

SD-KPI STANDARD 2010–2015

Sustainable Development Key Performance Indicators (SD-KPIs):
Mindestberichts-anforderung für bedeutende Nachhaltigkeitsinformationen
in Lageberichten von 68 Branchen

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im Auftrag des Bundesumweltministeriums
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und Reaktorsicherheit

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Zusammenfassung

Die Finanzmarktkrise hat verdeutlicht, wie nicht-nachhaltiges Wirtschaften Werte vernichten kann. Mit ihrem primären Ziel des Investorenschutzes diskutiert die Börsenaufsicht der USA (SEC) derzeit die Einführung von Berichtspflichten zu einer nachhaltigen Entwicklung (Sustainable Development - SD) für Unternehmen¹. In der Europäischen Union besteht eine solche Berichtspflicht für große Kapitalgesellschaften bereits seit 2003. Die Bilanzrichtlinien 78/660/EWG und 83/349/EWG schreiben für den Inhalt des (konsolidierten) Lageberichts vor:

„Soweit dies für das Verständnis des Geschäftsverlaufs, des Geschäftsergebnisses oder der Lage der Gesellschaft erforderlich ist, umfasst die Analyse die wichtigsten finanziellen und – soweit angebracht – nichtfinanziellen Leistungsindikatoren, die für die betreffende Geschäftstätigkeit von Bedeutung sind, einschließlich Informationen in Bezug auf Umwelt- und Arbeitnehmerbelange.“ In der englischen Fassung der Richtlinien werden „Leistungsindikatoren“ treffender als „Key Performance Indicators“ (KPIs) bezeichnet.

Diese Richtlinien wurden in den EU-Mitgliedsstaaten umgesetzt. Trotzdem stellte der europäische Wirtschaftsprüferverband (FEE) Ende 2008 fest, dass die SD-Informationen in Geschäftsberichten verbessert werden müssen². Auch führende institutionelle Investoren bewerten diese Berichtsqualität nur mit ausreichend bis mangelhaft³.

Um zu ermitteln, welche SD-Informationen gemäß EU-Richtlinien „von Bedeutung“ und damit berichtspflichtig und für Wirtschaftsprüfer prüfungspflichtig sind, wurde das Konzept der „Sustainable Development Key Performance Indicators“ (SD-KPIs) vom Autor in den Jahren 2004-2009 entwickelt. Die verschiedenen Publikationen wurden von der Wirtschaftsprüfungsgesellschaft Deloitte und dem Bundesumweltministerium herausgegeben. Im Mittelpunkt des Konzepts steht die Sichtweise von Investoren und Analysten, da diese laut Unternehmen die Hauptzielgruppe für SD-KPIs im Lagebericht sind⁴. Im Oktober 2006 wurden Investoren und Analysten befragt, welche drei SD-Indikatoren die bedeutendsten für die Geschäftsentwicklung von zehn Sektoren sind. Die offenen Antworten wurden analysiert und systematisiert und die bis zu drei wichtigsten Indikatoren vom Autor als „SD-KPIs“ bezeichnet. Schon im Oktober 2006 wurden dabei in einem SD-KPI der Banken „Sub-Prime“-Risiken integriert, welche den Ausgangspunkt der gegenwärtigen Finanzkrise bildeten⁵. Ein weiterer Beleg für die Bedeutung von SD-KPIs kommt von führenden europäischen Pensionsfonds mit 460 Milliarden Euro an Vermögenswerten: Für sie bieten auf dem SD-KPI-Konzept basierende Investments langfristig hohes Outperformance-Potential gegenüber breiteren nachhaltigen Research-Ansätzen⁶. Vor diesem Hintergrund wurden in der Publikation „Was Investoren wollen – Nachhaltigkeit in der Lageberichterstattung“, welche vom Bundesumweltministerium herausgegeben wurde, SD-KPIs gemäß EU-Recht und den §§ 289; 315 Handelsgesetzbuch als „Mindestberichts-anforderung“ bezüglich Nachhaltigkeit im Lagebericht bezeichnet⁷.



¹ Vgl. SEC: Securities and Exchange Commission Investor Advisory Committee Minutes of July 27, 2009 Meeting, S 3ff.

² Vgl. Federation of European Accountants (FEE): Discussion Paper – Sustainability Information in Annual Reports – Building on Implementation of the Modernisation Directive, December 2008.

³ Vgl. Hesse, A.: Langfristige und nachhaltige Altersvorsorgeinvestments – Eine Studie führender europäischer Pensionsfonds, im Auftrag von ASSET4 und des Deutschen Bundesumweltministeriums, Zug 2008, S. 15.

⁴ Vgl. Hesse, A.: Langfristig mehr Wert. Nichtfinanzielle Leistungsindikatoren mit Nachhaltigkeitsbezug auf dem Weg in die Geschäftsberichte deutscher Unternehmen, hrsg. von Deloitte mit Unterstützung des Bundesumweltministerium, Düsseldorf, München 2006, S. 11.

⁵ Vgl. Hesse, A.: Nachhaltig mehr Wert. Der Informationsbedarf von Investoren und Analysten nach branchenspezifischen „Sustainable Development Key Performance Indicators“ (SD-KPIs) in Lageberichten deutscher Unternehmen, hrsg. von Deloitte, Düsseldorf, München 2007, S. 5f. und 11.

⁶ Vgl. Hesse, A.: Langfristige und nachhaltige Altersvorsorgeinvestments – Eine Studie führender europäischer Pensionsfonds, im Auftrag von ASSET4 und des Deutschen Bundesumweltministeriums, Zug 2008, S. 18.

⁷ Vgl. Hesse, A.: Was Investoren wollen – Nachhaltigkeit in der Lageberichterstattung, hrsg. vom Bundesumweltministerium, Berlin 2009, S. 12.

Für den hier vorliegenden SD-KPI Standard wurden erneut Investoren und Analysten mit ausgewiesenem SD-Know-how im Zeitraum August bis Oktober 2009 befragt. Die Befragten beeinflussen nachhaltige Vermögensanlagen von rund 2 Billionen Euro mit Büros in allen wichtigen Industrieländern (s. Profile der Investoren/Analysten im Anhang). Diesmal wurden vom Autor jedoch SD-KPIs für die 68 Branchen des „Global Industry Classification Standard“ (GICS) neu definiert, der von MSCI and Standard & Poor's (S&P) entwickelt wurde⁸ und für rund die Hälfte aller Indexinvestments weltweit verwandt wird. Ein von den Befragten angegebener Indikator wurde nur dann als SD-KPI definiert, wenn dieser bei mindestens 36% der Antworten sinngemäß gleich benannt wurde. In einer zweiten Fragerunde wurde für die zwei bis drei definierten SD-KPIs die Bedeutung für Geschäftsverlauf, Lage und voraussichtliche Entwicklung der nächsten fünf Jahre abgefragt. Die prozentuale Bedeutung aus Sicht der Investoren/Analysten kann branchenspezifisch den Gliederungspunkten „Relevance of the SD-KPIs“ entnommen werden. Der bedeutendste SD-KPI einer Branche wurde als SD-KPI 1 festgelegt. SD-KPI 2 und SD-KPI 3 sind in abnehmender Reihenfolge von etwas geringerer Bedeutung.

Des Weiteren wurden die Investoren und Analysten befragt, wie sie eine gute Berichtserstattung zu SD-KPIs im prüfungspflichtigen Lagebericht bewerten würden. Hierzu ergaben sich für jeden der SD-KPI folgende prozentuale Werte:

- 22%: Bewertung, ob zu SD-KPI 1, SD-KPI 2 oder SD-KPI 3 überhaupt berichtet wird.
- 16%: Bewertung, ob die ökonomische Bedeutung der SD-KPIs für Geschäftsverlauf, Lage und voraussichtliche Entwicklung erläutert wird. Zum Beispiel können SD-KPIs zu ökonomischen Kennzahlen wie Kosten, Ertrag, Gewinn, Eigenkapitalrendite, Umsatz, Wertschöpfung, Markenwert/Reputation oder Kundenzufriedenheit in Beziehung gesetzt werden.
- 24%: Bewertung, ob quantitative Angaben zu den SD-KPIs gemacht werden.
- 19%: Bewertung, ob SD-KPI-Trendanalysen für vergangene Jahre und die folgenden zwei oder mehr Jahre erfolgen.
- 19%: Bewertung, ob die SD-KPI mit denen anderen Unternehmen der Branche in einem Benchmarking verglichen werden.

Die branchenspezifische, prozentuale Bedeutung der SD-KPIs für den Geschäftsverlauf („Relevance of the SD-KPIs“) und die obigen fünf Bewertungskriterien für eine gute Berichtserstattung ergeben kombiniert das Bewertungsraster für SD-KPI-Reporting im Lagebericht:

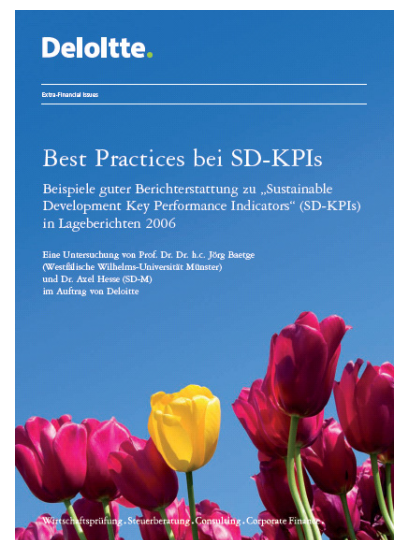
Branchenspezifische Bedeutung von SD-KPI	Bericht über SD-KPI (22%)	Ökonomische Bedeutung (16%)	Quantitative Angaben (24%)	Trendanalyse (19%)	Benchmarking (19%)	gewichtete Summe (100%)
SD-KPI 1 (X%)						
SD-KPI 2 (Y%)						
SD-KPI 3 (Z%)						
gewichtete Summe (100%)						

Bewertungstabelle für SD-KPI-Berichterstattungsqualität in Lageberichten (X, Y, Z = branchenspezifische „Relevance of SD-KPIs“)

Anhand dieses Rasters erfolgt seit 2007 die Bewertung des SD-KPI-Reportings im Rahmen des jährlichen Wettbewerbs „Der beste Geschäftsbericht“ für 200 Aktiengesellschaften aus Dow Jones Stoxx 50, DAX, MDAX, SDAX und TecDAX. Der Wettbewerb wird vom „manager magazin“ ausgerichtet und publiziert und steht unter der wissenschaftlichen Leitung von Prof. Baetge⁹.

Die in diesem Standard neu definierten SD-KPIs werden für die Jahre 2010-2014 konstant gehalten, um den Unternehmen die Möglichkeit eines kontinuierlichen Managements und Reportings zu geben.

Die prozentuale Häufigkeit der definierten, branchenspezifischen SD-KPIs kann branchenübergreifend wie folgt zusammengefasst werden:



⁸ Vgl. <http://www.msicbarra.com/products/gics/index.jsp>.

⁹ Vgl. Baetge, J., Hesse, A.: Best Practices bei SD-KPIs – Beispiele guter Berichterstattung zu „Sustainable Development Key Performance Indicators“ (SD-KPIs) in Lageberichten 2006, hrsg. von Deloitte, Düsseldorf, München 2008, S. 5ff. SD-KPI Standard 2010-2015 © SD-M[®] GmbH, 2015

Schwerpunkt Umweltschutz:

- 22,4%: Energie- und Treibhausgas-effizienz der Produktion / Produkte / Dienstleistungen / Distribution
- 11,6%: Anteil der Produkte mit "Design for Environment" / Umwelt- oder Fairtrade-Kennzeichen
- 4,8%: Audit-Abdeckung des Umweltmanagementsystems / der Umweltverträglichkeitsprüfungen und deren Performance
- 4,4%: Emissionen / Verwendung von gefährlichen / giftigen Nicht-Kohlenstoff-Schadstoffen
- 2,0%: Wassereffizienz / -Qualität
- 1,2%: Schutz der biologischen Vielfalt / Einsatz genetisch veränderter Organismen
- 0,8%: Einsatz nachhaltiger Rohstoffe

Schwerpunkt Nachhaltigkeit:

- 8,0%: Anteil der Produkte / Dienstleistungen, die gezielt Nachhaltigkeitsaspekte integrieren
- 5,6%: Kodizes für Marketing-Ethik (speziell: Integration von Nachhaltigkeitsthemen)

Schwerpunkt Entwicklung:

- 9,6%: Audit-Abdeckung für ILO Arbeitsstandards im Unternehmen und in der Zuliefererkette
- 4,8%: Ermöglichen des Zugangs zu Produkten / Dienstleistungen in Entwicklungsländern

Schwerpunkt Arbeitnehmer:

- 5,0%: Gesundheits- und Sicherheitsperformance / Unfall- und Todesfallraten – teils auch in Produktnutzungsphase
- 3,2%: Arbeitskräftefluktuation
- 1,2%: Mitarbeiterzufriedenheit
- 1,2%: Aus- und Fortbildung
- 0,4%: Diversity Management Performance

Weitere Managementbereiche:

- 4,0%: Kundenzufriedenheit
- 3,2%: Qualitäts- und Sicherheitsperformance
- 2,8%: Forschungs- und Entwicklungsperformance
- 1,6%: Nachhaltige Entlohnungssysteme
- 1,2%: Bestechung, Korruption, Geldwäsche, Steuerhinterziehung
- 0,5%: Offenlegung von Lobbying-Aktivitäten und Prozessvorsorge
- 0,5%: Exposition gegenüber kontroversen Waffen

Modernes Management fokussiert auf die Kernherausforderungen eines Unternehmens. Mehr als 20 Key Performance Indicators (KPIs) können dabei auf Top-Management-Ebene kaum gemanagt werden. Davon können dann nur etwa drei SD-KPIs sein. SD-KPIs stellen aufgrund ihrer Ausrichtung auf Informationsbedürfnisse von Investoren und die branchen-spezifische Definition somit die einfache und effiziente Möglichkeit dar,

- die für den Geschäftsverlauf bedeutendsten Nachhaltigkeitsherausforderungen im Top-Management zu adressieren,
- dem diesbezüglichen Mindestberichtsstandard des EU-Bilanzrechts im Lagebericht auf knappen Raum zu entsprechen
- und auch Mainstream-Investoren die einfache SD-Integration in den Anlageprozess zu ermöglichen.

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1 Energy

1.1 Energy

1.1.1 Energy Equipment & Services

1.1.1.1 SD-KPI 1: Greenhouse gas emissions of production / products

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	What is the company's policy for addressing global warming? How does the company comply and react to EU ETS constraints and to targets under the revised Fuel Quality Directive which requires fuel suppliers to cut their total CO ₂ emissions by 10% by 2020?—CCS projects?—Renewable energy investments?
KPI 3 Dexia	GHG intensity of operations	GHG emissions (Scope 1 and 2) in tCO ₂ e / million hours worked
KPI 2 Dexia	Exposure to renewable energies	Share of revenues/earnings (%) derived from services/equipments used for the production of renewable energies
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 2 Social Investment Forum Japan	CO ₂ emission	CO ₂ emission from drilling
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	GHG efficiency of production	Direct and indirect CO ₂ -equivalent emissions (in tonnes per sales unit).
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	Greenhouse gas (GHG) emissions	Amounts of scope 1 and scope 2 emissions related to operations (fleet, construction sites, fabrication, offshore), normalised to turnover (ktCO ₂ e/ M Euros)

1.1.1.2 SD-KPI 2: Emissions of hazardous waste and toxic materials

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Pollution during operation and transport is to be limited: reducing discharges to air and water, minimizing spills, controlling SO ₂ , NO _x and VOC emissions. Using cogeneration instead of conventional boiler units to increase efficiency.
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Sarasin	Waste efficiency	Hazardous and non-hazardous waste (in tonnes per sales unit).
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

1.1.1.3 SD-KPI 3: Health & safety performance

	Abbreviations	Definitions
KPI 1 Dexia	Health & safety performance for employees / contractors	Absolute number of Fatalities and Fatality rate / 100 million hours worked LTIFR (Lost Time Incident Frequency Rate) / million hours worked TRCFR (Total Recordable Case Frequency Rate) / million hours worked It is required to have a breakdown between employees / contractors to be able to do meaningful comparisons.
KPI 1 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions for workers at drilling wells
KPI 2 Sarasin	Total recordable injury frequency	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours.
KPI 2 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 1 vigeo	Accident frequency and fatality rates	Analysis of the 3 years-trend and of the company's performance relative to sector average of several factors: Accident frequency rate: Total recordable injury frequency rate (TRIFR) (/200,000 hours worked), as per GRI definition Fatality rate: number of fatalities/200,000 hours worked

1.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	45%	-	35%	20%	70%	60%	60%	40%	40%	50%	35%	40%
SD-KPI 2	28%	-	20%	50%	20%	20%	20%	40%	30%	20%	34%	25%
SD-KPI 3	27%	-	45%	30%	10%	20%	20%	20%	30%	30%	31%	35%

1.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Ethics	Reserves are mostly in politically unstable areas. Due to resource nationalism, access to reverses is increasingly difficult. Companies need to be accepted locally and are therefore encouraged to disclose information to emphasise local valuation of production.—Exposure to sensitive areas? (share of production)—Sharing economy—Partnerships with local stakeholders—"Publish what you pay" initiative
KPI 3 vigeo	Local content of projects	% of managers or workforce recruited locally on projects in developing countries
KPI 3 Société Générale	WBI (governance) assets score	Governance Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)
KPI 1 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 1 Social Investment Forum Japan	Biodiversity	Measures of the impact against biodiversity around wells
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Société Générale	R&D / sales	Innovation

1.1.2 Oil, Gas & Consumable Fuels

1.1.2.1 SD-KPI 1: Greenhouse gas emissions of production

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	What is the company's policy for addressing global warming? How does the company comply and react to EU ETS constraints and to targets under the revised Fuel Quality Directive which requires fuel suppliers to cut their total CO ₂ emissions by 10% by 2020?—CCS projects?—Renewable energy investments?
KPI 2 Dexia	GHG intensity of operations	GHG emissions (Scope 1 and 2) intensity of operations Upstream: tCO ₂ e / toe (tonne of oil equivalent) net hydrocarbon production Downstream: tCO ₂ e / toe (tonne of oil equivalent) net refinery throughput Petrochemicals: tCO ₂ e / tonne production
KPI 3 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 1 Sarasin	GHG efficiency of production	Direct and indirect CO ₂ -equivalent emissions (incl. flaring) of the segments Exploration & Production, Refining & Marketing, and Chemicals (in tonnes per throughput).
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	Upstream operations: GHG emissions, per unit of production Downstream operations: GHG emissions, per unit of production	Total scope 1 and scope 2 GHG emissions in Upstream operations (ktCO ₂ eq) per unit of production (barrels produced) Total scope 1 and scope 2 GHG emissions in Downstream operations (ktCO ₂ eq) per unit of production (barrels refined)

1.1.2.2 SD-KPI 2: Greenhouse gas emissions of products

	Abbreviations	Definitions
KPI 1 Dexia	GHG intensity of products	GHG emissions (Scope 3) intensity of products—CO ₂ e / GJ (Gigajoule) of energy delivered to customers (including both fossil fuels and renewables)
KPI 2 Hermes	Renewable energy investments	Absolute investments into renewable energies and percentage of total investments into renewable energies
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Société Générale	% of Alternative Energy produced	in terms of energy output and/or sales

1.1.2.3 SD-KPI 3: Emissions of hazardous waste and toxic materials

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Pollution during operation and transport is to be limited: reducing discharges to air and water, minimizing spills, controlling SO ₂ , NO _x and VOC emissions. Using cogeneration instead of conventional boiler units to increase efficiency.
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Sarasin	Oil spills	Accidental oil spills to the natural environment (in tonnes).
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 vigeo	Trend in maintenance or HSE expenditure as % of total capital expenditure	Capital expenditure dedicated to Health, Safety & Environment (HSE) and maintenance / total capital expenditures (capex) over 5 years

1.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	90%	40%	20%	25%	40%	40%	30%	40%	50%	34%	40%
SD-KPI 2	38%	0%	50%	50%	65%	40%	40%	60%	30%	20%	34%	35%
SD-KPI 3	21%	10%	10%	30%	10%	20%	20%	10%	30%	30%	32%	25%

1.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Health & safety performance for employees/ contractors	Absolute number of Fatalities and Fatality rate / 100 million hours worked LTIFR (Lost Time Incident Frequency Rate) / million hours worked TRCFR (Total Recordable Case Frequency Rate) / million hours worked It is required to have a breakdown between employees/contractors and per business segment (Upstream/Downstream/Petrochemicals) to be able to do meaningful comparisons.
KPI 1 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 2 Sarasin	Total recordable injury frequency	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours.
KPI 2 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 vigeo	Trend in maintenance or HSE expenditure as % of total capital expenditure	Capital expenditure dedicated to Health, Safety & Environment (HSE) and maintenance / total capital expenditures (capex) over 5 years
KPI 3 Crédit Agricole Cheuvreux	Ethics	Reserves are mostly in politically unstable areas. Due to resource nationalism, access to reverses is increasingly difficult. Companies need to be accepted locally and are therefore encouraged to disclose information to emphasise local valuation of production.
KPI 3 Sustainalytics	Programs on Community Issues	Scope and Quality of Local Community Development and Involvement Programs
KPI 2 vigeo	Local content of projects	% of managers or workforce recruited locally on projects in developing countries

KPI 1 Société Générale	WBI (governance) assets score	Governance Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)
KPI 2 Social Investment Forum Japan	Biodiversity	Measures of the impact against biodiversity, especially on the route of pipeline
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions for workers, e.g. wages and the working time
KPI 1 Hermes	Compliance with local regulation and international best practice	

2 Materials

2.1 Materials

2.1.1 Chemicals

2.1.1.1 SD-KPI 1: Emissions of hazardous waste and toxic materials

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Environmental liabilities will affect chemicals companies with heavy depollution costs. Does the company provision these risks and prevent them? Provisions for environmental liabilities (and ratios: provisions / EBITDA or environmental provisions / total provisions for contingent liabilities) Potential historic spin-off and guarantees from parent companies See our Environmental Liabilities report Chemical impacts on environment need to be monitored. Does the company sell GMOs seeds? Does the company resort to patents for living organisms?
KPI 2 Dexia	Exposure to "Green Chemistry"	Share of revenues/earnings (%) derived from products which use has a positive impact on the environment.
KPI 2 Hermes	Total amount of hazardous/toxic waste produced during production	Total amount of hazardous/toxic waste produced during production
KPI 1 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of Hazardous and Toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 Sarasin	Product impact	Environmental life cycle assessment in product development (percentage of product developments covered)
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Products containing Toxic Substances	Revenue from Products with Important Environmental/Human Health Concerns and Programs to replace them
KPI 1 Société Générale	% of Products REACH-compliant	Proportion by number, volume, value
KPI 2 Société Générale	water retreated / water consumed	Water Pollution
KPI 1 vigeo	Product Safety performance	Analysis of the 3 to 5 years-trend of: Number and nature of allegations faced by chemical companies related to product safety Share of substances manufactured/imported in quantities > 1t/year on which risk assessments have been fully conducted

2.1.1.2 SD-KPI 2: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	The Chemical sector is regulated under the EU Emission Trading Scheme (ETS), and thus receive CO ₂ emission caps. How is the company attempting to reduce CO ₂ emissions?
KPI 1 Dexia	GHG intensity of operations	GHG emissions/sales
KPI 1 Hermes	Energy/greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)

KPI 2 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 2 RiskMetrics Group	S1-GHG	Scope I - Direct GHG Emissions
KPI 1 Sarasin	Greenhouse gas emissions	Direct and indirect CO ₂ -equivalent emissions (in tonnes per sales unit)
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	GHG emissions	Emissions of total GHG emissions (from fuel use + processes) normalised to turnover, on a 3 to 5 years trend; in tCO ₂ eq/M Euros

2.1.1.3 SD-KPI 3: Health & safety performance

	Abbreviations	Definitions
KPI 3 Dexia	Health & safety performance for employees/contractors	Absolute number of Fatalities and Fatality rate / 100 million hours worked LTIFR (Lost Time Incident Frequency Rate) / million hours worked TRCFR (Total Recordable Case Frequency Rate) / million hours worked It is required to have a breakdown between employees/contractors to be able to do meaningful comparisons.
KPI 3 Hermes	Risk and emergency management	Total accidents reported Budget/training hours for emergency management
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 3 vigeo	Accident severity rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Number of days lost/200,000 hours worked

2.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	20%	10%	50%	60%	40%	35%	40%	30%	25%	50%	50%
SD-KPI 2	36%	30%	43%	20%	30%	40%	35%	40%	50%	55%	30%	20%
SD-KPI 3	27%	50%	47%	30%	10%	20%	30%	20%	20%	20%	20%	30%

2.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Ethics	Animal testing is blamed by animal rights groups. Anti competitive Practices: price fixing. Need to enhance compliance controls at management level. The GRI indicators are: Corruption: Percentage and total number of business units analyzed for risks related to corruption—Percentage of employees trained in organization's anti-corruption policies and procedures—Actions taken in response to incidents of corruption Anti-Competitive Behaviour: Total number of legal actions for anti-competitive behaviour—anti-trust, and monopoly practices and their outcomes Public policy: Public policy positions and participation in public policy development and lobbying—Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country Compliance: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations
KPI 3 Sarasin	Business Ethics	Fines and settlement payments related to litigation in the areas of antitrust violations (e.g. price fixing), corruption, unethical marketing etc. over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 3 RiskMetrics Group	E3-Energy	Natural Gas Usage - Cubic Meters
KPI 3 Société Générale	R&D as a % of sales	Innovation
KPI 3 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation

2.1.2 Construction Materials

2.1.2.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Opportunity: Energy efficiency in buildings is considered to be the best way to address climate change and is thus encouraged by European States (Directive 2006/32/EC: Application of performance standards to new and existing buildings). What is the company' strategy to promote energy-efficient buildings?—Share of HQE/BREEAM/LEED in total sales—Targeted performance
KPI 1 Dexia	For cement manufacturers: Gross CO ₂ intensity of cement production & Net CO ₂ intensity of cement production For others: gross CO ₂ emissions and net CO ₂ emissions	For cement manufacturers: Gross CO ₂ intensity of cement production = Total emissions of CO ₂ in kilogrammes / tonnes of cementitious material produced Net CO ₂ intensity of cement production = (Total emissions of CO ₂ in kilogrammes - acquired emission rights for the period considered in kilogrammes) / tonnes of cementitious material produced. NB: acquired emission rights do not include the emissions rights granted 'for free' by the regulator. For others: Gross CO ₂ emissions = total emissions of CO ₂ in Tonnes Net CO ₂ emissions = total emissions of CO ₂ in Tonnes - acquired emission rights for the period considered
KPI 2 Dexia	For cement manufacturers: Clinker/cement ratio For others: alternative fuel rate and biomass fuel rate	Clinker/cement ratio = Amount of clinker used as a raw material to produce cementitious material / amount of cementitious material produced Alternative fuel rate = consumption of alternative fuel / total consumption of fuel Biomass fuel rate = consumption of biomass fuel / total consumption of fuel
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	IND SPEC	Tons of clinker per unit of energy
KPI 1 Sarasin	Greenhouse gas emissions	Gross and net CO ₂ emissions (kg CO ₂ /metric ton)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)
KPI 1 vigeo	GHG emissions	Emissions of total GHG emissions (from fuel use + processes) normalised to turnover, on a 3 to 5 years trend; in tCO ₂ eq/M Euros

2.1.2.2 SD-KPI 2: Health & safety performance

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Health & Safety and the skilled workforce shortage require training, retaining policies etc. What is the performance in terms of accident prevention? What is the policy for improvements? Accidents: frequency, rate of seriousness—Strategic issue? Ageing labour: the sector suffers from a poor job image and is affected by a labour shortage. Illegal labour is also an unavoidable challenge. To what extent is the company exposed? What is its record in terms of fines due to illegal workers at the workplace? Recruiting: how is the company enhancing its image to attract workers? Training: does the company have a specific training programme with a recognised diploma? Transmission: expertise transmission and training should also be carried out by senior workers in order to maintain quality and because oral culture is very important.—Moving from low to high-tech processes, with e.g. state-of-the-art environmental technologies, could also help to attract skilled people.

