	1. 2.	1. ❍ Quantification ❍ Monetary 2. 3.	

❍ No, we do not value the impacts of our environmental / social externalities.

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

❍ Not known

Question rationaleThe purpose of this question is to identify companies that value the impacts of their main environmental and social externalities. Externalities are costs (negative externalities) or benefits (positive externalities) which are not reflected in free market prices and affect society and the environment. While companies have made significant progress in tracking and reporting inputs and outputs measures (such as water use and CO2 emissions) the social and environmental impacts resulting from operations, products or services are significantly under-reported. By measuring their externalized impacts companies not only increase their awareness on their positive contributions to society but also are better equipped to identify their key negative externalized impacts and anticipate regulatory changes and financial risks. Beyond the risk management dimension, impact valuation represents a management tool to orient the company strategy towards sustainable activities, solutions and sourcing. Investors are also interested in how companies measure and understand company impacts, and more importantly, how they use this information in their internal decision making so that it leads to long-term value creation. In order achieve this, investors need decision-friendly information converting disparate units of output into consistent and comparable information in order to evaluate: - The influence of the social and environmental externalities on business value drivers (growth, profitability and risk) - Financial and extra-financial information alongside each other - Companies' competitive advantage Key Definitions and Data RequirementsDescription of Business Activity: Description of company's business operations, products/services with an environmental or social result. Examples of company operations with an environmental/social result: - Manufacturing activities - Own facilities - Construction activities - Extraction activities - Supply chain operations Input: the environmental, social or economic resources necessary to carry out the business activity Natural Input: a measurable quantity of a natural resource or factor that is used as an input to production Examples: - Volume of sand used in construction (in tons) - Electricity consumed (in Kwh) - Water Consumed (in cubic meters) Economic input: monetary resources necessary to carry out a business activity: Examples: - Investments in R&D for environmental product/processes/services - Investments in R&D that create intellectual property rights - Investments in microfinance loans to disadvantaged - Investments in microinsurance projects - Investments in renewable energy programs - Investments to reduce company's environmental footprint (e.g. air pollution control equipment, waste treatment, water treatment) Social Input: human capital resources necessary to carry out a business activity Examples: - Number of employees taking part to the project - Number of working hours spent on a project Output: the environmental or social direct results of the business activity in question. Environmental output: environmental results linked to the business activity Examples: - Air pollution (CO2 emissions, NOx Emissions, SOx emissions) - Avoided CO2 emission in tons, avoided NOx emissions, avoided SOx emissions - Water pollution (contaminated potable water) - Ground pollution (tons of waste disposed to landfill, incinerator) - Waste diverted from landfill (in ton or %) - Percentage of energy recovered - Environmental clean-up or remediation costs - Revenues generated from sustainable products or services Social Output: social results linked to the business activity in question Examples: - Number of entrepreneurs that received a microfinance loan - Number of fatalities - Number of permanent injuries & illnesses - Sales of products protected by intellectual property rights External impact: Please indicate the impact of the business activity on the society at large or on the environment. With the term 'external impact' we refer to the consequences of the output on society and on the environment. Therefore, the indirect effect on society and on the environment of the company's business activity (operations, product or service). Please note that community investments and philanthropic initiatives are not accepted in this question. Examples of negative impact on society include: - Health impacts caused by GHG or other air emissions - Health impacts caused by other types of pollution, degradation of water or land quality - Estimated value lost due to degradation of natural capital or ecosystem services - Reduction in well-being due to injury or illness and costs for the healthcare system - Decline in health from overconsumption of products containing sugar Examples of positive impact on society include: - Quality of life improvements from access to medication - Improved social cohesion due to the redevelopment of dilapidated buildings - Quality of life benefits due to improved ecosystems, communities, water or land quality - Estimated value gained due to the improvement of natural capital or ecosystem services - Long-term earnings potential increase owed to educational or training programs provided Not acceptable examples of External Impact include: - Pure economic externalities and financial metrics: GDP growth, Tax payments, Net income, Amortization & depreciation, Interest, Salaries, Own employment, Taxes (direct income tax, indirect taxes & duties), Economic Value Add or Gross Value Add - Impacts from community investments or philanthropic activities Quantification: the measurable impact of the business activity on the lives of the targeted individuals, society at large or the environment. For example, numerical indicators, percentages, indices, scores and scales. Numerical Indicators: - Quality of life improvement: % increase in self-confidence - Quality life years gained from a new medical treatment vs. the standard of care - % reduction in chronic illnesses due to the company's program - % Loss of productive and habitable land - % Loss of production in fisheries due to the spill of pollutants in rivers - % Health-Adjusted Life Years (HALYs) Monetization: the practice of attributing a monetary value to a social or environmental externality. examples: - Social cost of carbon - Social cost of water - Social cost of waste - Social cost of alcohol - Agricultural losses due to environmental issues - Cost of quality life year gained from a new medical treatment vs. standard of care - Cost of work-related stress to society ReferencesNatural Capital Protocol http://naturalcapitalcoalition.org/protocol/ http://naturalcapitalcoalition.org/wp-content/uploads/2016/07/Framework_Book_2016-07-01-2.pdf Social Capital Protocol http://www.wbcsd.org/Clusters/Social-Impact/Social-Capital-Protocol http://social-capital.org/ Social Value UK http://www.socialvalueuk.org/ http://www.socialvalueuk.org/resource/discussion-document-valuation-social-outcomes/ http://www.socialvalueuk.org/app/uploads/2017/11/Discussion_Paper_on_SVP_NCP-FINAL-VERSION-2-1.pdf World Business Council For Sustainable Development (WBCSD): http://www.wbcsd.org/Clusters/Social-Impact/Resources/WBCSD-Measuring-Impact http://docs.wbcsd.org/2017/05/IVR_Impact_Valuation_White_Paper.pdf