KPI 3 Dexia	Lost Time Injury rate for direct employees	Lost Time Injury Rate = Number of Lost Time Injuries / 1 million man-hours (only directly employed people)
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Total recordable injury frequency	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours.
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 vigeo	Accident severity rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Number of days lost/200,000 hours worked

2.1.2.3 SD-KPI 3: Emissions of hazardous waste and toxic materials

	Abbreviations	Definitions
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

2.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	56%	50%	45%	50%	80%	60%	60%	40%	55%	50%	70%	60%
SD-KPI 2	27%	30%	50%	30%	10%	10%	30%	30%	25%	30%	20%	30%
SD-KPI 3	17%	20%	5%	20%	10%	30%	10%	30%	20%	20%	10%	10%

2.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 3 vigeo	Percentage of company's products for which life-cycle analyses have been conducted (%)	Analysis of the 3 to 5 years-trend of the share of company's products for which life-cycle analyses have been conducted
KPI 2 Crédit Agricole Cheuvreux	Ethics	Corruption and anti-competitive issues.—Exposure depending on the markets involved—Policy to address the issue—The company's record
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 2 Sarasin	Other emissions	SO ₂ and NO _x emissions per ton of produced material
KPI 2 Société Générale	R&D as % of sales	Innovation
KPI 1 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation

2.1.3 Containers & Packaging

2.1.3.1 SD-KPI 1: Proportion of recycled / sustainable (FSC) raw material input

	Abbreviations	Definitions
KPI 1 Dexia	Proportion of recycled/recovered material in final products	For recycled/recovered material: shows how the company intends to reduce reliance on virgin raw material inputs which is positive from a resource conservation point of view. In addition, using recycled/recovered materials is generally less energy/water/resource intensive during the production of products
KPI 2 Hermes	Percentage of recycled material used in production	Recycled material used in production as percentage of total material
KPI 1 Sarasin	Design for the Environment	Percentage of products in total sales which have been designed according to "Design for the Environment" procedures - related to use of recycled materials, recyclability, weight reduction, biodegradability

KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Green Procurement	Use of Recycled Fibre as Raw Material and Percentage of FSC certified Paper

2.1.3.2 SD-KPI 2: Greenhouse gas emissions and energy consumption per unit produced

	Abbreviations	Definitions
KPI 2 Dexia	Energy consumption and/or GHG emissions	Normalised energy consumption and/or GHG emissions by unit of production
KPI 1 Hermes	Energy/greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 3 RiskMetrics Group	S1-GHG	Scope I - Direct GHG Emissions
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)
KPI 1 vigeo	GHG emissions from the manufacturing process	Amount of GHG emissions (in tCO ₂ eq) normalised to turnover, on a 3 to 5 years trend

2.1.3.3 SD-KPI 3: Emissions of (hazardous) waste and toxic materials

	Abbreviations	Definitions
KPI 1 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 RiskMetrics	W1 - Waste	Tons of solid waste to Landfill
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

2.1.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	-	50%	50%	15%	30%	40%	35%	40%	30%	50%	45%
SD-KPI 2	39%	-	25%	30%	80%	40%	30%	40%	35%	30%	35%	45%
SD-KPI 3	23%	-	25%	20%	5%	30%	30%	25%	25%	40%	15%	10%

2.1.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 2 Sarasin	Occupational Health and Safety	Existence of health and safety monitoring systems in manufacturing and the improvement of performance (injuries/accidents rates per working hours)
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 vigeo	Accident frequency rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Total recordable injury frequency rate as, per GRI definition (per 200,000 hours worked)
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 3 vigeo	Number of days allocated to trainings	Analysis of the 3 years-trend of the number of training days allocated by the company per employee and per year
KPI 3 Sarasin	Exposure to Critical Countries	Percentage of product production at own manufacturing plants and suppliers in countries with poor labour conditions/human rights records

2.1.4 Metals & Mining

2.1.4.1 SD-KPI 1: Greenhouse gas emissions and energy consumption per unit produced

	Abbreviations	Definitions
KPI 1 Dexia	Normalised energy consumption and/or GHG emissions by either unit of production or gross capital invested	For energy consumption: Reduced energy consumption lowers the impact on energy requirements from generally scarce resources (e.g. fossil fuels), which is positive from a sustainability point of view. In addition, lower energy requirements can also be directly correlated with lower energy costs, which is positive from a financial point of view. Improvements in energy efficiency offer the potential to reduce operating costs and enhance the NPV of a business For GHG emissions: In most developing (and increasingly developing) countries, there is heightened awareness of climate change risks which are being associated by increasing/strengthening legislation and regulations on GHG/CO ₂ emissions. The M&M sector, is a sector which is already considered to be carbon-intensive, and is therefore more affected by such regulations. Therefore lower GHG emissions can benefit companies, as this ultimately translates into lower financial costs for companies in terms of increasing/additional compliance costs associated with climate change
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 3 RiskMetrics Group	IND SPEC	Units of metals produced per unit of energy
KPI 2 Sarasin	Energy Efficiency	Energy consumption per unit of sales
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)

2.1.4.2 SD-KPI 2: Health & safety performance including HIV/AIDS protection

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Occupational accidents and illnesses and HIV/AIDS prevalence affect the workforce. What is the health and safety policies to prevent from these risks and improve the current situation of workers? Facing a recruitment crisis, the sector needs local skills development/training. The Black Economic Empowerment programme applies to all private companies in South Africa.
KPI 2 Dexia	Normalised Fatality Rate (number fatalities/employees), 3 year trend and/or Normalised LTIFR (number LTI/million hours worked), 3 year trend	For fatality rates: High levels of fatalities can indicate a poor safety management culture which can affect employee morale. Productivity of mines is also likely to fall due to mine closures for inspections, increased inspections, increased training and safety measures to be implemented, which can affect the returns from each mine. Beyond this, there is significant reputational impacts which could be long-lasting for companies For LTIFR: As for fatalities, high levels of LTIF can indicate a poor safety management culture which can affect employee morale. Productivity of mines is also likely to fall due to mine closures for inspections, increased inspections, increased training and safety measures to be implemented, which can affect the returns from each mine. Beyond this, there is significant reputational impacts which could be long-lasting for companies Where possible this should be extended to include suppliers and subcontractors
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 1 Social Investment Forum Japan	Working Environment	Working environment at mine, e.g. temperature, working hours & rest, safety management
KPI 2 Social Investment Forum Japan	HIV/AIDS	Health examination of HIV/AIDS for miners and their family
KPI 1 Sarasin	Occupational Health and Safety	Accident rate
KPI 2 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 1 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 1 vigeo	Integrated Impact Assessments	Analysis of the 3 to 5 years-trend in the Number of Integrated Social, Environmental, Human Rights Impact Assessments conducted per mining project/total number of mining projects operated by the company
KPI 2 vigeo	Accident frequency rate / Mortality Rate	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of several factors: Accident frequency rate: Total recordable injury frequency rate as, per GRI definition (per 200,000 hours worked) Mortality rate: Number of fatalities/Number of Employees

2.1.4.3 SD-KPI 3: Audit coverage of the environmental management system and its performance

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	The mining industry has a tremendous impact on the environment. How does the company mitigate these risks during operations and how does the company value the provisions for remediation? Pollution control: records of emissions: GHG, specific pollutants (sulphur for steel production), dust and particles, foundry residues, leaks and effluent. Objectives and policy? Allocated amount: provision for env. Liabilities/EDITDA and prov. for env. liabilities/Sales; env. Liabilities/total prov. For contingent liabilities. FYI, see Cheuvreux 'Environmental liabilities' report. Liabilities with clean up expenses.
KPI 1 Hermes	Total Water Use	Total water used in production and water use per unit / machine hour etc...)
KPI 2 Hermes	Total amount of waste by type and destination	Total waste produced and waste produced per unit / machine hour etc...
KPI 1 KLD	Natural Resource Use	Performance Trends/management systems
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Sarasin	Environmental and Social Impact Assessment for Projects	Percentage of total projects covered
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Integrated Impact Assessments	Analysis of the 3 to 5 years-trend in the Number of Integrated Social, Environmental, Human Rights Impact Assessments conducted per mining project/total number of mining projects operated by the company
KPI 3 vigeo	Water Consumption	Analysis of the 3 to 5-years trend of the company's Water Consumption/Production (*1000m ³ /mining production quantities)

2.1.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	40%	50%	30%	30%	30%	45%	35%	45%	31%	25%
SD-KPI 2	36%	40%	40%	30%	30%	30%	40%	35%	35%	35%	34%	50%
SD-KPI 3	27%	20%	20%	20%	40%	40%	30%	20%	30%	20%	35%	25%

2.1.4.5 Other indicators

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Community development	Social license activities for community
KPI 3 Sustainalytics	Programs on Community Issues	Scope and Quality of Local Community Development and Involvement Programs
KPI 2 Crédit Agricole Cheuvreux	Ethics	The Extractive Industry Transparency Initiative works to build multi-stakeholder partnerships in developing countries in order to increase the accountability of governments.
KPI 3 Hermes	Compliance with local regulation and international best practice	"Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)"
KPI 3 Société Générale	WBI (governance) assets score	Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)

2.1.5 Paper & Forest Products

2.1.5.1 SD-KPI 1: Proportion of recycled / sustainable (FSC) raw material input / products

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Which competitive and sustainable supply are key considering expected long-term demand for biomass resources as an alternative to fossil fuels, and media pressure on deforestation issue (in relation to climate change)? Owning forestry assets can be seen as a good hedge in our view. Share of forest owned. Share of wood prices in costs and evolution in the last years + perspectives; comparative position with competitors. The industry process requires high consumption of electricity and primary energy. What is the company strategy to reduce dependence to fossil fuels, to improve its carbon footprint (CO ₂ emissions), and reduce its exposure to costs induced by the EU carbon market? Paper production is a highly polluting process requiring important quantities of chemical substances and using large amounts of water. How does the company report its environmental footprint and is it striving to reduce it?
KPI 3 Dexia	Proportion of recycled/recovered material in final products and/or proportion of FSC/other certified products	For recycled/recovered material: shows how the company intends to reduce reliance on virgin raw material inputs which is positive from a resource conservation point of view. In addition, using recycled/recovered materials is generally less energy/water/resource intensive during the production of products For FSC/other certified products: As paper cannot be recycled indefinitely, a combination of ensuring sustainable forest management along with use of recycled/recovered paper is optimal in ensuring that good environmental practices are upheld at all stages of the value chain
KPI 1 Hermes	Amount of non-certified wood used in the production process	Amount of non-certified wood used in the production process
KPI 2 Hermes	Percentage of non-certified forests owned by company	Percentage of non-certified forests owned by the company
KPI 2 KLD	Natural Resource Use	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	Biodiversity	Using raw materials from FSC and other products concerning biodiversity
KPI 2 Social Investment Forum Japan	Recycling	Measures for recycling wastes and using recycled products
KPI 1 Sarasin	Certified products	Share of FSC certified products within main product ranges
KPI 1 Société Générale	% of eco-certified production	In volumes (output), sales and income
KPI 1 vigeo	% of wood purchased or used from certified forests	Analysis of the 3 to 5 years-trend in the share of wood purchased or used by the company that comes from certified forests
KPI 2 vigeo	% of products recycled	Analysis of the 3 to 5 years-trend in the share of recycled fibres in paper production
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System

2.1.5.2 SD-KPI 2: Greenhouse gas emissions and energy consumption per unit produced

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Pulp and paper mills are regulated under the EU Emission Trading Scheme (ETS). Direct CO ₂ emissions are limited (<1% of total greenhouse gas emissions), but the sector footprint on climate change is important given high indirect CO ₂ emissions due to electricity consumption and paper transportation.
KPI 1 Dexia	Energy intensity of operations incl. proportion of energy derived from biomass, combined heat&power, hydro	While the P&FP sector is generally considered energy intensive, it is also one of the biggest users of biomass in the world. The ratio of biomass as an energy source compared to other sources of energy to some extent shows the self-reliance of the company as well as displaying more greener environmental credentials.
KPI 3 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 3 RiskMetrics	S1-GHG	Scope 1 - Direct GHG Emissions
KPI 2 Sarasin	Energy Efficiency	Energy consumption per unit of sales
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System

2.1.5.3 SD-KPI 3: Direct environmental impacts: (Hazardous) waste & water (consumption)

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Which competitive and sustainable supply are key considering expected long-term demand for biomass resources as an alternative to fossil fuels, and media pressure on deforestation issue (in relation to climate change)? Owning forestry assets can be seen as a good hedge in our view. Share of forest owned. Share of wood prices in costs and evolution in the last years + perspectives; comparative position with competitors. The industry process requires high consumption of electricity and primary energy. What is the company strategy to reduce dependence to fossil fuels, to improve its carbon footprint (CO ₂ emissions), and reduce its exposure to costs induced by the EU carbon market? Paper production is a highly polluting process requiring important quantities of chemical substances and using large amounts of water. How does the company report its environmental footprint and is it striving to reduce it?
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI) Particular focus on emissions to water
KPI 3 Hermes	Total amount of waste produced by type and destination	Total amount of waste produced by type and destination
KPI 2 Social Investment Forum Japan	Recycling	Measures for recycling wastes and using recycled products
KPI 1 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 RiskMetrics Group	Mat-3	Water Use - Cubic Meters
KPI 2 Société Générale	% of Water retreated / Water consumed	Water Pollution
KPI 3 vigeo	Emissions of Chemical Oxygen Demand into water	Analysis of the 3 to 5 years-trend in the amount (in tons) of oxygen needed to transform organic compounds emitted to water into mineral substances
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System

2.1.5.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	33%	40%	20%	10%	30%	60%	30%	45%	40%	60%	60%
SD-KPI 2	35%	34%	40%	50%	75%	30%	20%	40%	25%	50%	10%	10%
SD-KPI 3	26%	33%	20%	30%	15%	40%	20%	30%	30%	10%	30%	30%

2.1.5.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Labour and HR issues: How does the company manage the recurring overcapacity and relocation issues to avoid social troubles? What is the company performance in terms of health and safety?
KPI 2 Dexia	Normalised Fatality Rate (number fatalities/employees), 3 year trend and/or Normalised LTIFR (number LTI/million hours worked), 3 year trend	Self explanatory. Where possible this should be extended to include suppliers and subcontractors.
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Occupational Health and Safety	Accident rate
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 3 Sustainalytics	Programs on Community Issues	Scope and Quality of Local Community Development and Involvement Programs

3 Industrials

3.1 Capital Goods

3.1.1 Aerospace & Defence

3.1.1.1 SD-KPI 1: Bribery and corruption

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Ethics	Defence: manufacturing weapons such as cluster bombs and anti-personnel landmines deters investment in the company. Exposure to controversial weapons and policy Conflicts of interest on boards of directors, as government and private interests are often mixed, which could dilute minority interests. A record of bribery is a reputation issue. Also, despite strict regulations, end-user control is key. Records of performance on both ethical criteria are important. Does the company have an ethical code to address these risks and/or additional controls when dealing with countries with a perception of high levels of corruption?
KPI 1 Dexia	Lobbying expenditures per year	budget allocated to lobbying practices per year
KPI 1 Hermes	Compliance with international treaties and conventions	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 3 Sarasin	Business ethics litigation	Fines and provisions related to weapons exports and corruption litigations over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 Sustainalytics	Business Ethics	Scope and Quality of Programs to address Corporate Compliance and Activities to fight Bribery and Corruption
KPI 2 vigeo	Prevention of corruption	% of employees covered by anti-corruption initiatives (trainings, awareness raising, audits...)

3.1.1.2 SD-KPI 2: Exposure to controversial weapons

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Ethics	Defence: manufacturing weapons such as cluster bombs and anti-personnel landmines deters investment in the company. Exposure to controversial weapons and policy. Conflicts of interest on boards of directors, as government and private interests are often mixed, which could dilute minority interests. A record of bribery is a reputation issue. Also, despite strict regulations, end-user control is key. Records of performance on both ethical criteria are important. Does the company have an ethical code to address these risks and/or additional controls when dealing with countries with a perception of high levels of corruption?
KPI 2 Dexia	% of revenues derived from controversial armament	revenues from cluster ammunition, antipersonnel landmines, depleted uranium ammunition, nuclear weapons, chemical weapons, biological weapons / total revenues
KPI 1 Hermes	Compliance with international treaties and conventions	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 KLD	Business Ethics	Performance Trends/management systems
KPI 2 Social Investment Forum Japan	Peaceful use	Peaceful use of their products (not using for military)
KPI 1 Sarasin	Weapons	Percentage of military-related sales
KPI 1 vigeo	Prevention of human rights violations	Evolution of number and type of allegations and/or legal proceedings faced by companies on the issue of arms proliferation or non-conventional weapons (if possible with the amount of associated fines faced by the company)

3.1.1.3 SD-KPI 3: Energy / fuel efficiency of products

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Innovation	Aviation: aircraft engines need to be increasingly fuel efficient and emit reduced noise levels. Product innovation is key.
KPI 2 Sarasin	Product energy consumption	Percentage of new products which have been designed according to "Design for Environment" procedures and targets related to the reduction of energy/fuel consumption
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation

KPI 2 Société Générale	Innovation	R&D as a % of sales
KPI 3 vigeo	% of eco-designed products	Analysis of the 3 to 5 years-trend in the share of eco-designed products/total production

3.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	30%	40%	50%	65%	45%	35%	20%	45%	30%	34%	35%
SD-KPI 2	37%	30%	40%	30%	30%	45%	35%	50%	25%	40%	35%	50%
SD-KPI 3	24%	40%	20%	20%	5%	10%	30%	30%	30%	30%	31%	15%

3.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Lost Time Injury rate for direct employees	Lost Time Injury Rate = Number of Lost Time Injuries / 1 million man-hours (only directly employed people)
KPI 1 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 3 Crédit Agricole Cheuvreux	Labour	Appeal is important in order to find new talents. Is the company affected by a shortage of engineers? How does the company assess its needs and attract new people? Specific Defence: Retaining "grey matter" is fundamental to controlling sovereign knowledge. Key elements need incentives to remain loyal.
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 Société Générale	Strategic Independence	% of non national And independent NED (non executive directors)
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)

3.1.2 Building Products

3.1.2.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	How is the company attempting to reduce CO ₂ emissions? What is its record and expectations regarding the gap between allowances and emissions?
KPI 1 Dexia	Gross CO ₂ emissions and Net CO ₂ emissions	Gross CO ₂ emissions = total emissions of CO ₂ in Tonnes Net CO ₂ emissions = total emissions of CO ₂ in Tonnes - acquired emission rights for the period considered
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Sarasin	Energy Efficiency	Energy consumption per unit of sales
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)
KPI 1 vigeo	GHG emissions	Emissions of total GHG emissions (from fuel use + processes) normalised to turnover, on a 3 to 5 years trend; in tCO ₂ eq/M Euros

3.1.2.2 SD-KPI 2: Proportion of products with “Design for Environment” / Eco-Label

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	In the heavy material site, extractive businesses such as quarries is key to gain market share and keep pricing power. How does the company ensure sustainable management of these sites to maintain its licence to operate? The industrial process consumes a large part of resources. How does the company limit its environmental footprint?
KPI 3 Crédit Agricole Cheuvreux	Health	The quality of interior air is a public health issue (sick buildings vs. green buildings). The subject is being examined and next regulations will surely be drawn up. Has the company any product that could be implied in sick buildings symptoms?
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 2 Société Générale	% of eco-certified production	In volumes (output), sales and income
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Sustainable Products / Eco-Design	Revenue from Products that have a clear Benefit to the Environment and have been developed with Eco-Design
KPI 3 vigeo	Percentage of company's products for which life-cycle analyses have been conducted (%)	Analysis of the 3 to 5 years-trend of the share of company's products for which life-cycle analyses have been conducted

3.1.2.3 SD-KPI 3: Emissions of (hazardous) waste and toxic materials

	Abbreviations	Definitions
KPI 2 Dexia	Intensity of waste generation	wastes generated during the considered period (in tonnes) / revenues for the period
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures -related to energy consumption and use of potentially hazardous substances
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)

3.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	44%	60%	35%	50%	60%	40%	35%	40%	40%	40%	45%	35%
SD-KPI 2	32%	10%	35%	30%	10%	30%	35%	40%	30%	50%	45%	40%
SD-KPI 3	24%	30%	30%	20%	30%	30%	30%	20%	30%	10%	10%	25%

3.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Lost Time Injury rate for direct employees	Lost Time Injury Rate = Number of Lost Time Injuries / 1 million man-hours (only directly employed people)
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Total recordable injury frequency	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours.
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 vigeo	Accident severity rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Number of days lost/200,000 hours worked
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation

3.1.3 Construction & Engineering

3.1.3.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Opportunity: Energy efficiency in buildings is considered to be the best way to address climate change and is thus encouraged by European States (Directive 2006/32/EC: Application of performance standards to new and existing buildings). What is the company' strategy to promote energy-efficient buildings? Share of HQE/BREEAM/LEED in total sales—Targeted performance
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics	EN - 1	Total energy use across the organization.
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

3.1.3.2 SD-KPI 2: Health & safety performance

	Abbreviations	Definitions
KPI 1 Dexia	Accidents frequency and severity rates per million hours worked	Frequency rate = (Number of Accidents x 1,000,000) divided by the number of hours worked Severity Rate = (Lost days due to accidents x 1,000) divided by the number of hours worked
KPI 2 Hermes	Fatalities	
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 2 Sarasin	Total recordable injury frequency	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours.
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 1 vigeo	Accident frequency rate for both direct and sub-contracted workforce	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of the total recordable injury frequency rate as per GRI definition (per 200,000 hours worked) for both the direct workforce and the sub contracted workforce.

3.1.3.3 SD-KPI 3: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 3 Dexia	Green building ratios in % of sales	% of sales derived from projects related to building of green certified (LEED, BREEAM, HQE...) buildings/infrastructures.
KPI 1 Crédit Agricole Cheuvreux	Climate change	Opportunity: Energy efficiency in buildings is considered to be the best way to address climate change and is thus encouraged by European States (Directive 2006/32/EC: Application of performance standards to new and existing buildings). What is the company' strategy to promote energy-efficient buildings? Share of HQE/BREEAM/LEED in total sales—Targeted performance
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Sarasin	Design for Environment	Percentage of new projects which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 Société Générale	R&D / sales	Innovation
KPI 2 Société Générale	% of production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards etc	Quality in terms of revenues
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Sustainalytics	Green Procurement	Policy and Programs for Green Procurement and Percentage of certified Suppliers
KPI 2 vigeo	Share of buildings or installations that are eco-designed.	Share of the company's buildings that have been designed following a certified eco-design approach (such as HQE, etc) during the year.

3.1.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	34%	30%	30%	50%	50%	30%	30%	40%	30%	30%	25%	25%
SD-KPI 2	34%	40%	30%	20%	40%	40%	35%	20%	35%	30%	35%	45%
SD-KPI 3	33%	30%	40%	30%	10%	30%	35%	40%	35%	40%	40%	30%

3.1.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Ethics	Corruption and anti-competitive issues—Exposure depending on the markets involved—Policy to address the issue—The company's record.
KPI 1 Hermes	Compliance with local regulation and international best practice (bribery and corruption etc...)	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Dexia	Suppliers' / subcontractors' Average delay of payment	It can be assimilated to the creditors' ratio in days.
KPI 3 Sarasin	Defence / nuclear projects	Share of defence / nuclear related projects (% of sales)
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Impact on Community	Community controversies / Local Community Engagement & Consultation
KPI 3 vigeo	Human rights related controversies	Analysis of the number and types of human rights related controversies or allegations during the past 5 years (e.g. respect of property rights or the prevention of complicity in human rights violations, especially as they are extending their operations in emerging and developing countries; if possible with the amount of associated fines faced by the company)
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends / management systems

3.1.4 Electrical Equipment

3.1.4.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	The fight against climate change and recent energy price increases have put energy efficiency back in the spotlight. How is the company positioned in this market?
KPI 1 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy efficiency of products	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of production process	
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 vigeo	GHG emissions from the manufacturing process	Analysis of the 3 to 5 years-trend of the company's amount of GHG emissions (in Tons of CO ₂ equivalent) normalised to turnover

3.1.4.2 SD-KPI 2: Proportion of products with “Design for Environment” / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	The fight against climate change and recent energy price increases have put energy efficiency back in the spotlight. How is the company positioned in this market?
KPI 1 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy efficiency of products	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 Société Générale	% of Eco-certified / Eco-labelled Production	Customer Relationship
KPI 2 Société Générale	R&D / sales	Innovation
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Clean Technology Products	Revenue from Technology Products that have significantly lower Environmental Impacts or consume less Energy and other Resources

3.1.4.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Labour	A major presence in emerging markets requires strict adherence to ILO standards in-house and throughout the supply chain. How does the company control the application of ILO principles?
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 Sarasin	Exposure to critical countries	Percentage of employees in countries with poor labour conditions/human rights records
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Accident frequency rate	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of its total recordable injury frequency rate (TRIFR) (/200,000 hours worked), as per GRI definition

3.1.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	80%	40%	30%	65%	40%	30%	30%	35%	30%	35%	40%
SD-KPI 2	35%	10%	30%	50%	10%	40%	30%	40%	35%	50%	40%	45%
SD-KPI 3	24%	10%	30%	20%	25%	20%	40%	30%	30%	20%	25%	15%

3.1.4.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Sarasin	Business ethics litigation	Fines and provisions related to corruption litigations over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 3 vigeo	Number of controversies or allegations regarding corruption	Total number of allegations and fines regarding corruption, over the past 5 years. And, for companies that have been subject to fines, total amount of fines paid during the past 5 years (normalised to one year's turnover).

KPI 2 Dexia	Relocation: Going further than redundancy pay by including training, programmes to re-allocate staff in the company	Budget for training programmes aiming at re-allocating workers Number of workers re-employed
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3.1.5 Industrial Conglomerates

Industrial conglomerates are diversified industrial companies with activities in three or more sectors, none of which contributes a majority of revenues. Due to this fact it is more difficult to define SD-KPIs for this industry and it is advisable to report on the SD-KPIs of the different industries, in which the company has activities. However, the following SD-KPIs are general options for SD-KPIs of industrial conglomerates.

3.1.5.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Dexia	Gross CO ₂ emissions and Net CO ₂ emissions	Gross CO ₂ emissions = total emissions of CO ₂ in Tonnes Net CO ₂ emissions = total emissions of CO ₂ in Tonnes—acquired emission rights for the period considered
KPI 1 Hermes	Group wide energy and greenhouse gas efficiency	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Société Générale	GHG Emissions / sales	Carbon intensity of the production (scope 1 & 2 & 3)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	Direct & Indirect GHG emissions related to energy consumption per production unit or per unit of sales	Analysis of the 3 to 5 years-trend of the company's Total direct & indirect GHG emissions related to energy consumption / unit of production (e.g. one piece, or tonnes, or m ³) or per unit of sales (e.g. million Euros sales)

3.1.5.2 SD-KPI 2: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Dexia	Average time spent in training per employee	total number of training days for the considered period / total number of employee
KPI 3 Dexia	Lost Time Injury rate for direct employees	Lost Time Injury Rate = Number of Lost Time Injuries / 1 million man-hours (only directly employed people)
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 2 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Lost time injury frequency rate	Analysis of the 3 to 5 years-trend of the company's Number of lost-time injuries per 200,000 hours worked
KPI 3 vigeo	Share of employees covered by employee representative bodies	Number of employees covered by an employee representative body (local, national, or global) / total workforce

3.1.5.3 SD-KPI 3: Proportion of products with “Design for Environment” / Eco-Label

	Abbreviations	Definitions
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Products with Environmental Benefit	Revenue from Products that have a clear Benefit to the Environment and have been developed with Eco-Design

KPI 1 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)

3.1.5.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	50%	40%	30%	70%	40%	30%	40%	35%	30%	40%	45%
SD-KPI 2	31%	20%	20%	50%	30%	35%	40%	30%	35%	20%	35%	25%
SD-KPI 3	28%	30%	40%	20%	0%	25%	30%	30%	30%	50%	25%	30%

3.1.5.5 Other indicators

	Abbreviations	Definitions
KPI 2 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation
KPI 3 Société Générale	% of experienced NED (Non Executive directors) per % of holding	Strategic Governance
KPI 1 KLD	Human Rights	Controversies/Initiatives

3.1.6 Machinery

3.1.6.1 SD-KPI 1: Proportion of products with “Design for Environment”—especially energy / greenhouse gas efficiency in use phase

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Environmental issues in the production phase: management of the various pollutant emissions.—Energy efficiency of appliances is important.
KPI 2 Crédit Agricole Cheuvreux	Innovation	Innovation and quality. Quality of products and capacity of innovation are major success drivers of the companies in the sector. What is the company performance on these thematics?
KPI 1 Dexia	Green vehicle ratio in % of sales	% of sales derived from vehicles compatible with biofuels, Compressed-Natural-Gas, Liquefied-Petroleum-Gas, or that are hybrid-electric, pure electric, or hydrogen fuel-cell powered = sales of these 'green vehicles' / total sales for the period considered
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 2 Sarasin	Environmentally beneficial products	Percentage of sales with environmentally beneficial products (e.g. emission control equipment, energy-saving products, renewable energy equipment)
KPI 3 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Sustainalytics	Clean Technology Products	Revenue from Technology Products that have significantly lower Environmental Impacts or consume less Energy and other Resources.

3.1.6.2 SD-KPI 2: Greenhouse gas emissions and energy consumption per unit produced

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production process
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions

KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 Société Générale	GHG Emissions / sales	Carbon intensity of the production (scope 1 & 2 & 3)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	GHG emissions from the manufacturing process	Amount of GHG emissions (in tCO ₂ eq) normalised to turnover, on a 3 to 5 years trend.

3.1.6.3 SD-KPI 3: Emissions of (hazardous) waste and toxic materials

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Environmental issues in the production phase: management of the various pollutant emissions.—Energy efficiency of appliances is important.
KPI 2 Social Investment Forum Japan	Hazardous substance	Weight of hazardous substance used for production
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)

3.1.6.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	60%	50%	50%	0%	34%	35%	40%	35%	70%	50%	30%
SD-KPI 2	37%	20%	25%	30%	95%	33%	35%	40%	35%	10%	35%	45%
SD-KPI 3	22%	20%	25%	20%	5%	33%	30%	20%	30%	20%	15%	25%

3.1.6.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Employee safety: Health and Safety at work is an important issue for the sector. What is the performance of the company on this issue? Safety indicators: accident frequency and gravity rates
KPI 3 Dexia	Lost Time Injury rate for direct employees	Lost Time Injury Rate = Number of Lost Time Injuries / 1 million man-hours (only directly employed people)
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 2 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 vigeo	Accident frequency rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Total recordable injury frequency rate as, per GRI definition (per 200,000 hours worked)
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 2 Dexia	Average time spent in training per employee	total number of training days for the considered period / total number of employee
KPI 3 vigeo	Number of days allocated to trainings	Analysis of the 3 years-trend of the number of training days allocated by the company per employee and per year
KPI 2 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation
KPI 1 KLD	Human Rights	Controversies/Initiatives
KPI 3 Sarasin	Product safety	Costs and provisions related to product recalls/product liability cases over the last 5 years (annualised figure as % of average annual net profit over 5 years)

3.1.7 Trading Companies & Distributors

3.1.7.1 SD-KPI 1: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 1 Social Investment Forum Japan	Supply chain management	Supply chain management related to environment, human rights, labour conditions, etc., especially in developing countries
KPI 3 RiskMetrics Group	EM-2	Average Wages across the organization (excluding senior management).
KPI 1 Société Générale	% of Distribution covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 1 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Coverage of employee representation structures and/or collective agreements on working conditions	The share of company employees covered by formalised employee representation structures and/or collective agreements on working conditions

3.1.7.2 SD-KPI 2: Energy / greenhouse gas efficiency of distribution / products in use

	Abbreviations	Definitions
KPI 1 Social Investment Forum Japan	Supply chain management	Supply chain management related to environment, human rights, labour conditions, etc., especially in developing countries
KPI 3 Social Investment Forum Japan	Carbon & Water footprint	Carbon & Water footprint of trading products
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Société Générale	GHG Emissions / sales	Carbon intensity of the production (scope 1 & 2)
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	Energy Consumption & related GHG emissions (direct & indirect, including from transportation)	Analysis of the 3 to 5 years-trend of the company's energy consumption as well as scope 1, 2, 3 emissions from energy use and transportation

3.1.7.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	50%	-	40%	60%	80%	50%	50%	30%	50%	60%	40%	45%
SD-KPI 2	50%	-	60%	40%	20%	50%	50%	70%	50%	40%	60%	55%

3.1.7.4 Other indicators

Dexia answered: "Industry is too diversified to define specific KPIs at the industry level. Sector overlapping KPIs should be used, and if needed, sub-industry level KPIs can be used following KPIs in the similar industries."

	Abbreviations	Definitions
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 3 Social Investment Forum Japan	Carbon & Water footprint	Carbon & Water footprint of trading products
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Hermes	Staff turnover	Ratio of leaving staff divided by total staff

KPI 3 Sustainalytics	Sustainability related Products	Revenue from Products or Services that have a clear Benefit to the Environment or to Society
KPI 1 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Social Investment Forum Japan	Biodiversity	Production of organic food , FSC, MSC and other products concerning biodiversity

3.2 Commercial & Professional Services

3.2.1 Commercial Services & Supplies

3.2.1.1 SD-KPI 1: Proportion of services integrating sustainability issues

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Innovation	Products and services innovation is key on the sector. Companies could open new opportunities thanks to innovation. Does the company work on specific products or services that would participate to sustainable development?
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 2 Social Investment Forum Japan	Waste management	The policy of the management and appropriate management
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 3 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 1 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 1 vigeo	Energy Consumption & related GHG emissions (direct & indirect, including from transportation)	Analysis of the 3 to 5 years-trend of the company's energy consumption as well as scope 1, 2, 3 emissions from energy use and transportation

3.2.1.2 SD-KPI 2: General HRM—Employee satisfaction level (based upon surveys)

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Labour	Companies in the sector have different labour issues. How does the company address its issues: shortage of skilled labor / health and safety issues / low-paid workers / etc?
KPI 2 Hermes	Staff training & development	Number of hours of training per employee, budget of training and development
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 2 Sarasin	Employee satisfaction	Employee satisfaction level (based upon employee surveys)
KPI 1 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)

KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Coverage of employee representation structures and/or collective agreements on working conditions	The share of company employees covered by formalised employee representation structures and/or collective agreements on working conditions

3.2.1.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

3.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	20%	20%	50%	25%	40%	60%	50%	35%	50%	35%	50%
SD-KPI 2	35%	40%	50%	30%	40%	30%	30%	30%	35%	40%	33%	30%
SD-KPI 3	25%	40%	30%	20%	35%	30%	10%	20%	30%	10%	32%	20%

3.2.1.5 Other indicators

Dexia answered: "Industry is too diversified to define specific KPIs at the industry level. Sector overlapping KPIs should be used, and if needed, sub-industry level KPIs can be used following KPIs in the similar industries."

	Abbreviations	Definitions
KPI 3 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 1 Sarasin	Customer satisfaction	Customer satisfaction level (based upon customer surveys)
KPI 1 Social Investment Forum Japan	Biodiversity	Production organic food , FSC, MSC and other products concerning biodiversity
KPI 1 KLD	Supply Chain	Performance Trends/management systems

3.2.2 Professional Services

3.2.2.1 SD-KPI 1: General HRM—Employee satisfaction level (based upon surveys)

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	HR resorts mainly to short term contracts and outsourced workers facing issues of employee turnover, health and safety and discrimination. What is the company HR policy to reduce these risks, prevent accidents and liabilities?
KPI 2 Hermes	Staff training	Number of hours of training per employee, budget of training and development
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 3 Social Investment Forum Japan	Labour conditions	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 2 RiskMetrics Group	EM-2	Average Wages across the organization (excluding senior management).
KPI 2 Sarasin	Employee satisfaction	Employee satisfaction level (based upon employee surveys)
KPI 2 Société Générale	% of trained people / total workforce	Training / Human Capital
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Coverage of employee representation structures and/or collective agreements on working conditions	The share of company employees covered by formalised employee representation structures and/or collective agreements on working conditions

3.2.2.2 SD-KPI 2: Proportion of services integrating sustainability issues

	Abbreviations	Definitions
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Social Investment Forum Japan	Sustainability	Consulting, Research, Proposal for sustainability
KPI 3 RiskMetrics Group	S1-GHG	Scope I - Direct GHG Emissions
KPI 3 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures -related to energy consumption and use of potentially hazardous substances
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 1 vigeo	Energy Consumption & related GHG emissions (direct & indirect, including from transportation)	Analysis of the 3 to 5 years-trend of the company's energy consumption as well as scope 1, 2, 3 emissions from energy use and transportation

3.2.2.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	HR resorts mainly to short term contracts and outsourced workers facing issues of employee turnover, health and safety and discrimination. What is the company HR policy to reduce these risks, prevent accidents and liabilities?
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 3 Social Investment Forum Japan	Labour conditions	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

3.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	40%	40%	50%	50%	40%	30%	35%	35%	40%	40%	40%
SD-KPI 2	33%	20%	20%	20%	15%	30%	60%	45%	35%	50%	31%	35%
SD-KPI 3	27%	40%	40%	30%	35%	30%	10%	20%	30%	10%	29%	25%

3.2.2.5 Other indicators

Dexia answered: "Industry is too diversified to define specific KPIs at the industry level. Sector overlapping KPIs should be used, and if needed, sub-industry level KPIs can be used following KPIs in the similar industries."

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	HR resorts mainly to short term contracts and outsourced workers facing issues of employee turnover, health and safety and discrimination. What is the company HR policy to reduce these risks, prevent accidents and liabilities?
KPI 2 Social Investment Forum Japan	Human right	Not committed to sex entertainment industry
KPI 1 Société Générale	Staff diversity	% of female managers / % of females in total staff
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 Crédit Agricole Cheuvreux	Regulatory	Directive on Services in the internal market (2006/123/EC).
KPI 1 Sarasin	Customer satisfaction	Customer satisfaction level (based upon customer surveys)
KPI 1 KLD	Supply Chain	Performance Trends/management systems

3.3 Transportation

3.3.1 Air Freight & Logistics

3.3.1.1 SD-KPI 1: Energy and greenhouse gas efficiency of transport services & fleet consumption

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Transportation is a major source of GHG emissions. Carbon has become another criterion for competition between transportation modes. Aviation will be regulated under the EU ETS, and this will have a competitive impact on airlines. How does the company manage this issue?
KPI 1 Dexia	g CO ₂ / RTK for air g CO ₂ / TEU-km per category of container or g CO ₂ / per ton-km for other vessel	air: emissions of CO ₂ per revenue ton kilometre sea: self explanatory
KPI 1 Hermes	Greenhouse gas efficiency of transport	Total greenhouse gas emissions/100 km
KPI 2 Hermes	Fleet consumption	Average consumption of total fleet/100 km
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from transportation
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 1 Sarasin	CO ₂ efficiency of vehicle or airplane fleet	Average CO ₂ emissions or fuel energy consumption per ton-km or passenger-km transport volume
KPI 3 Société Générale	GHG Emissions / Sales	Carbon intensity (scope 1 & 2)
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	CO ₂ emissions	Total direct & indirect GHG emissions related to energy consumption (tCO ₂ eq.) per unit of production (tonnes or m ³)

3.3.1.2 SD-KPI 2: Accident and fatality rate

	Abbreviations	Definitions
KPI 3 Dexia	Accidents frequency and severity rates per million hours worked	Frequency rate = (Number of Accidents x 1,000,000) divided by the number of hours worked Severity Rate = (Lost days due to accidents x 1,000) divided by the number of hours worked
KPI 2 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 2 Social Investment Forum Japan	Accidents	Number of accidents in transportation
KPI 3 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate
KPI 1 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety

3.3.1.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	69%	70%	80%	60%	95%	90%	70%	60%	50%	60%	70%	55%
SD-KPI 2	31%	30%	20%	40%	5%	10%	30%	40%	50%	40%	30%	45%

3.3.1.4 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Environment	End-of-life equipment, such as planes and ships, is toxic and harmful to the environment if not disposed of by qualified companies. How does the company ensure that equipment is appropriately disposed of? Transportation infrastructure have huge impacts on the environment. How is the company doing to reduce the risks? Ships emissions are a raising source of pollution, starting to be controlled at the international level.
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Crédit Agricole Cheuvreux	Customers	Airlines are sensitive to labour disputes, it is therefore crucial to guarantee an efficient social dialogue.
KPI 2 Dexia	Clients' retention and acquisition rates	Retention rate: (number of clients at the end of the year - number of new clients) divided number of clients at the beginning of the year Acquisition rate: number of new clients divided by number of clients at the beginning of the year
KPI 3 Sarasin	Socially responsible restructuring	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce Qualitative indicator: Degree of social responsibility of workforce reduction process (social plan, support programs, involvement of labour unions)
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Sarasin	Noise level of airplane fleet	Share of the airplane fleet complying with the highest noise protection standards (according to ICAO chapter 4)
KPI 3 Social Investment Forum Japan	Fair business practices	Number of penalties for cartels
KPI 2 vigeo	Atypical working hours	Share of the company's employees covered by means aimed at promoting work/life balance and covered by a monitoring of their atypical working hours.
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 vigeo	Integration of social factors into the supply chain	Share of the company's main suppliers/subcontractors mapped as "at risk " covered by measures aimed at managing social factors into its supply chain

3.3.2 Airlines

3.3.2.1 SD-KPI 1: Energy and greenhouse gas efficiency of transport services & fleet consumption

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Transportation is a major source of GHG emissions. Carbon has become another criterion for competition between transportation modes. Aviation will be regulated under the EU ETS, and this will have a competitive impact on airlines. How does the company manage this issue?
KPI 1 Dexia	g CO ₂ / RPK	emissions of CO ₂ per revenue passenger kilometre
KPI 1 Hermes	Greenhouse gas efficiency of transport	Total greenhouse gas emissions / 100 km
KPI 2 Hermes	Fleet consumption	Average consumption of total fleet /100 km
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 1 Sarasin	CO ₂ emission intensity	g CO ₂ per passenger km or ASK=available seat km

KPI 3 Sarasin	Intermodal service offer	Qualitative indicator: Extent to which company offers links and combinations with environmentally friendly transportation, esp. public transport/railways
KPI 1 Société Générale	GHG Emissions / Sales OR Volume	Carbon intensity (per sales OR per passenger/km or ton/km)
KPI 2 Société Générale	Average Fleet Age	Safety / fuel efficiency
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's performance on its Total CO ₂ emissions linked to energy consumption (direct + indirect)/ Turnover, in tCO ₂ eq / M Euros

3.3.2.2 SD-KPI 2: Customer satisfaction—Prevention of strikes and delays

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Airlines are sensitive to labour disputes, it is therefore crucial to guarantee an efficient social dialogue. What is the company record in terms of strikes or labour disputes and what is the process to maintain efficient social dialogue and prevent activity disruption?
KPI 2 Dexia	days lost to strike per year	self explanatory
KPI 3 Dexia	Delayed arrivals or departures	Over 5 min delay, in % of departures or arrivals accordingly
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 3 Société Générale	Average Staff seniority	Customer Relationship
KPI 3 vigeo	Responsible Customer Relations	Analysis of the 3 to 5 years-trend of the company's performance on: Number and type of allegations faced by companies related to customer relations Rate of customer satisfaction (%)

3.3.2.3 SD-KPI 3: Accident and fatality rate

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Accidents	Number of accidents in operation
KPI 2 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 vigeo	Service Safety performance	Analysis of the number and type of allegations faced by companies related to service safety (prevention of accidents, whether airplane crashes or bus accidents due to high speed or tiredness for instance).

3.3.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	65%	75%	50%	50%	90%	80%	60%	50%	45%	60%	80%	70%
SD-KPI 2	20%	5%	40%	30%	5%	10%	20%	30%	35%	20%	11%	10%
SD-KPI 3	15%	20%	10%	20%	0%	10%	20%	20%	20%	20%	9%	20%

3.3.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Noise	Number of aircrafts whose noise is small
KPI 2 Sarasin	Noise level of airplane fleet	Share of the airplane fleet complying with the highest noise protection standards (according to ICAO chapter 4)
KPI 3 Crédit Agricole Cheuvreux	Environment	End-of-life equipment, such as planes, is toxic and harmful to the environment if not disposed of by qualified companies. How does the company ensure that equipment is appropriately disposed of?

3.3.3 Marine

3.3.3.1 SD-KPI 1: Energy and greenhouse gas efficiency of transport services & fleet consumption

	Abbreviations	Definitions
KPI 1 Dexia	g CO ₂ / passenger-km or ton-km depending on the activity	self explanatory
KPI 1 Hermes	Energy and greenhouse gas efficiency of transport	Total energy consumption and greenhouse gas emission / 100 km
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 1 Sarasin	Emission intensity of key exhaust gases	Emissions of CO ₂ , NO _x , SO ₂ , particulates per ton-km transport volume
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity per passenger/km or ton/km
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's performance on its Total CO ₂ emissions linked to energy consumption (direct + indirect) / Turnover, in tCO ₂ eq / M Euros

3.3.3.2 SD-KPI 2: Prevention of marine pollution and accidents

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Ships emissions are a raising source of pollution, starting to be controlled at the international level. End-of-life equipment, such as ships, is toxic and harmful to the environment if not disposed of by qualified companies. How does the company ensure that equipment is appropriately disposed of?
KPI 2 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 2 Social Investment Forum Japan	Marine pollution	Measures for preventing marine pollution
KPI 3 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate
KPI 1 Sarasin	Emission intensity of key exhaust gases	Emissions of CO ₂ , NO _x , SO ₂ , particulates per ton-km transport volume
KPI 2 Sarasin	Maritime pollution control	Percentage of fleet complying with the highest standards of wastewater treatment and ballast water management (according to international convention)
KPI 2 Société Générale	Average Fleet Age	Safety
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 vigeo	Service Safety performance	Analysis of the number and type of allegations faced by companies related to service safety (prevention of accidents, whether airplane crashes or bus accidents due to high speed or tiredness for instance).

3.3.3.3 SD-KPI 3: Audit coverage of ILO labour standards—especially minimum wages

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Labour	Shipping and transportation sectors employ low-wage workers in difficult working conditions. What is the company's performance in terms of health and safety, and how does it compensate for these working conditions and mitigate them?
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 Social Investment Forum Japan	Working condition	Wages and working time of workers
KPI 3 Sarasin	Labour standards	Percentage of ships registered under FOC (Flags of Convenience) Qualitative indicator: Policy in place requiring compliance with the core ILO standards
KPI 3 Société Générale	% of ships based outside OECD countries	Responsible shipping

3.3.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	43%	33%	50%	50%	40%	40%	35%	50%	35%	50%	35%	50%
SD-KPI 2	31%	34%	30%	20%	30%	40%	35%	30%	35%	25%	34%	30%
SD-KPI 3	26%	33%	20%	30%	30%	20%	30%	20%	30%	25%	31%	20%

3.3.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Voluntary staff turnover	number of staff voluntary leaving / average number of employees on the period
KPI 3 Dexia	Delayed arrivals or departures	Over 30 min delay, in % of departures or arrivals accordingly
KPI 3 vigeo	Responsible Customer Relations	Analysis of the 3 to 5 years-trend of the company's performance on: Number and type of allegations faced by companies related to customer relations Rate of customer satisfaction (%)

3.3.4 Road & Rail

3.3.4.1 SD-KPI 1: Energy and greenhouse gas efficiency of transport services & fleet consumption

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Transportation is a major source of GHG emissions. Carbon has become another criterion for competition between transportation modes
KPI 1 Dexia	g CO ₂ / passenger-km or ton-km	self explanatory (depending the activity)
KPI 1 Hermes	Energy and greenhouse gas efficiency of transport	Total energy consumption and greenhouse gas emission / 100 km
KPI 2 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from operation
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics	EN - 1	Total energy use across the organization.
KPI 1 Sarasin	Market share rail compared to other transport modes	Change in market share in a certain region or route compared to other (less environmentally friendly) transportation modes (esp. trucks or cars)
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity per passenger/km or ton/km
KPI 2 Société Générale	% of transport within less than 200km / total transport	Logistics optimization
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's performance on its Total CO ₂ emissions linked to energy consumption (direct + indirect) / Turnover, in tCO ₂ eq / M Euros

3.3.4.2 SD-KPI 2: Customer satisfaction—Prevention of strikes and delays

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Efficient social dialogue.
KPI 2 Dexia	Days lost to strike per year	self explanatory
KPI 3 Dexia	Delayed arrivals or departures	Over 5 min delay, in % of departures or arrivals accordingly
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 Sarasin	Quality of service, esp. punctuality	% of trains in time
KPI 3 vigeo	Responsible Customer Relations	Analysis of the 3 to 5 years-trend of the company's performance on: Number and type of allegations faced by companies related to customer relations Rate of customer satisfaction (%)

3.3.4.3 SD-KPI 3: Accident and fatality rate

	Abbreviations	Definitions
KPI 1 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate
KPI 2 Sarasin	Train accidents rates	Accidents per 1000 train-km
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 2 vigeo	Service Safety performance	Analysis of the number and type of allegations faced by companies related to service safety (prevention of accidents, whether airplane crashes or bus accidents due to high speed or tiredness for instance).

3.3.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	54%	75%	30%	50%	70%	60%	40%	50%	35%	50%	70%	70%
SD-KPI 2	24%	5%	50%	30%	10%	20%	30%	30%	35%	25%	16%	10%
SD-KPI 3	22%	20%	20%	20%	20%	20%	30%	20%	30%	25%	14%	20%

3.3.4.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Environment	End-of-life equipment, such as planes and ships, is toxic and harmful to the environment if not disposed of by qualified companies. How does the company ensure that equipment is appropriately disposed of? Transportation infrastructure have huge impacts on the environment. How is the company doing to reduce the risks? Ships emissions are a raising source of pollution, starting to be controlled at the international level.
KPI 2 Social Investment Forum Japan	Noise	Measures for preventing noise problems
KPI 3 Social Investment Forum Japan	Working condition	Wages and working time of workers

3.3.5 Transportation infrastructure

3.3.5.1 SD-KPI 1: Energy and greenhouse gas efficiency of production / use of infrastructure

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Social	Road transport is source of major safety threat as well as CO ₂ emissions. What is the company implementing to reduce these risks link to the use of its infrastructure network?
KPI 3 Dexia	CO ₂ emissions	scope 1, scope 2 and if possible scope 3 (estimates), as described in the GHG protocol.
KPI 2 KLD	Climate Change	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from facility operation
KPI 1 RiskMetrics	S1 - GHG	Scope I - Direct GHG Emissions

KPI 2 RiskMetrics	EN - 1	Total energy use across the organization.
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 1 vigeo	CO ₂ emissions	Total direct & indirect GHG emissions related to energy consumption (tCO ₂ eq.) per unit of production (tonnes or m ³)

3.3.5.2 SD-KPI 2: Environmental impact assessment performance

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Transportation infrastructure have huge impacts on the environment. How is the company doing to reduce the risks?
KPI 2 Social Investment Forum Japan	Contamination	Measures for preventing contamination problems
KPI 1 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 2 Société Générale	Environmental Provisions / EBIT	Environmental Safety
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)

3.3.5.3 SD-KPI 3: Accident and fatality rate during production / use of infrastructure

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Labour	Transportation sector employs low-wage workers in difficult working conditions. What is the company's performance in terms of health and safety, and how does it compensate for these working conditions and mitigate them?
KPI 3 Crédit Agricole Cheuvreux	Social	Road transport is source of major safety threat as well as CO ₂ emissions. What is the company implementing to reduce these risks link to the use of its infrastructure network?
KPI 2 Dexia	Safety (clients and employees)	Crashes per million vehicle-km for road, train accident per million train miles/km for rail, reported on-site accidents per million tons handled or millions of passengers transported for other infrastructures Accident frequency and severity rates for employees (incl. temporary staff and subcontractors)
KPI 1 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate
KPI 1 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues

3.3.5.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	33%	40%	30%	50%	50%	20%	50%	35%	40%	34%	40%
SD-KPI 2	37%	33%	20%	50%	25%	40%	60%	30%	35%	40%	34%	35%
SD-KPI 3	25%	33%	40%	20%	25%	10%	20%	20%	30%	20%	32%	25%

3.3.5.5 Other indicators

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Working condition	Wages and working time of workers
KPI 2 Crédit Agricole Cheuvreux	Labour	Transportation sector employs low-wage workers in difficult working conditions. What is the company's performance in terms of health and safety, and how does it compensate for these working conditions and mitigate them?
KPI 2 vigeo	Atypical working hours	Share of the company's employees covered by means aimed at promoting work/life balance and covered by a monitoring of their atypical working hours.

KPI 1 Dexia	Congestion indicator	Road: average travel speed vs. average speed limit Airport: average delay per flight at departure Port: idle time (Total hours of vessels waiting for berth divided by total number of vessels berthed)
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 3 Sustainalytics	Quality Management	Percentage of Business Operations covered by an externally certified Quality Management System
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 vigeo	Integration of social factors into the supply chain	Share of the company's main suppliers/subcontractors mapped as "at risk " covered by measures aimed at managing social factors into its supply chain

4 Consumer Discretionary

4.1 Automobiles & Components

4.1.1 Auto Components

4.1.1.1 SD-KPI 1: Proportion of green products—especially improvement of energy / greenhouse gas efficiency in use phase of automobiles

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Share of green products in total sales Expected share of green products in total sales within 3-5 years
KPI 2 Crédit Agricole Cheuvreux	Innovation	The bulk of environmental impacts of cars are clearly concentrated in the use phase of the product. Therefore the conception of the car's engine is crucial to limit emissions of the cars. What is the company' strategy to promote energy-efficiency?
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	Environmentally beneficial products	Percentage of sales with environmentally beneficial products, (emission control and fuel-saving car components)
KPI 1 Société Générale	R&D / sales	Innovation
KPI 1 Sustainalytics	Clean Tech Solutions for Transport Vehicles	Revenues from Products that Improve Sustainability of Transport Vehicles
KPI 3 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 1 vigeo	Fleet average CO ₂ emissions	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of CO ₂ g/km of new sold vehicles
KPI 2 vigeo	Investments in environmental R&D / sales	R&D investments made in improving vehicle environmental performance and developing green vehicles. Historic and planned.