6 Feedback Survey: Your input is welcome

Your feedback is a crucial component for the further development of the Corporate Sustainability Assessment. We very much value your honest and direct feedback and input on CSA improvement ideas.
Thank you for taking the time to provide your valuable feedback.
This feedback section is not used in the assessment or scoring of your company, is not mandatory and is strictly confidential.
Please note that this feedback survey section will also appear in the PDF version of the questionnaire.

6.1 Methodology development input

The ongoing development of our questionnaire benefits a lot from your input. Your answers in this section help us to improve our focus and update the areas that are most important to companies.
Which topics within the questionnaire do you find **most material**? Please choose the three most material topics in the drop down lists below. If you choose 'Other', please specify which topic within the questionnaire you find most material in the text box.
Material topic 1

❍ Antitrust Policy

❍ Biodiversity

❍ Climate Strategy

❍ Codes of Conduct/Compliance/Corruption&Bribery

❍ Corporate Citizenship and Philanthropy

❍ Corporate Governance

❍ Customer Relationship Management

❍ Environmental Policy/Management System

❍ Environmental Reporting

❍ Human Capital Development

❍ Innovation Management

❍ Labor Practice Indicators and Human Rights

❍ Occupational Health and Safety
❍ Operational Eco-Efficiency
❍ Product Stewardship
❍ Risk & Crisis Management
❍ Social Reporting
❍ Stakeholder Engagement
❍ Strategy for Emerging Markets
❍ Supply Chain Management
❍ Talent Attraction & Retention
❍ Tax Strategy
❍ Other, please specify

Please specify:

Material topic 2

❍ Antitrust Policy
❍ Biodiversity
❍ Climate Strategy
❍ Codes of Conduct/Compliance/Corruption&Bribery
❍ Corporate Citizenship and Philanthropy
❍ Corporate Governance
❍ Customer Relationship Management
❍ Environmental Policy/Management System
❍ Environmental Reporting
❍ Human Capital Development
❍ Innovation Management
❍ Labor Practice Indicators and Human Rights
❍ Occupational Health and Safety
❍ Operational Eco-Efficiency
❍ Product Stewardship
❍ Risk & Crisis Management
❍ Social Reporting
❍ Stakeholder Engagement
❍ Strategy for Emerging Markets
❍ Supply Chain Management
❍ Talent Attraction & Retention
❍ Tax Strategy
❍ Other, please specify

Please specify:

Material topic 3

❍ Antitrust Policy

❍ Biodiversity

❍ Climate Strategy

❍ Codes of Conduct/Compliance/Corruption&Bribery

❍ Corporate Citizenship and Philanthropy

❍ Corporate Governance

❍ Customer Relationship Management

❍ Environmental Policy/Management System

❍ Environmental Reporting

❍ Human Capital Development

❍ Innovation Management

❍ Labor Practice Indicators and Human Rights

❍ Occupational Health and Safety

❍ Operational Eco-Efficiency

❍ Product Stewardship

❍ Risk & Crisis Management

❍ Social Reporting

❍ Stakeholder Engagement

❍ Strategy for Emerging Markets

❍ Supply Chain Management

❍ Talent Attraction & Retention

❍ Tax Strategy

❍ Other, please specify

Which topics within the questionnaire do you think are **in most need of improvement**? Please choose the three most important topics in the drop down lists below. If you choose 'Other', please specify which topic within the questionnaire you find most material in the text box.