4.1.1.2 SD-KPI 2: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Dexia	Share of precarious workers in the workforce	(total number of temporary workers + total number of employee under fixed-term contract) / total workforce
KPI 3 Dexia	Average remuneration	total payroll (only direct-employees) / total number of direct employees
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 3 KLD	Supply Chain	Performance Trends/management systems
KPI 3 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements

4.1.1.3 SD-KPI 3: Greenhouse gas emissions of production

	Abbreviations	Definitions
KPI 1 Hermes	Total energy consumed in the production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production process
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions

4.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	54%	90%	60%	50%	35%	40%	50%	50%	60%	60%	60%	40%
SD-KPI 2	29%	10%	30%	30%	35%	30%	20%	30%	30%	30%	35%	35%
SD-KPI 3	17%	0%	10%	20%	30%	30%	30%	20%	10%	10%	5%	25%

4.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Hazardous substance	Weight of hazardous substance used for production
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Crédit Agricole Cheuvreux	Labour	The sector is highly cyclical and heavily unionised. Managing the demand trends, both geographically and cyclically, in terms of labour dialogue and human capital management is essential. How does the company manage these parameters? Relocation: Has the company managed past relocation without labour conflict? Did it do it at the right time?
KPI 1 Dexia	Days lost to strike per year	self explanatory
KPI 3 vigeo	Number of days lost to strike	Number of work days lost to strike as a % of total work days planned
KPI 2 Société Générale	Receivables / Sales	Customer Relationship
KPI 2 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce

4.1.2 Automobiles

4.1.2.1 SD-KPI 1: Fleet consumption

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Fleet average emission	The Auto sector will be constrained by new CO ₂ regulation (130g-120g by 2015 and 95g/km by 2020). How is the company preparing to meet this target?
KPI 2 Crédit Agricole Cheuvreux	CAFE performance (in miles per gallon)	Fuel efficiency
KPI 1 Dexia	Fleet average CO ₂ emission	total cumulated average emissions of CO ₂ per vehicle sold per km / number of vehicle sold
KPI 2 Dexia	% of vehicles sold that emit less than 140 grams CO ₂ /km	= number of vehicle sold that emit less than 140 grams CO ₂ per kilometre / total number of vehicle sold for the period considered
KPI 1 Hermes	Total fleet consumption	
KPI 2 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	CO ₂ intensity of vehicle fleet	Emission rates over the global vehicle fleet (g CO ₂ / km)
KPI 2 Sarasin	Market position in heavy weight vehicles	Percentage of heavy-weight vehicles in annual sales volumes (vehicle fleet)
KPI 1 Société Générale	MPD / MP€	Fleet's Fuel Efficiency per monetary unit (miles per dollar / €, beyond miles per gallon)
KPI 1 Sustainalytics	Fleet Efficiency	Average Fleet Efficiency (kg CO ₂ Emissions per km) and Trend
KPI 1 vigeo	Fleet average CO ₂ emissions	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of CO ₂ g/km of new sold vehicles

4.1.2.2 SD-KPI 2: Proportion of green vehicles—especially with alternative power engines

	Abbreviations	Definitions
KPI 3 Dexia	% of electric vehicles and hydrogen fuel-cell vehicles in sales (in volume)	number of pure electric vehicles and hydrogen fuel-cell vehicles sold / total number of vehicle sold for the period considered
KPI 2 Social Investment Forum Japan	Weight of eco-friendly products sold	% sale of eco-friendly products
KPI 3 Sarasin	R&D strength in low-carbon technologies	Qualitative assessment of the strength of a company in the development of environmentally friendly technologies
KPI 2 Société Générale	R&D / sales	Innovation
KPI 3 Société Générale	% of Electric / PHEV cars in production	Fleet electrification
KPI 3 Sustainalytics	Green Procurement	Policy and Programs on Green Procurement and Percentage of certified Suppliers
KPI 2 vigeo	Investments in environmental R&D / sales	R&D investments made in improving vehicle environmental performance and developing green vehicles. Historic and planned.

4.1.2.3 SD-KPI 3: Greenhouse gas emissions of production

	Abbreviations	Definitions
KPI 2 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production process
KPI 3 RiskMetrics Group	S1-GHG	Scope I - Direct GHG Emissions
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

4.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	53%	60%	45%	50%	90%	50%	30%	30%	60%	60%	59%	50%
SD-KPI 2	33%	40%	45%	20%	10%	25%	40%	50%	30%	40%	40%	20%
SD-KPI 3	14%	0%	10%	30%	0%	25%	30%	20%	10%	0%	1%	30%

4.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 1 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of temporary workers and of workers at subcontractors, and number of layoff
KPI 3 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 3 Crédit Agricole Cheuvreux	Ranking in Euro NCAP safety tests	Safety cars
KPI 3 Hermes	Recycling	Percentage of recyclable parts used in production. Total amount of parts recycled after end of useful life (tons)
KPI 3 vigeo	Number of days lost to strike	Number of work days lost to strike as a % of total work days planned

4.2 Consumer Durables & Apparel

4.2.1 Household Durables

4.2.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Energy efficiency is a key driver, as it is a good way for government to reduce GHG emissions and for consumers to save on energy prices. Does the company provide environmentally-friendly products? Pro-active labelling to indicate energy consumption of appliances Effort to improve environmental impacts (GHG, recyclability...)
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production process
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)

4.2.1.2 SD-KPI 2: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Innovation	Product Responsibility: eco-design: Is the company involved in reducing environmental footprint of its products? In the meantime, how does it guarantee a good level of quality and a sustainable lifespan of its products?
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 3 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	Look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled-disposed waste and hazardous / non-hazardous waste Disposal/ recycling costs (currency)
KPI 2 Social Investment Forum Japan	Weight of eco-friendly products sold	% sale of eco-friendly products
KPI 3 Social Investment Forum Japan	Recycling	% sale of products recycled
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Sarasin	Design for the Environment	Percentage of products in total sales, which have been designed according to "Design for the Environment" procedures -related to energy consumption, use of potentially hazardous substances and product recyclability
KPI 1 Société Générale	% of Eco-Certified (labelled) Production	Carbon intensity (scope 3)
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 3 Sustainalytics	Green Procurement	Policy and Programs on Green Procurement and Percentage of certified Suppliers.
KPI 2 vigeo	Share of certified eco-homes	% of eco designed products/total production

4.2.1.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 1 vigeo	Accident severity rate	Accident severity rate=(total number days lost/total worked hours)*200,000

4.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	33%	50%	50%	70%	30%	40%	30%	35%	30%	34%	25%
SD-KPI 2	33%	34%	30%	30%	10%	40%	40%	40%	35%	30%	34%	40%
SD-KPI 3	28%	33%	20%	20%	20%	30%	20%	30%	30%	40%	32%	35%

4.2.1.5 Other indicators

	Abbreviations	Definitions
KPI 1 Dexia	Relocation: Going further than redundancy pay by including training, programmes to re-allocate staff in the company	Budget for training programmes aiming at re-allocating workers Number of workers re-employed
KPI 2 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 2 Crédit Agricole Cheuvreux	Environment	Outsourcing impact : environmental impact of transport should be managed and reduced.
KPI 3 vigeo	Prevention of corruption	% of employees covered by anti-corruption initiatives (trainings, awareness raising, audits...)

4.2.2 Leisure Equipment & Products

4.2.2.1 SD-KPI 1: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Suppliers	Supply chain issue. Environmental and social work conditions need to be controlled as outsourcing represents the major part of production, and could lead to reputation damages. Supply chain audit: share of purchases covered by audits? Exposure: share of purchases in risky areas? Records in terms of supply chain failure? Degree of involvement in supply chain policy: 1/ criteria of OIT principles compliances, etc included in the contract? 2/ audit of the suppliers (in-house or external, in which frequency?) 3/ certification request of suppliers (OHS 18001 for example) 4/ engagement : support improvement of suppliers practices, especially in very poor countries, with help of local NGOs to, e.g. increase scholarship rate, ease penibility of children work etc. Which standards are included in the policy: working time, working condition, age limit, health and safety, freedom of association, discrimination practices etc. Purchase policy (integrated in the performance evaluation of purchasers).
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 3 Social Investment Forum Japan	Labour condition of suppliers	Wages and working time of workers in suppliers
KPI 2 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)

KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 vigeo	Accident frequency rate	Analysis of the 3 years-trend and of the company's performance relative to sector average of the Total recordable injury frequency rate as, per GRI definition (per 200,000 hours worked)

4.2.2.2 SD-KPI 2: Proportion of products with “Design for Environment” / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles? Outsourcing impact: environmental impacts of transport should be managed and reduced.
KPI 2 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	Look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled- disposed waste and hazardous / non-hazardous waste Disposal/ recycling costs (currency)
KPI 2 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Social Investment Forum Japan	Weight of eco-friendly products sold	% sale of eco-friendly products
KPI 2 Social Investment Forum Japan	Hazardous substance	Weight of hazardous substance used for production
KPI 1 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products

4.2.2.3 SD-KPI 3: Product quality & safety performance

	Abbreviations	Definitions
KPI 3 Dexia	Product quality & safety	Cases of counterfeiting and related costs Number of product recalls and associated costs Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints Customer retention level, percentage of new customers, percentage of lost customers
KPI 1 Société Générale	% of audited / visited suppliers	Quality & Traceability, per supplier category
KPI 2 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Sustainalytics	Quality Management	Percentage of Business Operations covered by an externally certified Quality Management System

4.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	34%	50%	50%	55%	30%	40%	40%	35%	30%	44%	40%
SD-KPI 2	30%	33%	10%	20%	10%	40%	40%	40%	35%	30%	33%	35%
SD-KPI 3	30%	33%	40%	30%	35%	30%	20%	20%	30%	40%	23%	25%

4.2.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 RiskMetrics	S1-GHG	Scope I - Direct GHG Emissions
KPI 1 vigeo	GHG emissions from the manufacturing process	Amount of GHG emissions (in tCO ₂ eq) normalised to turnover, on a 3 to 5 years trend.
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 Dexia	Relocation: Going further than redundancy pay by including training, programmes to re-allocate staff in the company	Budget for training programmes aiming at re-allocating workers Number of workers re-employed
KPI 3 vigeo	Number of days allocated to training	Analysis of the 3 years-trend of the number of training days allocated by the company per employee and per year

4.2.3 Textiles, Apparel & Luxury Goods

4.2.3.1 SD-KPI 1: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Customers	Products responsibility: does the company integrate social and environmental issues in the conception phase of its products and how? Brand image and reputation are important assets in cosmetics and in luxury even if brand's role decreases. Luxury's fight against imitation. Diversity is essential to fulfil all customers needs.
KPI 3 Dexia	Sustainable supplier selection	Sustainable contract conditions (both ways) ESG criteria integrated in supplier selection (suppliers certified with international standards such as ISO14000, OHSAS 18000 Co-development of sustainable products
KPI 1 Hermes	Risk management (supply chain)	Measures taken to avoid non-compliance with regulation, generally accepted standards and best practice within the supply chain (not quantifiable) Total incidents within the supply chain
KPI 1 Social Investment Forum Japan	Labour condition of suppliers	Wages and working time of workers in suppliers
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 RiskMetrics	EM-2	Average Wages across the organization (excluding senior management).
KPI 1 Sarasin	Responsible Supply Chain Management	Qualitative assessment of controversies/NGO protests related to labour conditions in supplier factories; Qualitative assessment of programs to monitor and improve labour standards in supplier factories
KPI 2 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 3 vigeo	Career development and training	Analysis of the 3 to 5 years-trend of the company's Training hours/days/budget per employee

4.2.3.2 SD-KPI 2: Proportion of products with "Design for Environment" / Eco-Label incl. the supply chain

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Customers	Products responsibility: does the company integrate social and environmental issues in the conception phase of its products and how? Brand image and reputation are important assets in cosmetics and in luxury even if brand's role decreases. Luxury's fight against imitation. Diversity is essential to fulfil all customers needs.
KPI 2 Crédit Agricole Cheuvreux	Environment	Sustainable Image: brands can chose to promote and leverage in the society two distinct image of the luxury goods. One would insist that luxury essentially implies there is a price to pay for durability and quality while the other would tend to leverage hyper consumption-based society model and non-ethical nor sustainable behaviour, that could potentially undermine brand reputation. In which of this category do you believe the company or specific brand of the companies belong?

KPI 3 Dexia	Sustainable supplier selection	Sustainable contract conditions (both ways) ESG criteria integrated in supplier selection (suppliers certified with international standards such as ISO14000, OHSAS 18000) Co-development of sustainable products
KPI 1 Hermes	Risk management (supply chain)	Measures taken to avoid non-compliance with regulation, generally accepted standards and best practice within the supply chain (not quantifiable) Total incidents within the supply chain
KPI 2 Social Investment Forum Japan	Clean raw materials	% procurement of fair trade/organic materials
KPI 3 Social Investment Forum Japan	Contamination	Measures for preventing contamination problems
KPI 2 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics Group	S1-GHG	Scope I - Direct GHG Emissions
KPI 3 Sarasin	Design for the Environment	Existence of standards covering restricted substances for products, manufacturing and packaging at own manufacturing plants and in the supply chain
KPI 2 Société Générale	GHG Emissions / Sales	Carbon intensity (scope 1 & 2)
KPI 3 Société Générale	% of Eco-certified / Eco-Labelled Production	Customer Relationship
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Minimising energy use	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions normalised to turnover (tCO ₂ eq/M Euros)
KPI 2 vigeo	Protection of water resources	Analysis of the 3 to 5 years-trend of the company's water consumption normalised to turnover (*1000m ³ /M Euros)

4.2.3.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	56%	50%	70%	40%	90%	50%	50%	50%	50%	60%	49%	60%
SD-KPI 2	44%	50%	30%	60%	10%	50%	50%	50%	50%	40%	51%	40%

4.2.3.4 Other indicators

	Abbreviations	Definitions
KPI 1 Dexia	Product quality & safety	Cases of counterfeiting and related costs Number of product recalls and associated costs Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints Customer retention level, percentage of new customers, percentage of lost customers
KPI 1 Société Générale	% of suppliers monitored, % of audited suppliers	Quality & Traceability, per supplier category
KPI 2 Dexia	Relocation: Going further than redundancy pay by including training, programmes to re-allocate staff in the company	Budget for training programmes aiming at re-allocating workers Number of workers re-employed

4.3 Consumer Services

4.3.1 Hotels, Restaurants & Leisure

4.3.1.1 SD-KPI 1: Proportion of services with environmental impact assessments / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Product innovation: because of the major environmental impacts of mass tourism, ecotourism has grown and many labels exist.
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 3 Sustainalytics	Green Procurement	Policy and Programs on Green Procurement and Percentage of certified Suppliers.
KPI 1 Social Investment Forum Japan	Recycling	Measures for recycling wastes and using recycled products
KPI 2 KLD	Natural Resource Use	Performance Trends/management systems
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Sarasin	Resource consumption	Energy and water consumption per unit of sales
KPI 2 Société Générale	% of Retreated / Recycled waste	Environmental Relationship
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	Protection of energy and water resources	(not for gambling companies concerning water) Evolution of energy and water consumption Coverage of eco-building/equipment initiatives over all buildings/equipment park

4.3.1.2 SD-KPI 2: Audit coverage of ILO labour standards

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of workers
KPI 1 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 1 Sarasin	Wages	Average pay in relation to minimum living wage in the host country
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements

4.3.1.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Dexia	Voluntary staff turnover	number of staff voluntary leaving / average number of employees on the period
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

4.3.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	40%	30%	50%	15%	30%	50%	50%	35%	50%	35%	35%
SD-KPI 2	35%	30%	10%	30%	55%	35%	50%	30%	35%	25%	35%	45%
SD-KPI 3	27%	30%	60%	20%	30%	35%	0%	20%	30%	25%	30%	20%

4.3.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Ethics	Local prostitution and child prostitution are risks for the industry's image. Role of tourism in some countries: local development or dictatorship support?
KPI 2 Social Investment Forum Japan	Human right	Not committed to sex entertainment industry
KPI 3 vigeo	Societal impacts of the company's services	Coverage of measures implemented to deal with all the issues at stake in the sector: sex tourism, deterioration of health states/obesity due to over consumption of unhealthy food, alcohol misconsumption: underage drinking/drink driving/excessive drinking, underage gambling, problem gambling, non respect for the integrity of local customs and social institutions OR the promotion of access to the product / service for vulnerable / needy populations. Evolution of the number and gravity of related allegations/controversies/fines (amounts) the company has been faced with.
KPI 3 Crédit Agricole Cheuvreux	Health	Health and safety of customers is essential regarding terrorism, crimes etc Smoking bans and Alcohol license create a healthier environment for customers.
KPI 3 Sarasin	Addiction Prevention	Annual expenses to prevent addictions (obesity, alcohol abuse, gambling dependency) in relation to annual sales
KPI 2 Dexia	Clients' satisfaction index	Ideally this indicator is provided by an external & independent party
KPI 3 Dexia	% of revenues covered by Quality Management System and/or HACCP when relevant	self explanatory
KPI 2 Hermes	Compliance with local / international standards	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 1 vigeo	Corruption prevention	Evolution of the number of corruption incidents reported internally and/or which appeared in the press (and type of related corrective measures implemented)

4.3.2 Diversified Consumer Services

4.3.2.1 SD-KPI 1: Proportion of services integrating sustainability issues

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles? Outsourcing impact: environmental impacts of transport should be managed and reduced.
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 2 Social Investment Forum Japan	Community development	Contribution to social development activities, [pro-poor] BOP [Bottom / Base of the Pyramid] business
KPI 3 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures—related to energy consumption and use of potentially hazardous substances
KPI 3 Société Générale	% of Revenues covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 3 Sustainalytics	Green Procurement	Policy and Programs for Green Procurement and Initiatives to promote sustainable Agriculture/Fisheries.

4.3.2.2 SD-KPI 2: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 1 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 2 vigeo	Coverage of employee representation structures and/or collective agreements on working conditions	The share of company employees covered by formalised employee representation structures and/or collective agreements on working conditions

KPI 2 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff

4.3.2.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

4.3.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	-	40%	30%	30%	40%	80%	40%	35%	-	40%	40%
SD-KPI 2	32%	-	20%	50%	40%	30%	10%	40%	30%	-	20%	45%
SD-KPI 3	27%	-	40%	20%	30%	30%	10%	20%	35%	-	40%	15%

4.3.2.5 Other indicators

Dexia answered: "Industry is too diversified to define specific KPIs at the industry level. Sector overlapping KPIs should be used, and if needed, sub-industry level KPIs can be used following KPIs in the similar industries."

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Remuneration	Transparency of remuneration
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 3 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 1 vigeo	Energy Consumption & related GHG emissions (direct & indirect, including from transportation)	Analysis of the 3 to 5 years-trend of the company's energy consumption as well as scope 1, 2, 3 emissions from energy use and transportation
KPI 2 Sarasin	Employee satisfaction	Employee satisfaction level (based upon employee surveys)
KPI 2 Hermes	Staff training	Number of hours of training per employee, budget of training and development
KPI 1 Sarasin	Customer satisfaction	Customer satisfaction level (based upon customer surveys)
KPI 1 Social Investment Forum Japan	Privacy	Measures for protecting privacy

4.4 Media

4.4.1 Media

4.4.1.1 SD-KPI 1: Code of marketing ethics—especially integration of sustainability topics

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Ethics	Advertising: pressure against the marketing power in civil society. Publishing and broadcasting: Freedom of speech and influence on democracy.
KPI 1 Hermes	Business ethics (Marketing)	Guidelines and codes applied (non quantifiable)
KPI 3 KLD	Marketing & Advertising	Performance Trends/management systems
KPI 1 Social Investment Forum Japan	Privacy	Measures for protecting privacy
KPI 2 Social Investment Forum Japan	Code of conduct	Not committed to sex entertainment, violence entertainment, child marketing
KPI 3 Social Investment Forum Japan	Intellectual property right	Measures for protecting intellectual property right
KPI 1 Sarasin	Quality of Content	Average number (last 3 years) of complaints at official media watchdog organizations (e.g. Press Complaints Commission in the UK)

KPI 2 Sarasin	Sustainability Coverage	Programming or editorial coverage of sustainability topics (percentage of total annual articles or television broadcasts)
KPI 1 Société Générale	% of independent NED (Non Executive Directors)	Independence from Owners and Political Parties
KPI 1 Sustainalytics	Business Ethics	Policies and Guidelines on Editorial Integrity and Independence
KPI 2 vigeo	Societal impact of products/services: promotion of access to the product/service and mitigation of negative impacts for product/services	% of products whose access is facilitated for disadvantaged categories (% of services available for impaired hearing or vision) or % of products whose access is controlled for vulnerable categories (through labels, restraint access, disclaimers etc.)
KPI 3 vigeo	Contribution to general interest causes	% of services/products aimed at raising awareness on sustainable issues (in terms of TV programmes, advertisings, publications etc.)

4.4.1.2 SD-KPI 2: Employee turnover

	Abbreviations	Definitions
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) Turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year

4.4.1.3 SD-KPI 3: Diversity management performance

	Abbreviations	Definitions
KPI 3 RiskMetrics Group	EM - 3	Level of diversity among general and senior management staff
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements

4.4.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	50%	30%	50%	40%	40%	45%	40%	35%	35%	40%	50%
SD-KPI 2	30%	30%	60%	20%	30%	30%	10%	20%	30%	45%	30%	20%
SD-KPI 3	29%	20%	10%	30%	30%	30%	45%	40%	35%	20%	30%	30%

4.4.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Publishing and advertising: Printing damages and paper costs.
KPI 3 Sarasin	Paper Sourcing	Percentage of paper with FSC label (if applicable)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 1 Crédit Agricole Cheuvreux	Climate change	Advertising: travel in this sector is responsible for an important portion of GHG emissions. What is the company's strategy to mitigate this?
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers
KPI 1 KLD	Product Quality & Safety	Product safety controversies/management systems

KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 1 vigeo	Prevention of corruption	% of employees covered by anti-corruption initiatives (trainings, awareness raising, audits...)

4.5 Retailing

4.5.1 Distributors

4.5.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of distribution

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Retail consumes a lot of energy for outlets and transport. Transport logistic can help reducing this consumption and GHG emissions. What is the company policy to reduce its environmental footprint?
KPI 3 Crédit Agricole Cheuvreux	Environment	The sector has a significant harmful impact on the environment: transport, energy consumption and waste. What is the company's policy for reducing its environmental footprint?
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from stores and from transportation
KPI 1 RiskMetrics Group	S1 - GHG	Scope 1 - Direct GHG Emissions
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)

4.5.1.2 SD-KPI 2: Proportion of products with Eco- / Fairtrade-Label and audit coverage of environmental and ILO labour standards in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Informing and labelling on health content and carbon footprint of products helps the consumer to choose and raises the population's awareness. Does the company have special labelling policies? Does the company propose innovative and more sustainable products?
KPI 3 Dexia	Supplier labour practices	Number of audits Percentage of suppliers covered
KPI 2 Social Investment Forum Japan	Weight of eco-friendly and fairtrade products sold	% sales of eco-friendly and fair-trade products being sold
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sustainalytics	Sustainability Products	Revenue from Products or Services that have a clear Benefit to the Environment or to the Society
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	% of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 vigeo	% of eco-designed products	% of own brand products sold having benefited from eco-design

4.5.1.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

4.5.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	34%	40%	50%	50%	30%	50%	45%	35%	50%	30%	35%
SD-KPI 2	33%	33%	20%	30%	25%	40%	40%	35%	35%	30%	40%	40%
SD-KPI 3	26%	33%	40%	20%	25%	30%	10%	20%	30%	20%	30%	25%

4.5.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Labour conditions	Wages and working time of workers
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 3 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 2 Dexia	Quality	Number of product recalls Customer satisfaction index/rates
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)

4.5.2 Internet & Catalogue Retail

4.5.2.1 SD-KPI 1: Proportion of products with Eco- / Fairtrade-Label and audit coverage of environmental and ILO labour standards in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Informing and labelling on health content and carbon footprint of products helps the consumer to choose and raises the population's awareness. Does the company have special labelling policies? Does the company propose innovative and more sustainable products?
KPI 3 Dexia	Supplier labour practices	Number of audits Percentage of suppliers covered
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 3 Social Investment Forum Japan	Weight of eco-friendly products sold	% sale of eco-friendly products
KPI 1 Sarasin	Responsible Sourcing	Existence of environmental and social standards and monitoring systems in the supply chain
KPI 2 Sarasin	Ethical products range	Percentage of labelled products in total sales (environmental and social labels)
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sustainalytics	Sustainability Products	Revenue from Products or Services that have a clear Benefit to the Environment or to the Society
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	% of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 vigeo	% of eco-designed products	% of own brand products sold having benefited from eco-design

4.5.2.2 SD-KPI 2: Energy / greenhouse gas efficiency of distribution

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Retail consumes a lot of energy for outlets and transport. Transport logistic can help reducing this consumption and GHG emissions. What is the company policy to reduce its environmental footprint?
KPI 3 Crédit Agricole Cheuvreux	Environment	The sector has a significant harmful impact on the environment: transport, energy consumption and waste. What is the company's policy for reducing its environmental footprint?
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from catalogue production and distribution

4.5.2.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

4.5.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	40%	50%	50%	25%	40%	40%	35%	35%	30%	50%	40%
SD-KPI 2	35%	20%	20%	30%	50%	30%	50%	45%	35%	50%	25%	35%
SD-KPI 3	25%	40%	30%	20%	25%	30%	10%	20%	30%	20%	25%	25%

4.5.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Quality & safety	Number of product recalls Customer satisfaction index/rates
KPI 3 Sarasin	Product Quality	Costs and provisions related to product recalls/product liability cases over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 3 RiskMetrics Group	EM - 3	Level of diversity among general and senior management staff
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 2 Social Investment Forum Japan	Resource(paper) spent for catalogue	Weight of paper used for catalogue production
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits

4.5.3 Multiline Retail

4.5.3.1 SD-KPI 1: Proportion of products with Eco- / Fairtrade-Label and audit coverage of environmental and ILO labour standards in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Informing and labelling on health content and carbon footprint of products helps the consumer to choose and raises the population's awareness. Does the company have special labelling policies? Does the company propose innovative and more sustainable products?
KPI 3 Dexia	Supplier labour practices	Number of audits Percentage of suppliers covered
KPI 1 KLD	Supply Chain	Performance Trends / management systems
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Social Investment Forum Japan	Weight of eco-friendly / fairtrade products being sold	% sales of ecofriendly / fair trade products
KPI 1 Sarasin	Responsible Sourcing	Existence of environmental and social standards and monitoring systems in the supply chain
KPI 2 Sarasin	Ethical products range	Percentage of labelled products in total sales (environmental and social labels)
KPI 3 Sarasin	Employee-related litigation	Fines and provisions related to labour disputes (e.g. related to discrimination, salaries, health & safety) over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 Société Générale	% of Eco- or Social-Certified Food & Staples sold	Eco-Friendly Sales, per main categories, in revenues
KPI 3 Société Générale	% of Sites covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues

KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sustainalytics	Sustainability Products	Revenue from Products or Services that have a clear Benefit to the Environment or to the Society
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	% of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 vigeo	% of eco-designed products	% of own brand products sold having benefited from eco-design

4.5.3.2 SD-KPI 2: Energy / greenhouse gas efficiency of distribution

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Retail consumes a lot of energy for outlets and transport. Transport logistic can help reducing this consumption and GHG emissions. What is the company policy to reduce its environmental footprint?
KPI 3 Crédit Agricole Cheuvreux	Environment	The sector has a significant harmful impact on the environment: transport, energy consumption and waste. What is the company's policy for reducing its environmental footprint?
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emission from transportation and store operation
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.

4.5.3.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 1 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

4.5.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	34%	50%	50%	25%	30%	40%	45%	35%	40%	50%	40%
SD-KPI 2	34%	33%	20%	30%	50%	40%	50%	35%	35%	20%	25%	35%
SD-KPI 3	26%	33%	30%	20%	25%	30%	10%	20%	30%	40%	25%	25%

4.5.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Quality & safety	Number of product recalls Customer satisfaction index/rates
KPI 3 Social Investment Forum Japan	Waste management	Waste management and recycling at store
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits

4.5.4 Speciality Retail

4.5.4.1 SD-KPI 1: Proportion of products with Eco- / Fairtrade-Label and audit coverage of environmental and ILO labour standards in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Innovation	Fair trade and eco product: a new opportunity for proactive retailers. Does the company propose innovative and more sustainable products?
KPI 3 Dexia	Supplier labour practices	Number of audits Percentage of suppliers covered
KPI 1 KLD	Supply Chain	Performance Trends / management systems
KPI 3 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Social Investment Forum Japan	Weight of eco-friendly / fairtrade products being sold	% sales of eco-friendly / fair trade products
KPI 1 Sarasin	Responsible Sourcing	Existence of environmental and social standards and monitoring systems in the supply chain
KPI 2 Sarasin	Ethical products range	Percentage of labelled products in total sales (environmental and social labels)
KPI 3 Sarasin	Employee-related litigation	Fines and provisions related to labour disputes (e.g. related to discrimination, salaries, health & safety) over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 Société Générale	% of Eco- or Social-Certified Food & Staples sold	Eco-Friendly Sales, per main categories, in revenues
KPI 3 Société Générale	% of Sites covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 standards	Quality in terms of revenues
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sustainalytics	Sustainability Products	Revenue from Products or Services that have a clear Benefit to the Environment or to the Society
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	% of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 vigeo	% of eco-designed products	% of own brand products sold having benefited from eco-design

4.5.4.2 SD-KPI 2: Energy / greenhouse gas efficiency of distribution

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Retail consumes a lot of energy for outlets and transport. Transport logistic can help reducing this consumption and GHG emissions. What is the company policy to reduce its environmental footprint?
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emission from transportation and store operation
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Société Générale	GHG Emissions	Carbon intensity of sales (scope 1 & 2 & 3)

4.5.4.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Precarious working conditions increase employee turnover, lower motivation and adversely affect customer service. How does the company mitigate the flexibility strategy?
KPI 1 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover

4.5.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	34%	50%	50%	25%	40%	40%	45%	35%	40%	60%	40%
SD-KPI 2	32%	33%	20%	30%	30%	30%	50%	35%	35%	20%	30%	35%
SD-KPI 3	27%	33%	30%	20%	45%	30%	10%	20%	30%	40%	10%	25%

4.5.4.5 Other indicators

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of workers
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 2 KLD	Labour Management Relations	Policies, programs, benefits
KPI 2 Dexia	Quality & safety	Number of product recalls Customer satisfaction index/rates

5 Consumer Staples

5.1 Food & Staples Retailing

5.1.1 Food & Staples Retailing

5.1.1.1 SD-KPI 1: Proportion of products with Eco- / Fairtrade-Label and audit coverage of environmental and ILO labour standards in the supply chain

	Abbreviations	Definitions
KPI 1 Social Investment Forum Japan	Sales of organic/fair trade products	Sales of organic
KPI 3 Social Investment Forum Japan	Labour condition	Wages and working time of workers
KPI 1 KLD	Labour-Management	Policies, programs, benefits
KPI 2 Sarasin	Responsible Sourcing	Existence of environmental and social standards and monitoring systems in the supply chain
KPI 3 Sarasin	Organic Products	Percentage of organic (labelled) products in total food sales
KPI 1 Société Générale	% of Eco-Socio Certified Food & Staples sold	Eco-Friendly Sales, per main categories, in revenues
KPI 3 Société Générale	% of suppliers monitored, % of audited suppliers	Quality & Traceability, per supplier category
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sustainalytics	Green Procurement	Revenues from Organic and Fair Trade Products
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	% of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 vigeo	% of eco-designed products	% of own brand products sold having benefited from eco-design

5.1.1.2 SD-KPI 2: Product quality & safety performance

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Regulatory	Food is highly regulated as it can have potential damage on human health. Traceability: Food related disease increase safety demands.
KPI 3 KLD	Product Quality & Safety	Product safety controversies / management systems
KPI 1 Sarasin	Product Safety	Costs and provisions related to product recalls/product liability cases over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 3 Société Générale	% of suppliers monitored, % of audited suppliers	Quality & Traceability, per supplier category

5.1.1.3 SD-KPI 3: Energy / greenhouse gas efficiency of distribution

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Food production, transformation, transportation and retail consume a lot of energy and emit a lot of GHG. Climate change has impacts on agriculture and then on food industry.
KPI 2 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from transportation and store operation
KPI 3 RiskMetrics	EN - 1	Total energy use across the organization.
KPI 2 Sarasin	Responsible Sourcing	Existence of environmental and social standards and monitoring systems in the supply chain
KPI 3 vigeo	HFC / CFC / HCFC emissions	Analysis of the 3 to 5 years-trend of the company's emissions of ozone depleting substances (according to the Montreal Protocol) in CFC-11 ton equivalent / turnover

5.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	-	35%	30%	40%	40%	35%	40%	35%	30%	50%	50%
SD-KPI 2	36%	-	60%	50%	10%	30%	30%	30%	40%	50%	40%	20%
SD-KPI 3	25%	-	5%	20%	50%	30%	35%	30%	25%	20%	10%	30%

5.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Employee turnover/ retention rates	Turnover/retention rates can be used as a proxy for employee satisfaction
KPI 2 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 2 KLD	Workforce Diversity	Representation / Policies & Programs
KPI 2 Crédit Agricole Cheuvreux	Environment	Packaging leads to excess of waste.
KPI 1 Dexia	Creditor Days	Accounts payable/cost of sales * 365 Though 30 days' credit seems to be the most commonly acceptable norm, there is no global standard for an ethical credit period by which companies must pay their suppliers. In practice, payment terms may vary widely from payment on delivery to 90 days or more. Usually, credit for non-food goods is longer than food items. Within the food category, fresh food suppliers are most likely to get their payments earlier than packaged foods. In the non-food category, furniture suppliers, for example, may have to wait for up to 90 days.
KPI 3 Dexia	Customer satisfaction index/survey results	Ideally this indicator is provided by an external & independent party
KPI 1 Hermes	Compliance with local and international standards	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 RiskMetrics	EM - 2	Average Wages across the organization (excluding senior management).

5.2 Food, Beverage & Tobacco

5.2.1 Beverages

5.2.1.1 SD-KPI 1: Water consumption & efficiency

	Abbreviations	Definitions
KPI 2 Dexia	Water Consumption & Intensity (hl water/hl product)	Cost savings related to employing 'green' practices: using less water per unit of sale on a product, will therefore result in lower input costs, which will be seen in margins
KPI 2 Social Investment Forum Japan	Water usage	Effective use of water, treatment of waste water
KPI 1 KLD	Natural Resource Management	Performance Trends / management systems
KPI 1 RiskMetrics	Mat - 3	Water Use - Cubic Meters
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Minimising water consumption	Analysis of the 3 to 5 years-trend of the company's water consumption per litre of product produced

5.2.1.2 SD-KPI 2: Proportion of (un)healthy products and organic ingredients

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Regulatory	Alcohol are major public health issues and therefore increasingly regulated. What is the company's exposure to "mature and strictly regulated" markets (share of sales) and to markets that are still lacking mandatory regulation? Is the company ready to contend with the strengthening of regulations in emerging markets? What is the company position vis-à-vis young people (advertising, freebies, sponsorships etc.) and does the company disclose its expenditure on lobbying
KPI 1 Dexia	Healthy/Unhealthy product mix proportion	Revenues divided according to whether product is considered healthy/unhealthy/ other
KPI 3 Dexia	% of revenues covered by Quality Management System and/or HACCP when relevant	self explanatory
KPI 1 Sarasin	Food safety	Costs and provisions related to product liability cases over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 2 Sarasin	Organic products	Percentage of labelled organic products in total sales; Qualitative indicator: quality of programs to promote environmentally and socially responsible agriculture
KPI 3 Sarasin	Transparency in nutritional labelling	Qualitative indicator: Policies and practices in place related to the transparent labelling of products (nutritional content, GMO content; etc.)
KPI 2 vigeo	Managing the health and social problems linked to companies' products	Analysis of the 3 to 5 years-trend of the number and type of allegations faced by companies related to irresponsible advertising/marketing campaigns

5.2.1.3 SD-KPI 3: Code of marketing ethics—especially regarding alcohol advertising

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Regulatory	Alcohol are major public health issues and therefore increasingly regulated. What is the company's exposure to "mature and strictly regulated" markets (share of sales) and to markets that are still lacking mandatory regulation? Is the company ready to contend with the strengthening of regulations in emerging markets? What is the company position vis-à-vis young people (advertising, freebies, sponsorships etc.) and does the company disclose its expenditure on lobbying
KPI 1 Hermes	Business ethics (Marketing)	Guidelines and codes applied (non quantifiable)
KPI 2 Société Générale	Prevention campaign costs / advertising costs	Responsible Drinking
KPI 3 Société Générale	Fines / EBIT	Responsible Drinking / consumption
KPI 3 Sustainalytics	Business Ethics	Public Position Statement on Responsible Marketing

5.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	-	50%	50%	40%	30%	55%	30%	35%	10%	34%	50%
SD-KPI 2	31%	-	25%	20%	15%	40%	30%	30%	35%	50%	34%	30%
SD-KPI 3	31%	-	25%	30%	45%	30%	15%	40%	30%	40%	32%	20%

5.2.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	Environmental impact: How does the company manage and minimize its environmental impact? What is the level of reporting?
KPI 3 KLD	Environmental Impact of Product and Services	Negative & Positive Impacts
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 / HACCP standards	Quality & Traceability, per supplier category

KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production and transportation
KPI 2 KLD	Climate Change	Performance Trends / management systems
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 3 vigeo	Health and safety performance	Analysis of the 3 to 5 years-trend and of the company's performance relative to sector average of its: Accident frequency rate = Total recordable injury frequency rate (TRIFR) (/200,000 hours worked), as per GRI definition Accident severity rate = number of days lost/200,000 hours worked
KPI 3 Social Investment Forum Japan	Environmentally conscious package / bottle	Effort of using returnable bottles and other environment conscious bottles
KPI 3 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 2 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities

5.2.2 Food Products

5.2.2.1 SD-KPI 1: Proportion of (un)healthy products and organic ingredients

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Health	Healthy food is the major trend of innovation and growth of the sector. Besides, 25% of consumers want to act in a responsible way when buying products ("consum'actor"). How the company product portfolio reach these consumers? Obesity and overweight are increasing and led to risks of certain types of cancer, hypertension, stroke, type2 diabetes, respiratory disease and heart diseases. How does the company improve its products to decrease products' exposure to these risks? Kind of products offered : % of sales ; market share increase R&D devoted to innovative products – evaluation of the company's ability to innovate: R&D expenses, patents issued, strength of clinical studies Exposure to products which could participate to overweight or obesity (fatty, sweet products). FYI, see both reports: Consum'actor and Good Food.
KPI 1 Dexia	Healthy/Unhealthy product mix proportion	Revenues divided according to whether product is considered healthy/unhealthy/ other
KPI 2 Dexia	Proportion of products which have nutritional labelling on products	Distinction can be further made between front of pack/back of pack labelling; GDA labelling; traffic light system labelling; other types of labelling etc
KPI 3 Dexia	% of revenues covered by Quality Management System and/or HACCP when relevant	self explanatory
KPI 1 Social Investment Forum Japan	Biodiversity	Production organic food , FSC, MSC and other products concerning biodiversity
KPI 1 Sarasin	Food safety	Costs and provisions related to product liability cases over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 2 Sarasin	Organic products	Percentage of labelled organic products in total sales; Qualitative indicator: quality of programs to promote environmentally and socially responsible agriculture
KPI 3 Sarasin	Transparency in nutritional labelling	Qualitative indicator: Policies and practices in place related to the transparent labelling of products (nutritional content, GMO content; etc.)

5.2.2.2 SD-KPI 2: Audit coverage of the environmental management system and its performance including the supply chain

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Agriculture and food & beverage production have harmful impacts on the environment: does the company publish complete data and display progress? Environmental management process: certification, disclosure of emissions and resources consumption, progress, targets etc. Involvement in SAI – Sustainable Agriculture initiative: supporting sustainable agriculture by requesting best practices application by the suppliers: use of pesticides, water consumption for irrigation etc. GMOs use and position

KPI 1 KLD	Natural Resource Management	Performance Trends / management systems
KPI 3 KLD	Environmental Impact of Product and Services	Negative & Positive Impacts
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 AND HACCP standards	Quality & Traceability, per supplier category
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 1 RiskMetrics Group	Mat - 3	Water Use - Cubic Meters
KPI 3 vigeo	Water consumption per unit of product produced	Analysis of the 3 to 5 years-trend of the company's water consumption (in m ³) per unit of product produced
KPI 2 Social Investment Forum Japan	CO ₂ emission	CO ₂ emissions from production
KPI 2 KLD	Climate Change	Performance Trends / management systems
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)

5.2.2.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 AND HACCP standards	Quality & Traceability, per supplier category
KPI 2 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 2 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 2 Hermes	Staff training	Number of hours of training per employee, budget of training and development
KPI 3 Crédit Agricole Cheuvreux	Labour	Health and safety / working conditions in food production plants are critical: frequency and gravity rates? Absenteeism rate? Many temporary workers due to cyclical activity. Training of employees is important especially in emerging countries.
KPI 3 Social Investment Forum Japan	Community development	Community development programs coupled with agricultural production

5.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	70%	50%	50%	15%	30%	30%	40%	35%	40%	35%	30%
SD-KPI 2	36%	15%	25%	30%	50%	40%	35%	30%	35%	40%	50%	45%
SD-KPI 3	25%	15%	25%	20%	35%	30%	35%	30%	30%	20%	15%	25%

5.2.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Société Générale	Prevention campaign costs / advertising costs	Responsible eating / consumption
KPI 3 Sustainalytics	Business Ethics	Public Position Statement on Responsible Marketing

KPI 1 Hermes	Compliance with local and international standards and regulation	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Société Générale	R&D / sales	Innovation
KPI 1 vigeo	Trend in product recalls	Analysis of the trend in the number of product recalls, withdrawals or disposal conducted by the company over the past years

5.2.3 Tobacco

5.2.3.1 SD-KPI 1: Disclosure of lobbying activities and litigation provisions

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Regulatory	Tobacco are major public health issues and therefore increasingly regulated. What is the company's exposure to "mature and strictly regulated" markets (share of sales). What is the company exposure to markets that are still lacking mandatory regulation? Is the company ready to contend with the strengthening of regulations in emerging markets? What is the company position vis-à-vis young people (advertising, freebies, sponsorships etc.) and does the company disclose its expenditure on lobbying?
KPI 2 Hermes	Compliance with local regulation	Total number of incidents of non-compliance
KPI 3 Société Générale	Communication & lobbying costs / advertising costs	Responsible Smoking
KPI 1 Dexia	Provisions for Q&S-related lawsuits	Self explanatory
KPI 2 Dexia	Current state of affairs over (1) current/in progress; (2) pending; (3) concluded/resolved litigation regarding Q&S of product	self explanatory
KPI 2 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 / HACCP standards	Quality & Traceability, per supplier category
KPI 1 vigeo	Product Safety	Analysis of the number and type of allegations and/or legal proceedings faced by companies related to the information released on the effect of additives on human health. In addition, the issue of ignition is also taken into account under product safety concept (if possible with the amount of associated fines faced by the company)
KPI 2 vigeo	Information to customers	Analysis of the number and type of allegations and/or legal proceedings faced by companies related to the marketing techniques and product labelling. Is included the information provided to customers (or omissions) on the risks related to tobacco consumption. (if possible with the amount of associated fines faced by the company)

5.2.3.2 SD-KPI 2: Code of marketing ethics—especially regarding tobacco advertising

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Regulatory	Tobacco are major public health issues and therefore increasingly regulated. What is the company's exposure to "mature and strictly regulated" markets (share of sales). What is the company exposure to markets that are still lacking mandatory regulation? Is the company ready to contend with the strengthening of regulations in emerging markets? What is the company position vis-à-vis young people (advertising, freebies, sponsorships etc.) and does the company disclose its expenditure on lobbying?
KPI 1 Hermes	Business ethics (Marketing)	Guidelines and codes applied (non quantifiable)
KPI 3 Social Investment Forum Japan	Smokers Manner	Training of consumers not to smoke or at least good manner smoking

KPI 1 KLD	Marketing & Advertising	Performance Trends / management systems
KPI 1 Société Générale	Prevention campaign costs / advertising costs	Responsible Smoking
KPI 3 Sustainalytics	Business Ethics	Public Position Statement on Responsible Marketing
KPI 2 vigeo	Information to customers	Analysis of the number and type of allegations and/or legal proceedings faced by companies related to the marketing techniques and product labelling. Is included the information provided to customers (or omissions) on the risks related to tobacco consumption (if possible with the amount of associated fines faced by the company).

5.2.3.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 AND HACCP standards	Quality & Traceability, per supplier category
KPI 1 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 3 vigeo	Integration of social factors in the supply chain	number and type of allegations and/or legal proceedings faced by companies related to the social conditions in the supply chain, namely on the use of child labour, health and safety conditions, wages, and working Hours in tobacco plantation or within providers. In addition, social nonconformities in supply chain reported internally are considered as a KPI.
KPI 3 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).

5.2.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	40%	50%	50%	25%	40%	40%	40%	35%	50%	50%	25%
SD-KPI 2	37%	40%	30%	30%	50%	40%	20%	40%	35%	40%	40%	40%
SD-KPI 3	23%	20%	20%	20%	25%	20%	40%	20%	30%	10%	10%	35%

5.2.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	CO ₂ emission	CO ₂ emissions from production
KPI 3 KLD	Climate Change	Performance Trends / management systems
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000 AND HACCP standards	Quality & Traceability, per supplier category
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 Social Investment Forum Japan	Biodiversity	Production organic food , FSC, MSC and other products concerning biodiversity
KPI 1 RiskMetrics Group	Mat - 3	Water Use - Cubic Meters

5.3 Household & Personal Products

5.3.1 Household Products

5.3.1.1 SD-KPI 1: Audit coverage of the environmental management system and its performance

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles? Outsourcing impact: environmental impacts of transport should be managed and reduced.
KPI 1 Dexia	Environmental impacts	indication of measurement of environmental impacts (energy/water) during use phase of product and measures taken to reduce impacts
KPI 1 Sarasin	Environmentally beneficial product innovations	Percentage of environmentally labelled products and products with significantly improved environmental properties in use (e.g. reduced hazardous substances content)
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 2 Société Générale	% of Organic / Bio labelled / Eco-Certified Production	In sales or in volume
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Green Procurement	Policy and Programs for Green Procurement and Initiatives to improve Environmental Performance of Suppliers
KPI 2 RiskMetrics Group	Mat - 3	Water Use - Cubic Meters
KPI 2 vigeo	Protection of water resources	Analysis of the 3 to 5 years-trend of the company's water consumption normalised to turnover (*1000m ³ /M Euros)
KPI 2 Sarasin	Clean production	Water and energy consumption per unit of sales; Wastewater emissions (COD) per unit of sales; Waste per unit of sales
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 Dexia	Toxicity	Systems in place to measure toxicity of products on end user
KPI 2 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Social Investment Forum Japan	Packages	Environmentally conscious packages

5.3.1.2 SD-KPI 2: Energy and greenhouse gas efficiency of production

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	CO ₂ emission	CO ₂ emissions from production and transportation
KPI 3 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 2 Sarasin	Clean production	Water and energy consumption per unit of sales; Wastewater emissions (COD) per unit of sales; Waste per unit of sales
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Minimising energy use	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions normalised to turnover (tCO ₂ eq/M Euros)

5.3.1.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	50%	50%	40%	60%	50%	50%	50%	40%	50%	60%	50%	55%
SD-KPI 2	50%	50%	60%	40%	50%	50%	50%	60%	50%	40%	50%	45%

5.3.1.4 Other indicators

	Abbreviations	Definitions
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sustainalytics	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 2 Crédit Agricole Cheuvreux	Suppliers	Supply chain issue. Environmental and social work conditions need to be controlled as outsourcing represents the major part of production, and could lead to reputation damages. Supply chain audit: share of purchases covered by audits? Exposure: share of purchases in risky areas? Records in terms of supply chain failure? Degree of involvement in supply chain policy: 1/ criteria of OIT principles compliances, etc included in the contract? 2/ audit of the suppliers (in-house or external, in which frequency?) 3/ certification request of suppliers (OHS 18001 for example) 4/ engagement : support improvement of suppliers practices, especially in very poor countries, with help of local NGOs to, e.g. increase scholarship rate, ease penibility of children work etc. Which standards are included in the policy: working time, working condition, age limit, health and safety, freedom of association, discrimination practices etc. Purchase policy (integrated in the performance evaluation of purchasers)
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 3 Dexia	% of revenues covered by Quality Management System and/or HACCP when relevant	self explanatory
KPI 3 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of litigation related to advertisement, anti-trust and others over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 3 vigeo	Career development and training	Analysis of the 3 to 5 years-trend of the company's Training hours/days/budget per employee

5.3.2 Personal Products

5.3.2.1 SD-KPI 1: Audit coverage and performance of environmental management system

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles? Outsourcing impact: environmental impacts of transport should be managed and reduced.
KPI 1 Dexia	Environmental sourcing practices	e.g. for palm oil
KPI 2 Sarasin	Responsible raw material sourcing	Existence of environmental and social guidelines in the raw material assessment and the selection process—related to protection of biodiversity, social impact on local communities
KPI 1 Sarasin	Product Safety	Qualitative indicator: Existence and quality of programs to phase out critical substances from product ingredients
KPI 1 Société Générale	% of Eco & Socio Labelled - Certified Production	In sales or in volume
KPI 3 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability

KPI 1 Sustainability	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainability	Green Procurement	Policy and Programs for Green Procurement and Initiatives to improve Environmental Performance of Suppliers
KPI 2 Social Investment Forum Japan	Animal testing	Policies on animal testing
KPI 3 Sarasin	Animal testing	Qualitative indicator: Extent of (in-house or subcontracted) animal testing
KPI 2 RiskMetrics	Mat - 3	Water Use - Cubic Meters
KPI 2 vigeo	Protection of water resources	Analysis of the 3 to 5 years-trend of the company's water consumption normalised to turnover (*1000m ³ /M Euros)
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 Dexia	Toxicity	Systems in place to measure toxicity of products on end user
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 Social Investment Forum Japan	Packages	Environmentally conscious packages

5.3.2.2 SD-KPI 2: Energy and greenhouse gas efficiency of production

	Abbreviations	Definitions
KPI 1 Social Investment Forum Japan	CO ₂ emissions	CO ₂ emissions from production and transportation
KPI 1 Sustainability	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 RiskMetrics	EN - 1	Total energy use across the organization.
KPI 1 vigeo	Minimising energy use	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions normalised to turnover (tCO ₂ eq/M Euros)

5.3.2.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainability
SD-KPI 1	51%	50%	50%	60%	50%	50%	50%	40%	50%	60%	50%	55%
SD-KPI 2	49%	50%	50%	40%	50%	50%	50%	60%	50%	40%	50%	45%

5.3.2.4 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Suppliers	Supply chain issue. Environmental and social work conditions need to be controlled as outsourcing represents the major part of production, and could lead to reputation damages. Supply chain audit: share of purchases covered by audits? Exposure: share of purchases in risky areas? Records in terms of supply chain failure? Degree of involvement in supply chain policy: 1/ criteria of OIT principles compliances, etc included in the contract? 2/ audit of the suppliers (in-house or external, in which frequency?) 3/ certification request of suppliers (OHS 18001 for example) 4/ engagement : support improvement of suppliers practices, especially in very poor countries, with help of local NGOs to, e.g. increase scholarship rate, ease penibility of children work etc. Which standards are included in the policy: working time, working condition, age limit, health and safety, freedom of association, discrimination practices etc. Purchase policy (integrated in the performance evaluation of purchasers)
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 Sarasin	Responsible raw material sourcing	Existence of environmental and social guidelines in the raw material assessment and the selection process—related to protection of biodiversity, social impact on local communities
KPI 2 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sustainability	Employee Safety	Reporting on Accident Rates, Fatalities and Programs to address Employee Health & Safety
KPI 3 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 vigeo	Career development and training	Analysis of the 3 to 5 years-trend of the company's Training hours/days/budget per employee

KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 3 Dexia	% of revenues covered by Quality Management System and/or HACCP when relevant	self explanatory

6 Health Care

6.1 Health Care Equipment & Supplies

6.1.1 Health Care Equipment & Supplies

6.1.1.1 SD-KPI 1: Product quality & safety performance

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 Social Investment Forum Japan	Safety considerations	The safeness of products being produced, avoidance of hazardous chemicals
KPI 1 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 1 Sarasin	Product safety	Fines and settlement payments related to litigation and recall costs in the areas of product safety and liability over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 1 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Sustainalytics	Quality Management	Percentage of Business Operations covered by an externally certified Quality Management System
KPI 1 vigeo	Product Safety performance	Number and type of allegations and/or legal proceedings faced by companies related to the safety of their products and/or services (if possible with the amount of associated fines faced by the company)

6.1.1.2 SD-KPI 2: Access to health care management performance and responsible marketing

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Ethics	Transparency of information (communication on all clinical studies, secondary effects...) Policy on healthcare access. The sector is highly exposed to ethics debates: Genetic Engineering and stem cell research, animal testing, donation of equipment and supplies.
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained and hours of training per...
KPI 2 Sarasin	Business Ethics	Fines and settlement payments related to litigation in the areas of unethical marketing, antitrust violations (e.g. price fixing), corruption etc. over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 2 Sustainalytics	Humanitarian Involvement	Policies and Programs on fostering Access to Health Care for all People
KPI 2 vigeo	Information to customers	Number and type of allegations faced by companies related to irresponsible advertising/marketing campaigns (if possible with the amount of associated fines faced by the company)
KPI 3 vigeo	Societal impacts of the company's products / services	Number of patients treated through programmes aimed at promoting large access to the company's products and services (donation, training, variable pricing scheme, etc) and % of revenues spent on these programmes

6.1.1.3 SD-KPI 3: Emissions of hazardous substances and toxic materials

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Hazardous substances used in healthcare equipment lead to pollution, infections.
KPI 3 Crédit Agricole Cheuvreux	Health	Hazardous substances impacts on workers health.

KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 1 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 1 Social Investment Forum Japan	Safety considerations	The safeness of products being produced, avoidance of hazardous chemicals

6.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	49%	-	60%	50%	20%	40%	70%	50%	35%	60%	60%	45%
SD-KPI 2	30%	-	20%	30%	60%	30%	10%	20%	35%	30%	30%	35%
SD-KPI 3	21%	-	20%	20%	20%	30%	20%	30%	30%	10%	10%	20%

6.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Social Investment Forum Japan	Environmental burden	CO ₂ emissions from production and transportation, and usage of products. Other Material resources being used, especially rare metals
KPI 2 RiskMetrics Group	EN - 1	Total energy use across the organization.
KPI 3 Social Investment Forum Japan	Supply chain management	Especially for drugs, protection of biodiversity, and for equipment avoidance of animal testing are important
KPI 2 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 2 Société Générale	LTIFR	Staff Safety
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 3 RiskMetrics Group	SP - 1	Materials of concern exclusion
KPI 3 Sarasin	Employee satisfaction	Results of employee satisfaction survey (percentage of employees which rate their job as good or very good)
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff

6.1.2 Health Care Providers & Services

6.1.2.1 SD-KPI 1: Quality & safety performance of services

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 Social Investment Forum Japan	Product safety	Distributed products must be checked from its safety level.
KPI 2 KLD	Product quality	Product safety controversies/management systems
KPI 1 Sarasin	Service quality	Parameters depend on service type: Dialysis clinics (e.g. haemoglobin value, URR etc.), hospitals (mortality), nursery homes (client satisfaction)
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 2 Sustainalytics	Quality Management	Percentage of Business Operations covered by an externally certified Quality Management System
KPI 1 vigeo	Product safety performance	Number and type of allegations and/or legal proceedings faced by companies related to the safety of their products and/or services (if possible with the amount of associated fines faced by the company)

6.1.2.2 SD-KPI 2: Access to health care management performance and responsible marketing

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Social	Social security impact.
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained and hours of training per...
KPI 3 KLD	Business Ethics	Performance Trends/management systems
KPI 3 Sustainalytics	Humanitarian Involvement	Policies and Programs on fostering Access to Health Care for all People
KPI 2 vigeo	Information to customers	Number and type of allegations faced by companies related to irresponsible advertising/marketing campaigns (if possible with the amount of associated fines faced by the company)
KPI 3 vigeo	Societal impacts of the company's products / services	Number of patients treated through programmes aimed at promoting large access to the company's products and services (donation, training, variable pricing scheme, etc) and % of revenues spent on these programmes

6.1.2.3 SD-KPI 3: General HRM—Employee satisfaction level (based upon surveys)

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	Shortage of specific staff in some sub sectors. What is the policy for recruiting and retaining best employees? Training policy Professional evolution possibilities? Relationships with specific schools? Diversity policy?
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 3 Social Investment Forum Japan	Labour conditions	Working conditions of employees at stores
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover
KPI 2 RiskMetrics Group	EM - 2	Average Wages across the organization (excluding senior management).
KPI 3 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate
KPI 2 Sarasin	Employee satisfaction	Results of employee satisfaction survey (percentage of employees which rate their job as good or very good)
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff

6.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	-	40%	50%	5%	40%	70%	40%	35%	60%	34%	40%
SD-KPI 2	30%	-	40%	20%	50%	30%	10%	40%	30%	10%	32%	35%
SD-KPI 3	29%	-	20%	30%	45%	30%	20%	20%	35%	30%	34%	25%

6.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Environmental consideration	CO ₂ emissions, waste disposed at stores and at transportation
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 3 Crédit Agricole Cheuvreux	Environment	Hazardous substances used in healthcare equipment lead to pollution, infections.