Improvement topic 1

❍ Antitrust Policy

❍ Biodiversity

❍ Climate Strategy

❍ Codes of Conduct/Compliance/Corruption&Bribery

❍ Corporate Citizenship and Philanthropy

❍ Corporate Governance

❍ Customer Relationship Management

❍ Environmental Policy/Management System

❍ Environmental Reporting

❍ Human Capital Development

❍ Innovation Management

❍ Labor Practice Indicators and Human Rights

❍ Occupational Health and Safety

❍ Operational Eco-Efficiency

❍ Product Stewardship
❍ Risk & Crisis Management
❍ Social Reporting
❍ Stakeholder Engagement
❍ Strategy for Emerging Markets
❍ Supply Chain Management
❍ Talent Attraction & Retention
❍ Tax Strategy
❍ Other, please specify

Please specify:

Improvement topic 2

❍ Antitrust Policy
❍ Biodiversity
❍ Climate Strategy
❍ Codes of Conduct/Compliance/Corruption&Bribery
❍ Corporate Citizenship and Philanthropy
❍ Corporate Governance
❍ Customer Relationship Management
❍ Environmental Policy/Management System
❍ Environmental Reporting
❍ Human Capital Development
❍ Innovation Management
❍ Labor Practice Indicators and Human Rights
❍ Occupational Health and Safety
❍ Operational Eco-Efficiency
❍ Product Stewardship
❍ Risk & Crisis Management
❍ Social Reporting
❍ Stakeholder Engagement
❍ Strategy for Emerging Markets
❍ Supply Chain Management
❍ Talent Attraction & Retention
❍ Tax Strategy
❍ Other, please specify

Please specify:

Improvement topic 3

❍ Antitrust Policy
❍ Biodiversity
❍ Climate Strategy

❍ Codes of Conduct/Compliance/Corruption&Bribery
❍ Corporate Citizenship and Philanthropy
❍ Corporate Governance
❍ Customer Relationship Management
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❍ Operational Eco-Efficiency
❍ Product Stewardship
❍ Risk & Crisis Management
❍ Social Reporting
❍ Stakeholder Engagement
❍ Strategy for Emerging Markets
❍ Supply Chain Management
❍ Talent Attraction & Retention
❍ Tax Strategy
❍ Other, please specify

Please specify:

6.2 Motivation for Participation

What motivates you/your company to participate in the RobecoSAM Corporate Sustainability Assessment? Your answers enable us to do our best for you to get the most value out of your participation. We kindly ask you to rank the following reasons in order of importance to your company (1 = most important motivation, 6 = least important motivation) and to specify why each driver is important to you.

Rank of importance (1= most important, 6= least important)	Motivation to participate	Please specify why this driver is important to your company:
1.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	
2.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	
3.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	

Rank of importance (1= most important, 6= least important)	Motivation to participate	Please specify why this driver is important to your company:
4.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	
5.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	
6.	❍ Increase visibility with sustainability focused investors ❍ Enhance reputation with internal and external stakeholders (other than investors) ❍ Learn from the CSA results and help prioritize sustainability initiatives (e.g. benchmarking, identify gaps and improvements areas) ❍ Use as internal management tool (e.g. to set KPIs) ❍ Push the sustainability agenda internally and encourage interaction between company divisions ❍ Other, please specify	

6.3 Link to Performance Based Compensation and Sustainability Investments

DJSI Performance link to compensation
Is your company's DJSI performance linked to executive or top management compensation?

❍ Yes

❍ No

Is your company's DJSI performance linked to your compensation or the compensation of your team?

❍ Yes

❍ No

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

❍ Yes

❍ No

6.4 Reporting Process

How many employees used the online assessment interface this year? We offer an option to limit access to certain sections of the questionnaire and would like to understand if companies use this option to provide access or if different persons log in under the same login.
Please indicate the number of employees who actively logged into your company's account to enter information.

How many employees were involved in collecting the data requested in the questionnaire? Please indicate the total number of employees involved in the data collection process related to filling out the questionnaire.

How many hours (i.e. total amount of time spent in hours) do you estimate were necessary to fill out the questionnaire this year?

Do you believe that the effort needed to fill out the questionnaire has increased or decreased compared to last year?

❍ 1

❍ 2

❍ 3

❍ 4

❍ 5

❍ 6

Please select a value from the dropdown list
1 = Effort increased significantly
6 = Effort decreased significantly
Were the questions and help texts easy to understand and did they provide useful support when filling out the questionnaire?

❍ 1

❍ 2

❍ 3

❍ 4

❍ 5

❍ 6

Please select a value from the dropdown list
1 = Very difficult to understand and not useful
6 = Very easy to understand and very useful

6.5 Other Feedback

Do you believe that the current CSA ranking is a fair representation of the Corporate Sustainability Performance in your peer group?

❍ 1

❍ 2

❍ 3

❍ 4

❍ 5

❍ 6

Please select a value from the dropdown list
1 = The ranking does not at all reflect the sustainability performance of the peer group
6 = The ranking completely reflects the sustainability performance of the peer group
Please provide any other feedback that you might have related to the content of the questionnaire or the assessment process in the text box below.

6.6 General Information

For how many years have you been the main person responsible for your company's submission?

Is your corporate business language English?

❍ Yes

❍ No

Do you publish your Annual Report in English?

❍ Yes

❍ No