6.1.3 Health Care Technology

6.1.3.1 SD-KPI 1: Quality & safety performance of services

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 3 Sustainalytics	Quality Management	Percentage of Business Operations covered by an externally certified Quality Management System
KPI 1 vigeo	Product Safety performance	Number and type of allegations and/or legal proceedings faced by companies related to the safety of their products and/or services (if possible with the amount of associated fines faced by the company)

6.1.3.2 SD-KPI 2: Research & development performance—especially regarding access to health care / environmental management

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Ethics	Transparency of information (communication on all clinical studies, secondary effects...) Policy on healthcare access. The sector is highly exposed to ethics debates: Genetic Engineering and stem cell research, animal testing, donation of equipment and supplies.
KPI 1 Social Investment Forum Japan	Environmental product design	Environmental consideration incorporated in product designing
KPI 2 Social Investment Forum Japan	Investment in R&D	Spending in R&D development
KPI 2 RiskMetrics	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 1 Société Générale	R&D / sales	Innovation
KPI 3 vigeo	Societal impacts of the company's products / services	Number of patients treated through programmes aimed at promoting large access to the company's products and services (donation, training, variable pricing scheme, etc) and % of revenues spent on these programmes

6.1.3.3 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	54%	-	60%	60%	25%	50%	60%	60%	50%	60%	50%	65%
SD-KPI 2	46%	-	40%	40%	75%	50%	40%	40%	50%	40%	50%	35%

6.1.3.4 Other indicators

	Abbreviations	Definitions
KPI 2 KLD	Management of Environment	Fines & Penalties / Management policies and systems
KPI 1 Sustainalytics	Environmental Management	Implementation of an Environmental Policy and Percentage of Business Operations covered by an Environmental Management System
KPI 2 Sustainalytics	Green Procurement	Policy and Programs for Green Procurement and Percentage of certified Suppliers
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 RiskMetrics	EM - 1	Employee Turnover (Senior Staff)
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained & hours of training per...
KPI 2 vigeo	Information to customers	Number and type of allegations faced by companies related to irresponsible advertising/marketing campaigns (if possible with the amount of associated fines faced by the company)
KPI 1 Crédit Agricole Cheuvreux	Environment	Hazardous substances used in healthcare equipment lead to pollution, infections.
KPI 3 Crédit Agricole Cheuvreux	Health	Hazardous substances impacts on workers health.
KPI 3 Société Générale	Training / Human Capital	% of trained people / total workforce
KPI 3 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 Social Investment Forum Japan	Labour conditions	Working conditions of engineers

6.2 Pharmaceuticals, Biotechnology, Life Sciences

6.2.1 Biotechnology

6.2.1.1 SD-KPI 1: Research & development performance—especially regarding tests, biodiversity, stem cells

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Ethics	Ethical issues regarding stem cells. Lobby: lobbying expenses? In what debates is the company most active? Ethical issues: tests on humans and animals are critical issues that are potentially reputation damaging. Which part of a test is outsourced by the company? How is the welfare of animals ensured? Dialogue with the country's ethical committee and health authority to ensure control of the process and protocols.
KPI 2 Crédit Agricole Cheuvreux	Customers	Information transparency: how transparent is the company in disclosing all tests it has carried out on its products? Does it have any record of failure concerning secondary effects that would have been kept hidden?
KPI 3 Crédit Agricole Cheuvreux	Environment	Biodiversity is crucial for research. Pharmaceutical contamination of water negatively impacts aquatic wildlife and drinking water.
KPI 2 Social Investment Forum Japan	Health impacts	Health impacts (including secondary impacts) to employees, and to public and to patients
KPI 3 Social Investment Forum Japan	Biodiversity	Biodiversity considerations in product development, including conservations of rainforests and other precious nature
KPI 2 RiskMetrics Group	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 2 Société Générale	Innovation	Phase 4 molecules / Phase 1 molecules (pipeline)
KPI 3 Sustainalytics	Business Ethics	Scope and Quality of Ethical R&D Standards (including Animal Testing, Genetic Engineering and Clinical Trials)

6.2.1.2 SD-KPI 2: Access to medicines management and responsible marketing

	Abbreviations	Definitions
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained and hours of training per...
KPI 1 Hermes	Business ethics	Guidelines and codes applied (non quantifiable)
KPI 2 KLD	Marketing	Performance Trends/management systems
KPI 3 RiskMetrics Group	IND SPEC	Product commercialization rate - focus on social responsible products - i.e. those that have a net benefit for society as opposed to meeting needs for a narrow set of individuals or corporate interests.
KPI 1 Sarasin	Access to medicines in developing and emerging countries	Number of neglected diseases (plus HIV/Aids) covered with products (preferential pricing mechanisms or voluntary licensing must apply) and number of neglected diseases covered in R&D / Or if applicable: Company rank in the Access to Medicines Index
KPI 3 Sarasin	Business Ethics	Fines and settlement payments related to litigation in the areas of unethical marketing (off-label, overcharging, advertising etc.), antitrust violations (e.g. price fixing), corruption etc. over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 1 Sustainalytics	Humanitarian Involvement	Policies and Management Systems on Access to Medicines for all People
KPI 2 vigeo	Access to medicines and promotion of sustainable healthcare systems	(Evolution of) Coverage of access programmes set up by the company with regard to the range of priority diseases (as defined by the WHO) treated by its medicines in portfolio. Trend in the number of healthcare professionals which have received capacity building courses from the company (with a focus on countries which are part of the List of major WHO regions where the weakest health care systems are found)

6.2.1.3 SD-KPI 3: Quality & safety performance of products—especially regarding genetic engineering

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 Social Investment Forum Japan	Product safety	Product safety considerations, including policies on genetic engineering

KPI 1 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 2 Sarasin	Product safety	Fines and settlement payments related to litigation and recall costs in the areas of product safety and liability over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 3 Sustainalytics	Business Ethics	Scope and Quality of Ethical R&D Standards (including Animal Testing, Genetic Engineering and Clinical Trials)
KPI 1 vigeo	Product safety, safe trials and related information provided to stakeholders	Evolution of the number and gravity of related allegations/controversies/fines (amounts) the company has been faced with.

6.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	36%	-	40%	50%	40%	40%	35%	10%	35%	10%	60%	40%
SD-KPI 2	33%	-	20%	30%	40%	30%	30%	60%	35%	40%	20%	25%
SD-KPI 3	31%	-	40%	20%	20%	30%	35%	30%	30%	50%	20%	35%

6.2.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 RiskMetrics	EM - 1	Employee Turnover (Senior Staff)
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 3 vigeo	Prevention of corruption	Evolution of the number of corruption incidents reported internally and/or which appeared in the press (and type of related corrective measures implemented)

6.2.2 Pharmaceuticals

6.2.2.1 SD-KPI 1: Access to medicines management and responsible marketing

	Abbreviations	Definitions
KPI 2 Hermes	Business ethics (Access to medicine for the poor)	Company policy Total budget allocated Total amount of medication made available
KPI 3 Hermes	Business ethics (Marketing)	Guidelines and codes applied (non quantifiable)
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained & hours of training per...
KPI 1 Social Investment Forum Japan	Access to medicine	Strategy to ensure fair access to medicines to people and countries under socially unfair conditions (disabled people, .. Poor people, people in developing countries)
KPI 2 KLD	Marketing	Performance Trends/management systems
KPI 1 RiskMetrics	IND SPEC	Level of revenues and size of "Access to Medicines" programs.
KPI 1 Sarasin	Access to medicines in developing and emerging countries	Number of neglected diseases (plus HIV/Aids) covered with products (preferential pricing mechanisms or voluntary licensing must apply) and number of neglected diseases covered in R&D / Or if applicable: Company rank in the Access to Medicines Index
KPI 3 Sarasin	Business Ethics	Fines and settlement payments related to litigation in the areas of unethical marketing (off-label, overcharging, advertising etc.), antitrust violations (e.g. price fixing), corruption etc. over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 3 Société Générale	EBIT / Sales in Emerging countries	Emerging markets
KPI 1 Sustainalytics	Humanitarian Involvement	Policies and Management Systems on Access to Medicines for all People
KPI 2 vigeo	Access to medicines and promotion of sustainable healthcare systems	(Evolution of) Coverage of access programmes set up by the company with regard to the range of priority diseases (as defined by the WHO) treated by its medicines in portfolio. Trend in the number of healthcare professionals which have received capacity building courses from the company (with a focus on countries which are part of the List of major WHO regions where the weakest health care systems are found)

6.2.2.2 SD-KPI 2: Quality & safety performance of products

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 KLD	Product Quality	Product safety controversies/management systems
KPI 2 Sarasin	Product safety	Fines and settlement payments related to litigation and recall costs in the areas of product safety and liability over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 1 vigeo	Product safety, safe trials and related information provided to stakeholders	Evolution of the number and gravity of related allegations/controversies/fines (amounts) the company has been faced with.

6.2.2.3 SD-KPI 3: Research & development performance—especially regarding tests, biodiversity, genetic engineering

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Impact of climate change on health may create new opportunities for pharmaceuticals.
KPI 2 Crédit Agricole Cheuvreux	Customers	Information transparency: how transparent is the company in disclosing all tests it has carried out on its products? Does it have any record of failure concerning secondary effects that would have been kept hidden?
KPI 3 Crédit Agricole Cheuvreux	Environment	Biodiversity is crucial for research. Pharmaceutical contamination of water negatively impacts aquatic wildlife and drinking water.
KPI 1 Hermes	Business ethics (R&D)	Guidelines and codes applied (non quantifiable)
KPI 2 Social Investment Forum Japan	Biodiversity	Biodiversity considerations in product development, including conservations of rainforests and other precious nature
KPI 3 Social Investment Forum Japan	Health impacts	Health impacts (including secondary impacts) to employees, and to public and to patients
KPI 3 RiskMetrics Group	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 1 Société Générale	% of sales protected by patent rights	Innovation
KPI 2 Société Générale	R&D / Marketing Costs	Innovation
KPI 3 Sustainalytics	Business Ethics	Scope and Quality of Ethical R&D Standards (including Animal Testing, Genetic Engineering and Clinical Trials)

6.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	43%	-	25%	50%	50%	30%	30%	60%	35%	40%	60%	50%
SD-KPI 2	31%	-	50%	20%	25%	30%	35%	30%	30%	50%	20%	20%
SD-KPI 3	26%	-	25%	30%	25%	40%	35%	10%	35%	10%	20%	30%

6.2.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	Prevention of corruption	Evolution of the number of corruption incidents reported internally and/or which appeared in the press (and type of related corrective measures implemented)

6.2.3 Life Sciences Tools & Services

6.2.3.1 SD-KPI 1: Quality & safety performance

	Abbreviations	Definitions
KPI 1 Dexia	Quality & safety	Value of product recalled compared to total sales Number of deaths due to drug side-effects
KPI 1 KLD	Product quality	Product safety controversies/management systems
KPI 1 Sarasin	Product safety	Fines and settlement payments related to litigation and recall costs in the areas of product safety and liability over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 1 Société Générale	Quality & traceability	% of Services & Clinical Trials in US & Europe / Total Trials
KPI 1 vigeo	Product safety, safe trials and related information provided to stakeholders	Evolution of the number and gravity of related allegations/controversies/fines (amounts) the company has been faced with.

6.2.3.2 SD-KPI 2: Research & development performance—especially regarding tests, biodiversity, genetic engineering

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Impact of climate change on health may create new opportunities for pharmaceuticals.
KPI 2 Crédit Agricole Cheuvreux	Customers	Information transparency: how transparent is the company in disclosing all tests it has carried out on its products? Does it have any record of failure concerning secondary effects that would have been kept hidden?
KPI 3 Crédit Agricole Cheuvreux	Environment	Biodiversity is crucial for research. Pharmaceutical contamination of water negatively impacts aquatic wildlife and drinking water.
KPI 1 Social Investment Forum Japan	Biodiversity	Biodiversity considerations in product development, including conservations of rainforests and other precious nature
KPI 3 Social Investment Forum Japan	Testing Policy	Testing policy must be fixed and disclosed
KPI 2 RiskMetrics Group	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 1 Société Générale	Quality & traceability	% of Services & Clinical Trials in US & Europe / Total Trials
KPI 1 Sustainalytics	Business Ethics	Scope and Quality of Ethical R&D Standards (including Animal Testing, Genetic Engineering and Clinical Trials)

6.2.3.3 SD-KPI 3: Access to medicines management and responsible marketing

	Abbreviations	Definitions
KPI 2 Dexia	Commercial behaviour	Number and amount of fines for misleading advertising Percentage of salesperson and marketing persons trained and hours of training per...
KPI 2 KLD	Marketing	Performance Trends/management systems
KPI 3 RiskMetrics Group	IND SPEC	Product commercialization rate - focus on social responsible products - i.e. those that have a net benefit for society as opposed to meeting needs for a narrow set of individuals or corporate interests.
KPI 2 Sarasin	Business Ethics	Fines and settlement payments related to litigation in the areas of unethical marketing (off-label, overcharging, advertising etc.), antitrust violations (e.g. price fixing), corruption etc. over the last 5 years (annualised figures as % of average annual net profit over 5 years)
KPI 2 Sustainalytics	Humanitarian Involvement	Policies and Management Systems on Access to Medicines for all People
KPI 2 vigeo	Access to medicines and promotion of sustainable healthcare systems	(Evolution of) Coverage of access programmes set up by the company with regard to the range of priority diseases (as defined by the WHO) treated by its medicines in portfolio. Trend in the number of healthcare professionals which have received capacity building courses from the company (with a focus on countries which are part of the List of major WHO regions where the weakest health care systems are found)

6.2.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	36%	-	40%	20%	40%	25%	35%	30%	35%	80%	20%	35%
SD-KPI 2	33%	-	30%	30%	10%	50%	35%	20%	35%	0%	70%	45%
SD-KPI 3	31%	-	30%	50%	50%	25%	30%	50%	30%	20%	10%	20%

6.2.3.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Training & career management	Staff turnover Number of hours of training per employee Percentage of employees receiving training
KPI 1 RiskMetrics	EM - 1	Employee Turnover (Senior Staff)
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	Prevention of corruption	Evolution of the number of corruption incidents reported internally and/or which appeared in the press (and type of related corrective measures implemented)
KPI 2 Social Investment Forum Japan	Hazardous substances	Use of hazardous chemicals and other substances
KPI 3 Sarasin	Employee satisfaction	Results of employee satisfaction survey (percentage of employees which rate their job as good or very good)
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff

7 Financials

7.1 Banks

7.1.1 Commercial Banks

7.1.1.1 SD-KPI 1: Integration of SD risks and opportunities in lending / financing

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Percentage of credit loans, investments and prop trading activities	Percentage of credit loans undergone ESG screening
KPI 2 Hermes	Risk management for SD development risks in lending and financing	Sectors banned from lending for incompatibility with SD
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into wholesale and retail businesses	Corporate loans and other business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 1 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Climate Risk Exposure - \$ of investment in companies or projects that have a high level of impact on the climate. Examples include poorly rated companies (by RMG) in broad industrials and the energy sector.
KPI 2 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Social Risk Exposure - \$ of investment in companies or projects that have a high level of negative impacts on the local communities. Companies that are poorly rated by RMG.
KPI 1 Sustainalytics	Environmental and Social Standards in Credit and Loan Business	Scope and Quality of Environmental and Social Standards in Credit and Loan Business
KPI 2 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment
KPI 2 vigeo	Percentage of credits and loans that are screened on their CO ₂ impact	% of total loans that are screened on their CO ₂ impact

7.1.1.2 SD-KPI 2: Risk management performance incl. money laundering and sustainable remuneration / bonus systems

	Abbreviations	Definitions
KPI 1 Hermes	Risk management (credit risk)	Non Performing Loans (NPL) ratio
KPI 1 Sarasin	Risk Management	Processes and policies for risk management for all business units (credits, investment banking services etc.) Qualitative indicator
KPI 1 vigeo	Reliability of the company's internal controls system	Loans impairments/risk provisions as percentage of net interest income
KPI 3 Hermes	Risk-adjusted remuneration systems	Integration of a risk component in the company's remuneration and bonus scheme
KPI 2 Social Investment Forum Japan	Remuneration	Remuneration/executive compensation policy, disclosure and transparency
KPI 3 Social Investment Forum Japan	Business ethics/controversies	Money Laundering, privacy policy, fraud, malpractices and illegal operations
KPI 2 KLD	Business Ethics	Performance Trends/management systems

7.1.1.3 SD-KPI 3: Customer satisfaction—especially proportion of predatory lending / mis-selling

	Abbreviations	Definitions
KPI 3 RiskMetrics	IND SPEC	Asset Allocation - ESG risks - Predatory Lending Practices
KPI 2 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of mis-selling of products, overcharging of clients or other misconduct over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 3 Social Investment Forum Japan	Business ethics/controversies	Money Laundering, privacy policy, fraud, malpractices and illegal operations
KPI 1 Société Générale	% of overindebted clients	Customer Relationship
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/hotline in place : n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers

7.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	44%	35%	40%	50%	70%	34%	35%	20%	35%	50%	50%	65%
SD-KPI 2	33%	45%	30%	30%	15%	33%	35%	50%	35%	30%	45%	20%
SD-KPI 3	23%	20%	30%	20%	15%	33%	30%	30%	30%	20%	5%	15%

7.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 KLD	Workforce Diversity	Representation/Policies & Programs
KPI 3 Société Générale	Staff Diversity	% of female as TOP managers / executive roles / % of females in total staff
KPI 3 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs
KPI 3 Crédit Agricole Cheuvreux	Restructuring related relocation of jobs	Total cost of relocation in \$, € incl. indemnity, pay-off, outplacement, hiring, training, consulting
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/total number of employees (h/employees or d/employees) 2) training expenses = training expenses/ company earnings or expenses/ n° of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) internal promotion rate
KPI 3 vigeo	Mental health and safety, well being	Absenteeism
KPI 2 Crédit Agricole Cheuvreux	Customer retention	Percentage of new customers as of total customers

7.1.2 Thrifts & Mortgage Finance

7.1.2.1 SD-KPI 1: Integration of SD risks and opportunities in mortgage lending

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Climate change brings new major risks to the banking activities. Banks are however able to provide new services and transform it as an opportunity
KPI 3 Crédit Agricole Cheuvreux	Ethics	The Equator Principles and the Principles for Responsible Investment (PRI) are a benchmark for managing ESG (Environmental, Social, Governance) risks. What is the exposure to project finance and, in particular, to infrastructure financing in emerging countries? How is the bank providing risk management for this type of risks in any of its activities? Is the company at risk on this issue : share of project finance? Is the bank involved in hydrocarbon projects finance, metals and mining, arms or infrastructures? Does it have specific policy to limit risks or investment on these projects?
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 1 Sustainalytics	Environmental and Social Standards in Credit and Loan Business	Scope and Quality of Environmental and Social Standards in Credit and Loan Business
KPI 2 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment
KPI 2 vigeo	Percentage of credits and loans that are screened on their CO ₂ impact	% of total loans that are screened on their CO ₂ impact

7.1.2.2 SD-KPI 2: Customer satisfaction—especially proportion of predatory lending / mis-selling

	Abbreviations	Definitions
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/ hotline in place : n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 3 Social Investment Forum Japan	Business ethics/ controversies	Privacy policy, fraud, malpractices and illegal operations
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 1 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Predatory Lending Practices
KPI 3 RiskMetrics Group	IND SPEC	Litigation exposure - number of legal actions against the firm - total value of claims.
KPI 1 Société Générale	% of overindebted clients	Customer Relationship

KPI 2 Crédit Agricole Cheuvreux	Customers	Product responsibility: risk mitigation in the distribution of financial products (complex one) through transparency is key – Pricing of services and products can also lead to cartel position? Customer satisfaction and loyalty depend on quality customer relation policy, such as claims processing and other issues that make the company a target for class action lawsuits. Position of the company on this issue? Product responsibility: What is the part of turnover/net income made over financial products? How high is the level of complexity and transparency on this product? Does it generate any risk for the clients? In its retail activity, how is the bank positioned in terms of product and service pricing? does it face any risk of being accused of cartel?
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7.1.2.3 SD-KPI 3: Risk management performance incl. sustainable remuneration and bonus systems

	Abbreviations	Definitions
KPI 1 Hermes	Risk management (credit risk)	Non Performing Loans (NPL) ratio
KPI 2 Hermes	Risk-adjusted remuneration systems	Integration of a risk component in the company's remuneration and bonus scheme
KPI 2 Social Investment Forum Japan	Remuneration	Remuneration/executive compensation policy, disclosure and transparency
KPI 1 Société Générale	% of overindebted clients	Customer Relationship
KPI 2 KLD	Business Ethics	Performance Trends/management systems
KPI 1 vigeo	Reliability of the company's internal controls system	Loans impairments/risk provisions as percentage of net interest income

7.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	-	30%	20%	70%	33%	35%	30%	35%	40%	33%	50%
SD-KPI 2	35%	-	40%	50%	15%	34%	30%	30%	35%	40%	34%	40%
SD-KPI 3	27%	-	30%	30%	15%	33%	35%	40%	30%	20%	33%	10%

7.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 RiskMetrics Group	EM - 1	Employee Turnover (Senior Staff)
KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ n° of employees 3) Turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) Internal promotion rate
KPI 3 KLD	Workforce Diversity	Representation/Policies & Programs
KPI 3 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs
KPI 3 vigeo	Mental health and safety, well being	Absenteeism
KPI 3 Société Générale	% of loans with variable interest rates	Responsible Banking (in value and number)

7.2 Diversified Financials

7.2.1 Diversified Financial Services

7.2.1.1 SD-KPI 1: Integration of SD risks and opportunities in lending / financing / asset management

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Ethics	The Equator Principles and the Principles for Responsible Investment (PRI) are a benchmark for managing ESG (Environmental, Social, Governance) risks. How is the bank providing risk management for this type of risks in any of its activities?
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 1 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Climate Risk Exposure - \$ of investment in companies or projects that have a high level of impact on the climate. Examples include poorly rated companies (by RMG) in broad industrials and the energy sector.
KPI 2 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Social Risk Exposure- \$ of investment in companies or projects that have a high level of negative impacts on the local communities. Companies that are poorly rated by RMG.
KPI 1 Sustainalytics	Environmental and Social Standards in Credit and Loan Business	Scope and Quality of Environmental and Social Standards in Credit and Loan Business
KPI 2 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment

7.2.1.2 SD-KPI 2: Risk management performance incl. money laundering, tax evasion, sustainable remuneration and bonus systems

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Remuneration	Remuneration/executive compensation policy, disclosure and transparency
KPI 3 Social Investment Forum Japan	Business ethics/ controversies	Fraud, malpractices and illegal operations
KPI 2 KLD	Business Ethics	Performance Trends/management systems
KPI 1 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Hermes	Risk management (credit risk)	Non Performing Loans (NPL) ratio
KPI 1 Sarasin	Risk Management	Processes and policies for risk management for all business units (credits, investment banking services etc.) Qualitative indicator
KPI 1 vigeo	Reliability of the company's internal controls system	Loans impairments/risk provisions as percentage of net interest income
KPI 2 Société Générale	Fair finance	% of sold funds located in tax evasion-named countries

7.2.1.3 SD-KPI 3: Customer satisfaction—especially proportion of predatory lending / mis-selling

	Abbreviations	Definitions
KPI 3 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Predatory Lending Practices
KPI 2 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of mis-selling of products, overcharging of clients or other misconduct over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/ hotline in place: n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Social Investment Forum Japan	Business ethics/ controversies	Fraud, malpractices and illegal operations

KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 3 KLD	Marketing	Performance Trends/management systems
KPI 1 Société Générale	Customer Relationship	Fixed fees/total loans

7.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	39%	-	40%	30%	70%	34%	35%	25%	30%	30%	33%	65%
SD-KPI 2	34%	-	30%	50%	15%	33%	35%	50%	35%	30%	33%	25%
SD-KPI 3	27%	-	30%	20%	15%	33%	30%	25%	35%	40%	34%	10%

7.2.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Société Générale	Staff Diversity	% of female as TOP managers / executive roles / % of females in total staff
KPI 3 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs
KPI 3 vigeo	Promotion of equal opportunities	Share of women in management positions.
KPI 3 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 2 Crédit Agricole Cheuvreux	Labour	Human resources: how is the company managing human capital and, in particular, ageing population? Offshoring: Has the company already moved some of its activities offshore? Was it profitable? Is it going to move to offshoring? For which department? How will it manage redundancies?
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ n° of employees 3) turnover rate (measurement for satisfaction) = n° of employees left during year under consideration/total number of employees who work for the company during that year 4) Internal promotion rate
KPI 2 vigeo	Mental health and safety, well being	Absenteeism

7.2.2 Consumer Finance

7.2.2.1 SD-KPI 1: Customer satisfaction—especially proportion of predatory lending / mis-selling / sub-prime

	Abbreviations	Definitions
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/ hotline in place : n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 1 Social Investment Forum Japan	Lending policy	Sub-prime loan, malpractices and illegal operations
KPI 1 KLD	Customer Relations	Controversies/Initiatives

KPI 3 KLD	Marketing	Performance Trends/management systems
KPI 3 Social Investment Forum Japan	Privacy policy	Malpractices and illegal operations utilizing customer information
KPI 1 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Predatory Lending Practices
KPI 2 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of mis-selling of products, overcharging of clients or other misconduct over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 Société Générale	% of overindebted OR unsolvable clients	Consumerism & Financial Misbehaviour

7.2.2.2 SD-KPI 2: Integration of SD risks and opportunities in lending

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 1 Sustainalytics	Environmental and Social Standards in Credit and Loan Business	Scope and Quality of Environmental and Social Standards in Credit and Loan Business
KPI 2 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment
KPI 1 Crédit Agricole Cheuvreux	Ethics	The Equator Principles and the Principles for Responsible Investment (PRI) are a benchmark for managing ESG (Environmental, Social, Governance) risks. How is the bank providing risk management for this type of risks in any of its activities?

7.2.2.3 SD-KPI 3: Risk management performance

	Abbreviations	Definitions
KPI 1 Hermes	Risk management (credit risk)	Non Performing Loans (NPL) ratio
KPI 2 KLD	Business Ethics	Performance Trends/management systems
KPI 3 RiskMetrics Group	IND SPEC	Litigation exposure - number of legal actions against the firm - total value of claims.
KPI 1 Sarasin	Risk Management	Processes and policies for risk management for all business units (credits, investment banking services etc.) Qualitative indicator
KPI 1 Société Générale	% of overindebted OR unsolvable clients	Consumerism & Financial Misbehaviour
KPI 1 vigeo	Reliability of the company's internal controls system	Loans impairments/risk provisions as percentage of net interest income

7.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	45%	-	40%	50%	70%	34%	30%	60%	35%	40%	40%	45%
SD-KPI 2	28%	-	20%	20%	30%	33%	35%	30%	30%	30%	30%	25%
SD-KPI 3	27%	-	40%	30%	0%	33%	35%	10%	35%	30%	30%	30%

7.2.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Société Générale	Staff Diversity	% of female managers / % of females in total staff
KPI 3 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs
KPI 3 vigeo	Promotion of equal opportunities	Share of women in management positions.
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/number of employees 3) Turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) Internal promotion rate
KPI 2 RiskMetrics	EM - 1	Employee Turnover (Senior Staff)

KPI 2 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 Crédit Agricole Cheuvreux	Labour	Human resources: how is the company managing human capital and, in particular, ageing population? Offshoring: Has the company already moved some of its activities offshore? Was it profitable? Is it going to move to offshoring? For which department? How will it manage redundancies?
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 2 vigeo	Mental health and safety, well being	Absenteeism

7.2.3 Capital Markets

7.2.3.1 SD-KPI 1: Integration of SD risks and opportunities in asset management / investment banking / corporate lending

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Ethics	The Equator Principles and the Principles for Responsible Investment (PRI) are a benchmark for managing ESG (Environmental, Social, Governance) risks. How is the bank providing risk management for this type of risks in any of its activities?
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance into account.
KPI 1 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Climate Risk Exposure - \$ of investment in companies or projects that have a high level of impact on the climate. Examples include poorly rated companies (by RMG) in broad industrials and the energy sector.
KPI 2 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Social Risk Exposure- \$ of investment in companies or projects that have a high level of negative impacts on the local communities. Companies that are poorly rated by RMG.
KPI 1 Sustainalytics	Environmental and Social Standards in Credit and Loan Business	Scope and Quality of Environmental and Social Standards in Credit and Loan Business
KPI 2 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment
KPI 2 vigeo	Percentage of credits and loans that are screened on their CO ₂ impact	% of total loans that are screened on their CO ₂ impact

7.2.3.2 SD-KPI 2: Risk management performance incl. sustainable remuneration and bonus systems

	Abbreviations	Definitions
KPI 1 Hermes	Risk management (trading) and value at risk	Total value at risk Risk management policy and procedures Total staff employed in risk management vs. staff employed in trading
KPI 2 Hermes	Risk-adjusted remuneration	Integration of a risk component in the company's remuneration and bonus scheme
KPI 2 Social Investment Forum Japan	Remuneration	Remuneration/executive compensation policy, disclosure and transparency
KPI 2 KLD	Business Ethics	Performance Trends/management systems
KPI 1 Sarasin	Risk Management	Processes and policies for risk management for all business units (credits, investment banking services etc.) Qualitative indicator
KPI 3 Société Générale	Fair Compensation	% Variable Compensation / Total compensation
KPI 1 vigeo	Reliability of the company's internal controls system	Loans impairments/risk provisions as percentage of net interest income

7.2.3.3 SD-KPI 3: Customer satisfaction—especially proportion of mis-selling / predatory lending

	Abbreviations	Definitions
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/ hotline in place : n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 3 Social Investment Forum Japan	Business ethics/ controversies	Fraud, malpractices and illegal operations in both wholesale and retail business, privacy policy issues in retail business
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 3 KLD	Marketing	Performance Trends/management systems
KPI 3 RiskMetrics Group	IND SPEC	Asset Allocation - ESG risks - Predatory Lending Practices
KPI 2 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of mis-selling of products, overcharging of clients or other misconduct over the last 5 years (annualised figure as % of average annual net profit over 5 years)

7.2.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	47%	-	40%	50%	80%	40%	35%	40%	35%	50%	34%	65%
SD-KPI 2	32%	-	30%	30%	20%	40%	35%	50%	30%	25%	33%	25%
SD-KPI 3	21%	-	30%	20%	0%	20%	30%	10%	35%	25%	33%	10%

7.2.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Société Générale	Staff Diversity	% of female as TOP managers / executives / % of females in total staff
KPI 3 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs
KPI 2 Crédit Agricole Cheuvreux	Labour	Human resources: how is the company managing human capital and, in particular, ageing population? Offshoring: Has the company already moved some of its activities offshore? Was it profitable? Is it going to move to offshoring? For which department? How will it manage redundancies?
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ n° of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) internal promotion rate
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 1 Société Générale	GHG Emissions / Volume	Carbon intensity of the production (scope 1 & 2)
KPI 3 vigeo	Mental health and safety, well being	Absenteeism

7.3 Insurance

7.3.1 Insurance

7.3.1.1 SD-KPI 1: Integration of SD risks and opportunities in asset management

	Abbreviations	Definitions
KPI 1 Hermes	Integration of SRI aspects into asset management	SRI principles applied in the asset allocation process
KPI 2 Social Investment Forum Japan	ESG Asset Management	Asset management taking ESG factors into account
KPI 1 RiskMetrics	IND SPEC	Asset Allocation - ESG risks - Climate Risk Exposure - \$ of investment in companies or projects that have a high level of impact on the climate. Examples include poorly rated companies (by RMG) in broad industrials and the energy sector.
KPI 2 RiskMetrics	IND SPEC	Asset Allocation - ESG risks - Social Risk Exposure- \$ of investment in companies or projects that have a high level of negative impacts on the local communities. Companies that are poorly rated by RMG.
KPI 2 Sarasin	Environmentally Beneficial Products & Services	Existence of a specific strategy to integrate environmental criteria into its products & business activities (insurance, asset management, banking)
KPI 1 Crédit Agricole Cheuvreux	Climate change	How is the company involved in the prevention of irresponsible behaviour? Pay as you drive GHG taken into account in pricing (motor, housing) Attempts to reduce their own carbon emissions (green rebuilding for burnt houses) Climate change is a general threat to assets' market values. However it pushes insurance to develop new products to manage these risks: catastrophe bonds, carbon market.
KPI 1 Sustainalytics	Sustainable Financial Services	Assets under Management in Responsible Investment
KPI 2 Sustainalytics	Sustainable Financial Services	Revenues from Responsible Investment Products and Sustainable Financial Services

7.3.1.2 SD-KPI 2: Integration of SD risks and opportunities in insurance products

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Environment	How is the company improving the scope and effective treatment of: "asbestos and environment" risks and new environmental liabilities such as polluted sites, MTBE, mould, etc.?
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ Emissions, eco-efficiency, social issues and corporate governance.
KPI 3 KLD	Business Ethics	Performance Trends/management systems
KPI 1 RiskMetrics Group	IND SPEC	Incorporation of ESG risk assessment into actuarial / risk model construction. (note: try to assess also the longevity and research expertise of the key risk model senior staff.)
KPI 2 Sarasin	Environmentally Beneficial Products & Services	Existence of a specific strategy to integrate environmental criteria into its products & business activities (insurance, asset management, banking)
KPI 1 Société Générale	GHG Emissions / Premiums	Carbon intensity of the portfolio (scope 3)
KPI 2 Société Générale	(Recognized) Losses from environmental damages / total premiums	Environmental costs (extreme events + losses of business)
KPI 1 vigeo	Environmental impact of products	Percentage of sustainable insurance policies on the total—development of services and products to entice buyers to adopt environmentally-friendly behaviours
KPI 2 vigeo	Access to basic insurance products	Analysis of the 3 to 5 years-trend in the number of products sold specifically developed for the weakest strata of the population
KPI 1 Crédit Agricole Cheuvreux	Climate change	How is the company involved in the prevention of irresponsible behaviour? Pay as you drive GHG taken into account in pricing (motor, housing) Attempts to reduce their own carbon emissions (green rebuilding for burnt houses) Climate change is a general threat to assets' market values. However it pushes insurance to develop new products to manage these risks: catastrophe bonds, carbon market.

7.3.1.3 SD-KPI 3: Customer satisfaction—especially proportion of mis-selling

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Ethics	Mis-selling raises a reputational risk: confidence of customers is important and needs to be supported by ethics principles.
KPI 2 Dexia	Does company treat customers fairly?	Number of complaints, legal proceedings, convictions Compliance Officer & Whistle blowing system/ hotline in place : n° of complaints Compliance training (hours or cost per employee/year) Adequate Treat Customers Fairly program, Financial Literacy Program for customers Plain English Campaign: Crystal Mark
KPI 3 Dexia	Product quality & safety	Markets share, % of the population reached by products Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 3 Social Investment Forum Japan	Business ethics/ controversies	Fraud, malpractices and illegal operations
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 2 KLD	Marketing	Performance Trends/management systems
KPI 1 Sarasin	Business Ethics Litigation	Fines and provisions related to litigation of misconduct of agents, fraud, etc. over the last 5 years (annualised figure as % of average annual net profit over 5 years)

7.3.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	30%	20%	30%	70%	40%	35%	40%	35%	50%	35%	35%
SD-KPI 2	36%	40%	30%	50%	30%	40%	30%	40%	35%	20%	35%	40%
SD-KPI 3	26%	30%	50%	20%	0%	20%	35%	20%	30%	30%	30%	25%

7.3.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) Turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) Internal promotion rate
KPI 3 Sustainalytics	Employee Rights	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce

7.4 Real Estate

7.4.1 Real Estate Investment Trusts (REITs)

7.4.1.1 SD-KPI 1: Proportion of certified (sustainable) green buildings

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Green Buildings	Ratings and standards of environmental quality
KPI 1 Dexia	Energy efficiency of property portfolio	Proportion of "green-certified" buildings in square metres in portfolio CO ₂ e emissions/sq metre of portfolio
KPI 1 Social Investment Forum Japan	ESG Asset Management	Investments in eco-conscious buildings, etc
KPI 1 RiskMetrics Group	IND SPEC	Total number of Green certified buildings in the portfolio.
KPI 2 RiskMetrics Group	IND SPEC	Total sq. ft of Green certified building space relative to total sq. ft.
KPI 3 RiskMetrics Group	IND SPEC	Distribution of Green certified buildings
KPI 1 Sarasin	Green Building	Share of certified green buildings in portfolio / development pipeline

KPI 1 Société Générale	% of Eco-Labelled Production	In m ² /total surface and in revenues
KPI 1 Sustainalytics	Sustainable Financial Services	Share of Property Portfolio Invested in Sustainable Buildings
KPI 3 Sustainalytics	Green Procurement	Policy and Programs for Green Procurement and Percentage of certified Suppliers.
KPI 2 vigeo	Promotion of the social and economic development	Quantitative outcomes of local social and economic development projects

7.4.1.2 SD-KPI 2: Energy / greenhouse gas efficiency of construction / buildings in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Energy performance of buildings	Energy performance of buildings (providing quantitative data and communication on measures undertaken)
KPI 1 Dexia	Energy efficiency of property portfolio	Proportion of "green-certified" buildings in square metres in portfolio CO ₂ e emissions/sq metre of portfolio
KPI 1 Hermes	Integration of SRI policy into the investment process	Percentage of portfolio invested in energy-efficient objects
KPI 2 KLD	Climate Change	
KPI 2 Sarasin	Energy efficiency	Energy use per floor space in portfolio (W/m ²)
KPI 2 Société Générale	GHG Emissions / Premiums	Carbon intensity of the production (scope 3)
KPI 1 vigeo	Evolution of the energy consumption of the company's properties	Analysis of the 3 to 5 years-trend of the company's energy consumption of its property's portfolio (in GWh/properties area)
KPI 3 vigeo	Evolution of CO ₂ emissions from transportation	CO ₂ emissions related to transportation during construction/demolition OR related to tenants and customers

7.4.1.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and for subcontractors

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Supply Chain	Publicly disclosed policy on contractors
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Total recordable injury frequency especially subcontractors	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours for employees and especially for subcontractors.
KPI 2 Sustainalytics	Employee Rights/ Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs

7.4.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	41%	35%	30%	50%	10%	40%	70%	30%	35%	40%	50%	60%
SD-KPI 2	41%	55%	50%	30%	80%	40%	15%	50%	35%	40%	30%	25%
SD-KPI 3	18%	10%	20%	20%	10%	20%	15%	20%	30%	20%	20%	15%

7.4.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Business ethics/ controversies	Fraud, malpractices and illegal operations
KPI 3 Social Investment Forum Japan	Privacy policy	Malpractices and illegal operations utilizing customer information
KPI 1 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation
KPI 3 Dexia	Biodiversity	Percentage of property development on brownfields
KPI 2 Dexia	Customer satisfaction	Percentage of satisfied customers and evolution Occupancy rates Percentage of renewed lease
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

7.4.2 Real Estate Management & Development

7.4.2.1 SD-KPI 1: Energy / greenhouse gas efficiency of construction / buildings in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	There is strong momentum for energy efficiency in new and existing buildings due to incentives and constraining regulations. How does the company promote energy efficiency?
KPI 2 Crédit Agricole Cheuvreux	Customers	The principal-agent problem (i.e., the landlord-tenant relationship in which the two parties do not have the same goals and incentives) is one of the main market barriers and curbs responsible behaviour (such as energy efficiency improvements). Does the company try to get tenants to adopt environmentally responsible behaviour? As vacation rate is a major performance indicators, landlords have to pay close attention to tenants satisfaction, improved buildings performance and comfort.
KPI 1 Dexia	Climate change	CO ₂ /m ²
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 2 KLD	Climate Change	
KPI 2 Sarasin	Energy efficiency	Energy use per floor space in portfolio (W/m ²)
KPI 2 Société Générale	GHG Emissions / Premiums	Carbon intensity of the production (scope 3)
KPI 1 vigeo	Evolution of the energy consumption of the company's properties	Analysis of the 3 to 5 years-trend of the company's Energy consumption of its property's portfolio (in GWh/properties area)
KPI 3 vigeo	Evolution of CO ₂ emissions from transportation	CO ₂ emissions related to transportation during construction/demolition OR related to tenants and customers
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

7.4.2.2 SD-KPI 2: Proportion of certified (sustainable) green buildings

	Abbreviations	Definitions
KPI 2 Dexia	Environmental certification	% of m ² with high environmental certification e.g. HQA, Excellent BREEAM certification
KPI 1 Social Investment Forum Japan	Incorporation of ESG factors into business	Business activities taking ESG factors into account, such as CO ₂ emissions, eco-efficiency, social issues and corporate governance.
KPI 1 RiskMetrics Group	IND SPEC	Total number of Green certified buildings in the portfolio.
KPI 2 RiskMetrics Group	IND SPEC	Total sq. ft of Green certified building space relative to total sq. ft.
KPI 3 RiskMetrics Group	IND SPEC	Distribution of Green certified buildings
KPI 1 Sarasin	Green Building	Share of certified green buildings in portfolio / development pipeline
KPI 1 Société Générale	% of Eco-Labelled Production	In m ² /total surface and in revenues
KPI 1 Sustainalytics	Sustainable Financial Services	Programs and Targets to Increase Investments in Sustainable Buildings and Share of Property Portfolio Invested in Sustainable Buildings
KPI 3 Social Investment Forum Japan	Waste management	Waste management, environmental management in developing real estate
KPI 3 Crédit Agricole Cheuvreux	Environment	Due diligence process to reduce environmental liabilities risk.
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	Promotion of the social and economic development	Quantitative outcomes of local social and economic development projects

7.4.2.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and for subcontractors

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Labour conditions	Workers, contractors
KPI 3 KLD	Employee Safety	Lost-time incident rate/Health & Safety systems
KPI 3 Sarasin	Total recordable injury frequency especially subcontractors	The number of fatalities, lost-time injuries, cases of alternative work necessitated by an injury and other recordable injuries, excluding first-aid injuries per million working hours for employees and especially for subcontractors.
KPI 2 Sustainalytics	Employee Rights/Diversity	Policies on Core Labour Rights (Freedom of Discrimination and Association etc.) and Percentage of Employees covered by Collective Bargaining Agreements, Diversity Programs

7.4.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	43%	55%	50%	50%	80%	40%	15%	50%	35%	40%	30%	30%
SD-KPI 2	39%	35%	30%	30%	10%	40%	70%	30%	35%	40%	50%	60%
SD-KPI 3	18%	10%	20%	20%	10%	20%	15%	20%	30%	20%	20%	10%

7.4.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Approval time	average time to get local authorities' approval for new development (in number of months)
KPI 1 KLD	Impact on Community	Community controversies/Local Community Engagement & Consultation
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees

8 Information Technology

8.1 Software & Services

8.1.1 Internet Software & Services

8.1.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of software & services

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumptions/CO ₂ emissions, lower environmental burden
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions linked to energy consumption / Turnover (in Kt / M Euros)

8.1.1.2 SD-KPI 2: Proportion of SD integration into software & services, R&D, training

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	Shortage of skilled employees: the company needs to pay attention to its attractiveness in order to obtain skilled people and to retain key talents. Attraction of the product vs. pay Stress at work—micro absenteeism M&A: management of people, integration in a single entity and assets that need to be kept. How does the company manage successive M&A deals? What is the impact on team cohesion? How does the company manage its workforce being a cyclical business? Software publishers can, through their products, influence their clients' business. Does the company provide any products that could make their clients' business more sustainable?
KPI 2 RiskMetrics	R&D - 1	Total Research and development expenditures over 5 year period.

KPI 2 vigeo	Proportion of green IT products or solutions	Proportion of green IT products or solutions in the company's total portfolio
KPI 1 Sarasin	Access to information	Qualitative indicator: Extent of services to restrict distribution of information (esp. censorship)
KPI 3 RiskMetrics Group	IND SPEC	Product commercialization rate - focus on social responsible products - i.e. those that have a net benefit for society as opposed to meeting needs for a narrow set of individuals or corporate interests.
KPI 3 Sarasin	Controversial content	Qualitative indicator: Extent and quality of policy and programs to restrict controversial contents (gambling, pornography, violence, etc.)
KPI 3 Sustainalytics	Data Protection	Policies and Programs that address Data Privacy
KPI 2 Social Investment Forum Japan	Information security	Secured information, protection of children from hazardous contents
KPI 3 Société Générale	Innovation	% of trained people / total workforce
KPI 1 Dexia	Training & career management	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/company earnings or expenses/number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year

8.1.1.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 2 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover (Senior Staff)
KPI 2 Sarasin	Employee satisfaction	Employee turnover rate
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 vigeo	Employee turnover rate	Number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service / total workforce at the end of the reporting period (GRI's definition).
KPI 1 Dexia	Training & career management	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/company earnings or expenses/number of employees 3) Turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year

8.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	-	20%	30%	35%	40%	40%	60%	30%	50%	33%	35%
SD-KPI 2	34%	-	30%	50%	20%	40%	40%	30%	35%	20%	34%	40%
SD-KPI 3	29%	-	50%	20%	45%	20%	20%	10%	35%	30%	33%	25%

8.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 2 KLD	Customer Relations	Controversies/Initiatives
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Social Investment Forum Japan	Health impacts	Impacts on health
KPI 3 KLD	Human Rights: Civil and Political	Controversies/Initiatives
KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff

8.1.2 IT Services

8.1.2.1 SD-KPI 1: Energy / greenhouse gas efficiency of services

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumptions/CO ₂ emissions, lower environmental burden
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions linked to energy consumption / Turnover (in Kt / M Euros)

8.1.2.2 SD-KPI 2: Proportion of SD integration into services, R&D, training

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	Shortage of skilled employees: the company needs to pay attention to its attractiveness in order to obtain skilled people and to retain key talents. Attraction of the product vs. pay Stress at work—micro absenteeism M&A: management of people, integration in a single entity and assets that need to be kept. How does the company manage successive M&A deals? What is the impact on team cohesion? How does the company manage its workforce being a cyclical business? Software publishers can, through their products, influence their clients' business. Does the company provide any products that could make their clients' business more sustainable?
KPI 3 RiskMetrics Group	IND SPEC	Product commercialization rate - focus on social responsible products - i.e. those that have a net benefit for society as opposed to meeting needs for a narrow set of individuals or corporate interests.
KPI 2 vigeo	Proportion of green IT products or solutions	Proportion of green IT products or solutions in the company's total portfolio
KPI 3 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 2 Social Investment Forum Japan	Hazardous contents	Avoidance of porn, too much violence and illegal contents
KPI 3 Sustainalytics	Data Protection	Public Policy Statement and Measures that address Data Privacy
KPI 2 RiskMetrics	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year
KPI 3 Sarasin	Employee development	Average annual training hours per employee
KPI 2 Sustainalytics	Employee Training	Opportunities for Professional Training and average Hours spent on Training per Employee per Year

8.1.2.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 2 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics	EM - 1	Employee Turnover (Senior Staff)
KPI 2 Sarasin	Employee satisfaction	Employee turnover rate
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 vigeo	Employee turnover rate	Number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service / total workforce at the end of the reporting period (GRI's definition).

KPI 1 Dexia	Training & career management:	<p>1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee)</p> <p>2) training expenses = training expenses/ company earnings or expenses/ number of employees</p> <p>3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year</p>
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8.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	20%	20%	35%	40%	40%	60%	30%	50%	33%	40%
SD-KPI 2	32%	30%	10%	50%	20%	40%	40%	30%	35%	20%	34%	40%
SD-KPI 3	31%	30%	70%	30%	45%	20%	20%	10%	35%	30%	33%	20%

8.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 2 KLD	Customer Relations	Controversies/Initiatives
KPI 1 Sarasin	Product & Service Quality	Customer satisfaction level (based upon customer surveys)
KPI 3 Social Investment Forum Japan	Labour conditions for workers	Wage and working time of workers and contractors
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 KLD	Human Rights: Civil and Political	Controversies/Initiatives
KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff

8.1.3 Software

8.1.3.1 SD-KPI 1: Energy / greenhouse gas efficiency of software

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumptions/CO ₂ emissions, lower environmental burden
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend of the company's CO ₂ emissions linked to energy consumption / Turnover (in Kt / M Euros)

8.1.3.2 SD-KPI 2: Proportion of SD integration into software, R&D, training

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Labour	Shortage of skilled employees: the company needs to pay attention to its attractiveness in order to obtain skilled people and to retain key talents. Attraction of the product vs. pay Stress at work – micro absenteeism M&A: management of people, integration in a single entity and assets that need to be kept. How does the company manage successive M&A deals? What is the impact on team cohesion? How does the company manage its workforce being a cyclical business? Software publishers can, through their products, influence their clients' business. Does the company provide any products that could make their clients' business more sustainable?
KPI 3 RiskMetrics Group	IND SPEC	Product commercialization rate - focus on social responsible products - i.e. those that have a net benefit for society as opposed to meeting needs for a narrow set of individuals or corporate interests.

KPI 2 vigeo	Proportion of green IT products or solutions	Proportion of green IT products or solutions in the company's total portfolio
KPI 2 Social Investment Forum Japan	Hazardous contents	Avoidance of porn, too much violence and illegal contents
KPI 3 Sustainalytics	Data Protection	Public Policy Statement and Measures that address Data Privacy
KPI 2 RiskMetrics Group	R&D - 1	Total Research and development expenditures over 5 year period.
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year
KPI 2 Sarasin	Employee development	Average annual training hours per employee
KPI 2 Sustainalytics	Employee Training	Opportunities for Professional Training and average Hours spent on Training per Employee per Year

8.1.3.3 SD-KPI 3: Employee turnover

	Abbreviations	Definitions
KPI 2 Hermes	Staff turnover	Ratio of leaving staff divided by total staff
KPI 1 RiskMetrics Group	EM - 1	Employee Turnover (Senior Staff)
KPI 1 Sarasin	Employee satisfaction	Employee turnover rate
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 vigeo	Employee turnover rate	Number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service / total workforce at the end of the reporting period (GRI's definition).

8.1.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	25%	20%	35%	40%	40%	60%	30%	50%	33%	35%
SD-KPI 2	33%	30%	25%	50%	20%	40%	40%	30%	35%	20%	34%	40%
SD-KPI 3	30%	30%	50%	30%	45%	20%	20%	10%	35%	30%	33%	25%

8.1.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 2 KLD	Customer Relations	Controversies/Initiatives
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Sarasin	Distortion of competition	Fines and provisions related to anti-trust litigation over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 3 Social Investment Forum Japan	Labour conditions for workers	Wage and working time of workers and contractors
KPI 3 KLD	Human Rights: Civil and Political	Controversies/Initiatives
KPI 2 Société Générale	Staff Diversity	% of female managers / % of females in total staff

8.2 Technology Hardware & Equipment

8.2.1 Communications Equipment

8.2.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Customers	Energy efficient of electric and electronic products is key to reach Kyoto target. Does the company look for and propose progress on this issue?
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Société Générale	% of Energy-Certified (labelled) Production	Efficiency & Pollution
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.1.2 SD-KPI 2: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 2 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures related to energy consumption and use of potentially hazardous substances
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 3 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled-disposed waste and hazardous - non-hazardous waste Disposal/ recycling costs (currency)
KPI 3 Hermes	(Recycling)	Percentage of products recyclable after useful life Percentage of production recycled after useful life
KPI 2 KLD	Environmental Impact of Products and Services	Negative & Positive Impacts
KPI 2 Crédit Agricole Cheuvreux	Health	How does the company control and manage phase out of hazardous substances to comply with REACH and RoHS regulations? Electromagnetic fields (EMF) are an issue for handset manufacturer: How does the company communicate this issue?
KPI 2 Social Investment Forum Japan	Hazardous materials	The use and the management of the hazardous materials in products
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics	SP - 1	Materials of concern exclusion
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.1.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 1 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards
KPI 3 vigeo	Number of training days per employee per year	Analysis of the 3 years trend of the number of days allocated to trainings per employee per year

8.2.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	30%	30%	65%	40%	30%	40%	35%	20%	40%	35%
SD-KPI 2	36%	40%	30%	50%	10%	40%	40%	30%	35%	40%	40%	45%
SD-KPI 3	27%	20%	40%	20%	25%	20%	30%	30%	30%	40%	20%	20%

8.2.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Labour	Restructuration and relocation are frequent in this global industry. How does the company manage redundancies in developed countries?
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 3 Sarasin	Patent disputes	Provisions for intellectual property infringement legal disputes (% of total equity and liabilities = balance sheet total)
KPI 1 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending

8.2.2 Computers & Peripherals

8.2.2.1 SD-KPI 1: Proportion of products with “Design for Environment” / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Regulatory	WEEE Directive and RoHS Directive focus on conception and recycling to reduce e-waste.
KPI 2 Crédit Agricole Cheuvreux	Social	A wide range of electronic and electrical equipment is exported to non-OECD countries, where the social and environmental standards are not applied. What is the company's policy to reduce waste? How does it verify that the waste is adequately treated and recycled? The sector risk is to create the digital divide. Bridging the digital divide and aiding accessibility are two opportunities to create new markets and enhance reputation.
KPI 3 Crédit Agricole Cheuvreux	Environment	Coltan exports from the Democratic Republic of the Congo has high social and environmental impacts.
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 3 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled-disposed waste and hazardous - non-hazardous waste Disposal/ recycling costs (currency)
KPI 3 Hermes	Recycling	Percentage of products recyclable after useful life Percentage of production recycled after useful life
KPI 2 Social Investment Forum Japan	Hazardous materials	The use and the management of the hazardous materials in products

KPI 2 KLD	Environmental Impact of Products and Services	Negative & Positive Impacts
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics Group	SP - 1	Materials of concern exclusion
KPI 1 Sarasin	Design for the Environment	Percentage of products in total sales, which have been designed according to "Design for the Environment" procedures related to energy consumption, use of potentially hazardous substances and product recyclability
KPI 1 Société Générale	Efficiency & Pollution	% of Energy-Certified (labelled) Production
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 1 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.2.2 SD-KPI 2: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Société Générale	Efficiency & Pollution	% of Energy-Certified (labelled) Production
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

8.2.2.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards

8.2.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	36%	40%	30%	50%	10%	40%	40%	30%	35%	40%	40%	45%
SD-KPI 2	36%	40%	30%	20%	70%	40%	30%	40%	40%	20%	40%	30%
SD-KPI 3	28%	20%	40%	30%	20%	20%	30%	30%	25%	40%	20%	25%

8.2.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 vigeo	Number of training days per employee per year	Analysis of the 3 years trend of the Number of days allocated to trainings per employee per year

8.2.3 Electronic Equipment, Instruments & Components

8.2.3.1 SD-KPI 1: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Customers	Planned obsolescence leads to a short product lifetime, an incentive for consumers to renew their equipment. Does the company encourage repairing and reuse of items?
KPI 2 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles?
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 3 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	Look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled-disposed waste and hazardous - non-hazardous waste Disposal/ recycling costs (currency)
KPI 3 Hermes	Recycling	Percentage of products recyclable after useful life Percentage of production recycled after useful life
KPI 2 Social Investment Forum Japan	Hazardous materials	The use and the management of the hazardous materials in products
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics Group	SP - 1	Materials of concern exclusion
KPI 3 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures related to energy consumption and use of potentially hazardous substances
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 1 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.3.2 SD-KPI 2: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 3 KLD	Climate Change	Performance Trends/management systems

KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 1 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 3 Sarasin	Design for Environment	Percentage of new products which have been designed according to "Design for Environment" procedures related to energy consumption and use of potentially hazardous substances
KPI 1 Société Générale	Efficiency & Pollution	% of Energy-Certified (labelled) Production
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

8.2.3.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Suppliers	Sustainable supply policies ensure that suppliers operate in a socially and environmentally responsible manner.
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 1 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards

8.2.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	30%	50%	10%	40%	40%	30%	35%	50%	40%	45%
SD-KPI 2	36%	40%	30%	20%	70%	40%	30%	40%	35%	20%	40%	30%
SD-KPI 3	27%	20%	40%	30%	20%	20%	30%	30%	30%	30%	20%	25%

8.2.3.5 Other indicators

	Abbreviations	Definitions
KPI 2 Sarasin	Workforce Reductions	Major workforce reductions/announcements over the last 5 years - percentage of reduction (in relation to total workforce)
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 vigeo	Number of training days per employee per year	Analysis of the 3 years trend of the Number of days allocated to trainings per employee per year

8.2.4 Office Electronics

8.2.4.1 SD-KPI 1: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Customers	Planned obsolescence leads to a short product lifetime, an incentive for consumers to renew their equipment. Does the company encourage repairing and reuse of items?
KPI 2 Crédit Agricole Cheuvreux	Environment	Products design: integration of eco-conception principles?
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.

KPI 3 Dexia	Disposal and recycling of products: take-back program present, how much of the collected products are recycled	Look at the presence of a take-back program Absolute/normalised figures for final waste collected, and the proportion recycled- disposed waste and hazardous - non-hazardous waste Disposal/ recycling costs (currency)
KPI 3 Hermes	Recycling	Percentage of products recyclable after useful life Percentage of production recycled after useful life
KPI 2 Social Investment Forum Japan	Product design	Eco-design and the product safety, e.g. the ratio of that products
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics Group	SP - 1	Materials of concern exclusion
KPI 1 Sarasin	Design for the Environment	Percentage of products in total sales, which have been designed according to "Design for the Environment" procedures related to energy consumption, use of potentially hazardous substances and product recyclability
KPI 1 Société Générale	Efficiency & Pollution	% of Eco & Socio-Certified (labelled) Production
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 1 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.4.2 SD-KPI 2: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 3 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 2 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.2.4.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Suppliers	Sustainable supply policies ensure that suppliers operate in a socially and environmentally responsible manner.
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 2 Sarasin	Exposure to Critical Countries	Existence of social standards and monitoring systems for own manufacturing plants and suppliers in countries with poor labour conditions/human rights records
KPI 3 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities

KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards

8.2.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	37%	40%	30%	50%	10%	40%	40%	30%	35%	50%	40%	45%
SD-KPI 2	36%	40%	30%	20%	70%	40%	30%	40%	35%	20%	40%	30%
SD-KPI 3	27%	20%	40%	30%	20%	20%	30%	30%	30%	30%	20%	25%

8.2.4.5 Other indicators

	Abbreviations	Definitions
KPI 3 Sarasin	Workforce Reductions	Large scale workforce reductions/announcements in the last three years - percentage of reduction in total workforce
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 1 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 vigeo	Number of training days per employee per year	Analysis of the 3 years trend of the Number of days allocated to trainings per employee per year

8.3 Semiconductor & Semiconductor Equipment

8.3.1 Semiconductor & Semiconductor Equipment

8.3.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of production / products in use

	Abbreviations	Definitions
KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 2 Hermes	Energy efficiency of products	Energy consumption of the product (i.e. kW/hour)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 2 RiskMetrics Group	S3 - GHG	Scope III - Indirect GHG Emissions from Products
KPI 1 Sarasin	Greenhouse Gas (GHG) Emissions	GHG emissions (energy-related CO ₂ emissions direct and indirect; PFC emissions) in front-end manufacturing per unit of production (e.g. m ² of wafer produced)
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill

8.3.1.2 SD-KPI 2: Proportion of products with "Design for Environment" / Eco-Label

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Environment	Use of high amount of chemical substances and energy intensive plants: what are the company targets and policy to reduce the resources inputs and the pollution output? Environmental liabilities will affect companies with heavy depollution costs. Does the company provision these risks and prevent them? Provisions for environmental liabilities (and ratios: prov. / EBITDA or environmental prov. / total prov. from contingent liabilities) Potential historic spin-off and guarantees from parent companies See our Environmental Liabilities report

KPI 2 Dexia	Energy efficiency, use of harmful substances	Look at the % of energy labelled products or products with environmental product declaration.
KPI 2 Social Investment Forum Japan	Environmental burden	The environmental burden in the supply chain, e.g. the ecological footprint
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 KLD	Resource Management	
KPI 3 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 2 Sarasin	Water consumption	Water consumption in manufacturing per unit of sales
KPI 1 Société Générale	R&D / sales	Innovation
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 2 vigeo	% of products that are eco-designed	Share of energy efficient and environmental friendly products.

8.3.1.3 SD-KPI 3: Audit coverage of ILO labour standards in-house and in the supply chain

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Labour	Industrial risks and health and safety management on plants should be the company's top priority. What is the company (and his suppliers) performance in terms of health and safety?
KPI 3 Crédit Agricole Cheuvreux	Suppliers	Sustainable supply policies ensure that suppliers operate in a socially and environmentally responsible manner.
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the factory, e.g. wages and the working time
KPI 1 KLD	Supply Chain	Performance Trends/management systems
KPI 3 Sarasin	Exposure to Critical Countries	Percentage of employees in countries with poor labour conditions/human rights records
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality & Traceability
KPI 3 Sustainalytics	Social Supply Chain Standards	Scope of Social Supply Chain Standards (Child Labour, Forced Labour etc.) and Frequency of Monitoring Activities
KPI 1 vigeo	% of suppliers audited in terms of environmental and social standards	Share of tier 1 suppliers and tier 2 suppliers that have received audits in the course of the year in terms of environmental and social standards

8.3.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	45%	-	30%	30%	85%	40%	30%	40%	45%	60%	40%	45%
SD-KPI 2	31%	-	30%	50%	0%	40%	40%	30%	35%	10%	40%	40%
SD-KPI 3	24%	-	40%	20%	15%	20%	30%	30%	20%	30%	20%	15%

8.3.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year 4) internal promotion rate

KPI 3 vigeo	Number of training days per employee per year	Analysis of the 3 years trend of the Number of days allocated to trainings per employee per year
KPI 1 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)

9 Telecommunication Services

9.1 Telecommunication Services

9.1.1 Diversified Telecommunication Services

9.1.1.1 SD-KPI 1: Energy / greenhouse gas efficiency of services

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Telecoms services are considered as an alternative to transport, hence a way to reduce energy consumption and GHG emissions.
KPI 1 Hermes	Energy and greenhouse gas efficiency	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 1 Sarasin	Network energy use	Energy use (Wh) per Data unit (Bytes)
KPI 1 Société Générale	GHG Emissions / Sales	Carbon intensity / Sales
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend in CO ₂ emissions linked to energy consumption / Turnover (Kt CO ₂ emissions / M Euros)

9.1.1.2 SD-KPI 2: Customer satisfaction—especially access / reduction of the digital divide

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Poor customer satisfaction increases the churn index. Offshoring customer relations, customer retention, can lead to increased complaints from customers and dissatisfaction. How does the company manage customer relations? How does it address complaints?
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers
KPI 2 Social Investment Forum Japan	Risk management	Securing safe access in disastrous situation
KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 3 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 1 RiskMetrics Group	IND SPEC	Capital Expenditures on infrastructure projects
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality
KPI 3 Sustainalytics	Initiatives against Digital Divide	Policies on Digital Divide and Programs to ease Access to modern Means of Communication

9.1.1.3 SD-KPI 3: Proportion of services with “Design for Environment”

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Environment	Commercial offers reward loyalty by providing new handsets, while fixing handsets is for the most part impossible. A responsible practice would be to encourage reuse and increase the lifespan of handsets.
KPI 3 RiskMetrics	T - 2 Toxics	Total number of hazardous waste remediation sites

KPI 2 Sarasin	Design for the Environment	Percentage of products in total sales which have been designed according to "Design for the Environment" procedures related to use of recycled materials, recyclability, weight reduction, biodegradability
KPI 2 Société Générale	% of Production covered by ISO 9000 / 14000 / SA 8000 / OHSAS 18000 / SD 26000	Quality
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 3 vigeo	Information to customers regarding mobile phones & health	Proportion of company sites that have measures in place to inform customers on potential impact of mobile phones on health

9.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	40%	50%	40%	30%	75%	34%	30%	40%	35%	30%	35%	35%
SD-KPI 2	32%	40%	30%	20%	20%	33%	30%	20%	35%	40%	40%	45%
SD-KPI 3	28%	10%	30%	50%	5%	33%	40%	40%	30%	30%	25%	20%

9.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Sarasin	Distortion of competition	Fines and provisions related to anti-trust litigation over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 vigeo	Number of controversies or allegations regarding anti-competitive practices	Analysis of the Number and type of allegations faced by companies related to anti-competitive practices (if possible with the amount of associated fines faced by the company)
KPI 3 Social Investment Forum Japan	Labour conditions	Labour conditions at the working place, e.g. wages and the working time
KPI 2 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year
KPI 3 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 RiskMetrics Group	HS - 1	Accident and Fatality Rate / Lost Work Time rate

9.1.2 Wireless Telecommunication Services

9.1.2.1 SD-KPI 1: Customer satisfaction—especially access / reduction of the digital divide

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Poor customer satisfaction increases the churn index. Offshoring customer relations, customer retention, can lead to increased complaints from customers and dissatisfaction. How does the company manage customer relations? How does it address complaints?
KPI 2 Dexia	Product quality & safety	Customer satisfaction rates, Number of complaints, average treatment delay, percentage of solved complaints, Average treatment delay, % of solved complaints; % of conflicts with mediator's intervention Customer retention level, percentage of new customers, percentage of lost customers % of new customers, % of lost customers

KPI 1 KLD	Customer Relations	Controversies/Initiatives
KPI 3 KLD	Product Quality & Safety	Product safety controversies/management systems
KPI 2 RiskMetrics Group	IND SPEC	Capital Expenditures on infrastructure projects
KPI 3 Sustainalytics	Initiatives against Digital Divide	Policies on Digital Divide and Programs to ease Access to modern Means of Communication

9.1.2.2 SD-KPI 2: Energy / greenhouse gas efficiency of services

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Telecoms services are considered as an alternative to transport, hence a way to reduce energy consumption and GHG emissions.
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from production and the products
KPI 1 Sarasin	Network energy use	Energy use (Wh) per Data unit (Bytes)
KPI 2 Société Générale	GHG Emissions / Sales	Carbon intensity / Sales
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 vigeo	CO ₂ emissions	Analysis of the 3 to 5 years-trend in CO ₂ emissions linked to energy consumption / Turnover (Kt CO ₂ emissions / M Euros)

9.1.2.3 SD-KPI 3: Proportion of services with “Design for Environment” incl. electrosmog

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Environment	Commercial offers reward loyalty by providing new handsets, while fixing handsets is for the most part impossible. A responsible practice would be to encourage reuse and increase the lifespan of handsets.
KPI 2 Social Investment Forum Japan	Take-back and recycling	Product take-back and recycling
KPI 3 Social Investment Forum Japan	Health impacts	Rate of occupational accidents, e.g. in the electromagnetic fields
KPI 2 Sarasin	Design for the Environment	Percentage of products in total sales which have been designed according to "Design for the Environment" procedures related to use of recycled materials, recyclability, weight reduction, biodegradability
KPI 1 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Sustainalytics	Product-Life-Management and Eco-Design	Systematic Integration of Environmental Considerations at the Development and End-of-Life Stage of Products
KPI 3 vigeo	Information to customers regarding mobile phones & health	Proportion of company sites that have measures in place to inform customers on potential impact of mobile phones on health

9.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	35%	40%	40%	30%	25%	33%	30%	30%	35%	40%	40%	45%
SD-KPI 2	35%	40%	30%	20%	65%	34%	40%	40%	30%	30%	25%	25%
SD-KPI 3	30%	20%	30%	50%	10%	33%	30%	30%	35%	30%	35%	30%

9.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Anti-competitive practices	Fines paid per year for anti-competitive practices Number of cases of anti-competitive practices in process, pending
KPI 3 Sarasin	Distortion of competition	Fines and provisions related to anti-trust litigation over the last 5 years (annualised figure as % of average annual net profit over 5 years)
KPI 1 vigeo	Number of controversies or allegations regarding anti-competitive practices	Analysis of the Number and type of allegations faced by companies related to anti-competitive practices (if possible with the amount of associated fines faced by the company)

KPI 1 Dexia	Training & career management:	1) training time = total number of training days or hours for the period under investigation/ total number of employees (h/employee or d/employee) 2) training expenses = training expenses/ company earnings or expenses/ number of employees 3) turnover rate (measurement for satisfaction) = number of employees left during year under consideration/total number of employees who work for the company during that year
KPI 1 Société Générale	Staff turnover	Total (New Employees + Leaving employees) / Average number of employees
KPI 2 KLD	Labour-Management Relations	Policies, programs, benefits
KPI 1 RiskMetrics Group	EM-2	Average Wages across the organization (excluding senior management).
KPI 3 RiskMetrics Group	HS - 1 Health and Safety	Accident and Fatality Rate / Lost Work Time rate
KPI 3 Société Générale	Environmental Provisions and Fines / EBIT	Risk Management

10 Utilities

10.1 Utilities

10.1.1 Electric Utilities

10.1.1.1 SD-KPI 1: Greenhouse gas efficiency of electricity production

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Power plants are regulated under the EU ETS and bear most of the reduction effort. How is the company attempting to reduce CO ₂ emissions? What is its record and expectations regarding the gap between allowances and emissions? CO ₂ intensity of energy mix (kg CO ₂ /MWh) Expected annual deficit in quotas CO ₂ reduction target
KPI 1 Dexia	GHG emissions intensity of operations	GHG emissions intensity of electricity generation: - tCO ₂ e / GWh (Cf. EN16 of GRI Electric Utility Sector Supplement)
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from the operation and the construction of the site
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 1 Sarasin	Carbon intensity of power production	CO ₂ emissions (in kg/MWh) from electricity production (electricity trade excluded)
KPI 1 Société Générale	GHG Emissions / MWh	Carbon Intensity (volume)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Management of CO ₂ emissions	total CO ₂ eq. emissions (direct + indirect) per unit produced OR per turnover
KPI 3 vigeo	Energy demand management towards customers Access to energy	Evolution of the amount of energy saved by customers due to Energy Demand Management Offer by the company Evolution of the number of people/households reached through the company's access programmes and related dedicated budget evolution/revenues

10.1.1.2 SD-KPI 2: Proportion of and access to renewable / sustainable energy

	Abbreviations	Definitions
KPI 2 Hermes	Renewable energy	Total renewable energy and percentage of renewable energy as part of total energy produced
KPI 2 Social Investment Forum Japan	Renewable energy	Percentages of renewable energy generated
KPI 2 RiskMetrics	EN - 3	Capital Expenditures on renewable energy projects.
KPI 2 Sarasin	Renewable Energy	Percentage of renewable energy capacity in total production capacity (in MW)
KPI 3 Société Générale	Transmission & distribution (T&D) losses	Recovery rate
KPI 2 vigeo	Development of renewable and green energy	Evolution of the company's installed capacity in renewable sources as a percentage of the company's total installed capacity
KPI 3 vigeo	Energy demand management towards customers Access to energy	Evolution of the amount of energy saved by customers due to Energy Demand Management Offer by the company
		Evolution of the number of people/households reached through the company's access programmes and related dedicated budget evolution/revenues

10.1.1.3 SD-KPI 3: Fuel mix for electricity generation

	Abbreviations	Definitions
KPI 2 Dexia	Current and future electricity generation mix	Installed capacity: Current installed capacity by energy source in MW (Cf. EU1 of GRI Electric Utility Sector Supplement) Future (in 3 to 5 years) installed capacity by energy source in MW Net production: Net current production by energy source in GWh (Cf. EU2 of GRI Electric Utility Sector Supplement) Net future (in 3 to 5 years) production by energy source in GWh
KPI 3 RiskMetrics	IND SPEC	Fuel Mix for generation (Coal, oil, natural gas, nuclear, hydro and renewables.)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 3 vigeo	Energy demand management towards customers Access to energy	Evolution of the amount of energy saved by customers due to Energy Demand Management Offer by the company
		Evolution of the number of people/households reached through the company's access programmes and related dedicated budget evolution/revenues
KPI 3 Crédit Agricole Cheuvreux	Environment	For nuclear plants: decommissioning provisions? Waste treatment and transports—are risks tightly controlled?

10.1.1.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	43%	60%	25%	50%	75%	50%	30%	30%	35%	40%	34%	50%
SD-KPI 2	30%	20%	25%	30%	25%	25%	50%	30%	25%	30%	33%	35%
SD-KPI 3	27%	20%	50%	20%	0%	25%	20%	40%	40%	30%	33%	15%

10.1.1.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Health & safety performance for employees/contractors	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities (Cf. LA7 of GRI Electric Utility Sector Supplement)
KPI 3 Sarasin	Occupational Health and Safety	Existence of health and safety monitoring systems in manufacturing and the improvement of performance (injuries/accidents rates per working hours)
KPI 3 Social Investment Forum Japan	Air emissions	Targets and programmes to reduce air emissions (SO _x , NO _x , dust, VOCs)
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 Crédit Agricole Cheuvreux	Customers	Specific energy: Gas and electricity market liberalisation is under way: windfall profits and electricity prices could rise, to the detriment of sensitive populations. The quality performance of distribution is to be maintained.
KPI 3 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance
		Total amount of fines paid for non-compliance
		Number of open cases against the company
		Number of complaints put forward against the company (by NGOs etc...)

KPI 3 KLD	Impact on Communities	Community controversies/Local Community Engagement & Consultation
KPI 2 Société Générale	WBI (governance) assets score	Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)

10.1.2 Gas Utilities

10.1.2.1 SD-KPI 1: Greenhouse gas efficiency of production and products

	Abbreviations	Definitions
KPI 1 Crédit Agricole Cheuvreux	Climate change	Power plants are regulated under the EU ETS and bear most of the reduction effort. How is the company attempting to reduce CO ₂ emissions? What is its record and expectations regarding the gap between allowances and emissions? CO ₂ intensity of energy mix (kg CO ₂ /MWh) Expected annual deficit in quotas CO ₂ reduction target
KPI 2 Dexia	GHG emissions intensity of operations	GHG emissions (Scope 1 and 2) intensity of operations - Upstream: tCO ₂ e / cubic meter of net gas production - Transmission: tCO ₂ e / cubic meter of net gas transported - Distribution: tCO ₂ e / cubic meter of net gas distributed
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from the operation and the construction of the site
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 1 Sarasin	Carbon intensity of gas production	Carbon intensity of gas production and storage (in kg CO ₂ /MWh)
KPI 1 Société Générale	GHG Emissions / Sales	Carbon Intensity (sales - because of scope 3)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Management of CO ₂ eq emissions	Total CO ₂ eq. emissions (direct + indirect) per GWh produced

10.1.2.2 SD-KPI 2: Promotion of safe and eco-friendly end consumer products

	Abbreviations	Definitions
KPI 2 Sarasin	Eco-friendly and safe product promotion	Developing and promoting safe and eco-friendly end consumer products. Percentage of these new products in relation to total product sales
KPI 3 vigeo	Energy demand management towards customers	Evolution of the amount of energy saved by customers due to Energy Demand Management Offer by the company
KPI 1 Dexia	Injuries and fatalities to the public	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases. (Cf. EU25 of GRI Electric Utility Sector Supplement)
KPI 2 Social Investment Forum Japan	Safetiness	The number of the accidents in users and the district
KPI 3 Dexia	Health & safety performance for employees/contractors	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities. (Cf. EU25 of GRI Electric Utility Sector Supplement)
KPI 3 Sarasin	Occupational Health and Safety	Existence of health and safety monitoring systems in manufacturing and the improvement of performance (injuries/accidents rates per working hours)
KPI 3 Société Générale	LTIFR	Lost Time Injury Frequency Rate (per million hours worked)
KPI 2 vigeo	Employees health & safety	Evolution of the accident frequency/severity rates including at subcontractors

10.1.2.3 SD-KPI 3: Improvement of emissions of non-carbon pollutants

	Abbreviations	Definitions
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 2 RiskMetrics Group	T1 - Toxics	Emissions of hazardous and toxic materials based on available government databases (US - TRI; Japan - PRTR; EU - EPER; Australia - NPI; Canada - NPRI)
KPI 3 RiskMetrics	T2 - Toxics	Total number of hazardous waste remediation sites
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 Social Investment Forum Japan	Biodiversity	Securing of the biodiversity of the gas-fields and pipeline area

10.1.2.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	49%	60%	40%	50%	90%	50%	35%	45%	45%	30%	50%	50%
SD-KPI 2	28%	30%	40%	30%	10%	25%	30%	15%	25%	40%	30%	30%
SD-KPI 3	23%	10%	20%	20%	0%	25%	35%	40%	30%	30%	20%	20%

10.1.2.5 Other indicators

	Abbreviations	Definitions
KPI 2 Crédit Agricole Cheuvreux	Customers	Specific energy: Gas and electricity market liberalisation is under way: windfall profits and electricity prices could rise, to the detriment of sensitive populations. The quality performance of distribution is to be maintained.
KPI 3 Crédit Agricole Cheuvreux	Customers	Corruption raises reputational damages.
KPI 2 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Société Générale	WBI (governance) assets score	Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)
KPI 3 KLD	Impact on Communities	Community controversies/Local Community Engagement & Consultation

10.1.3 Multi-Utilities

10.1.3.1 SD-KPI 1: SD-KPI 1: Greenhouse gas efficiency of production and products

	Abbreviations	Definitions
KPI 1 Hermes	Energy and greenhouse gas efficiency of production process	Energy consumption and greenhouse gas emission in absolute and relative figures (per unit/machine hour etc)
KPI 1 Social Investment Forum Japan	Energy efficiency	Energy consumption and CO ₂ emissions from the operation and the construction of the site
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions (if a distributor only - i.e. no generation assets - then we look at infrastructure investments and smart grid upgrade capital expenditure plans.)
KPI 1 Sarasin	Carbon intensity of energy production	CO ₂ -emissions (in kg/MWh) of own energy production (electricity, gas)
KPI 1 Société Générale	GHG Emissions / Sales	Carbon Intensity (sales - because of scope 3)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Efficiency of CH ₄ recovery from landfills which is recovered and/or reused	Share of CH ₄ emitted from landfills which is recovered and/or reused

KPI 2 vigeo	Energy efficiency of the companies' activities (waste collection, transportation, etc)	Company's energy consumption normalised to production/turnover
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10.1.3.2 SD-KPI 2: Proportion of and access to renewable / sustainable energy

	Abbreviations	Definitions
KPI 3 RiskMetrics Group	EN - 3	Capital Expenditures on renewable energy projects.
KPI 2 Sarasin	Renewable Energies	Percentage of renewable energy capacity in total production capacity (in MW)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Société Générale	Transmission & distribution (T&D) losses	Recovery rate
KPI 2 Social Investment Forum Japan	Accessibilities	The assurance of the accessibility of the users to the service

10.1.3.3 SD-KPI 3: Energy mix

	Abbreviations	Definitions
KPI 2 RiskMetrics Group	IND SPEC	Fuel Mix for generation (Coal, oil, natural gas, nuclear, hydro and renewables.)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)

10.1.3.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	44%	50%	25%	50%	75%	50%	30%	30%	35%	40%	50%	50%
SD-KPI 2	32%	30%	25%	30%	25%	25%	50%	30%	35%	30%	49%	25%
SD-KPI 3	24%	20%	50%	20%	0%	25%	20%	40%	30%	30%	1%	25%

10.1.3.5 Other indicators

	Abbreviations	Definitions
KPI 3 Sarasin	Occupational Health and Safety	Existence of health and safety monitoring systems in manufacturing and the improvement of performance (injuries/accidents rates per working hours)
KPI 3 vigeo	Accident frequency rate	number of lost-time accident per 200,000 hours worked
KPI 2 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)
KPI 2 Société Générale	WBI (governance) assets score	Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 KLD	Impact on Communities	Community controversies/Local Community Engagement & Consultation

10.1.4 Water Utilities

10.1.4.1 SD-KPI 1: Water network leakage performance and water use efficiency

	Abbreviations	Definitions
KPI 1 Dexia	Water network leakage performance	Water losses in cubic meter / km / day
KPI 1 RiskMetrics	IND SPEC	Total level of water losses in company systems yearly. (5 year trend)
KPI 1 Sarasin	Water Losses	Leakage rate of the total water distribution network
KPI 3 Société Générale	Water loss (%)	Recovery rate
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)

KPI 2 Sustainalytics	Reductions of Water Use	Programs & Targets to Reduce Water Use by Customers
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 3 vigeo	Efficiency of the water network	Water losses per connection or per wide length
KPI 1 Crédit Agricole Cheuvreux	Environment	Phyto-treatment, desalination, recycling and water efficiency are innovative ways to address the world water shortage. Also, the state of the pipe network is of primary importance, as water loss could represent between 6% and 55% of water volumes distributed. Does the company propose alternative treatment to fit specific needs? What is the network efficiency?

10.1.4.2 SD-KPI 2: Access to water and sanitation services in developing countries

	Abbreviations	Definitions
KPI 3 Crédit Agricole Cheuvreux	Social	Access to water in developing countries. Does the company have contracts with emerging countries? What kinds of partnership (public-private) do they have? What is the record in terms of acceptance by the population?
KPI 3 Dexia	Quality of distributed drinking water	% of the population served by the water utilities that benefit from water of excellent or high quality (chemical and bacteriological parameters deemed priorities by the WHO)
KPI 1 Social Investment Forum Japan	Accessibilities	The assurance of the accessibility of the users to the service
KPI 3 KLD	Impact on Communities	Community controversies/Local Community Engagement & Consultation
KPI 2 RiskMetrics Group	IND SPEC	Capital Expenditures on infrastructure projects
KPI 1 Société Générale	Water scarcity assets score	Country Risk (average, max, min standard deviation) as measured by assets-weighted presence in countries, using the FAO data on water availability
KPI 2 Société Générale	WBI (governance) assets score	Country Risk (average, max, min standard deviation) as measured by the World Bank at national level (weighted by assets)
KPI 1 Crédit Agricole Cheuvreux	Environment	Phyto-treatment, desalination, recycling and water efficiency are innovative ways to address the world water shortage. Also, the state of the pipe network is of primary importance, as water loss could represent between 6% and 55% of water volumes distributed. Does the company propose alternative treatment to fit specific needs? What is the network efficiency?

10.1.4.3 SD-KPI 3: Water quality and management of waste water

	Abbreviations	Definitions
KPI 3 Dexia	Quality of distributed drinking water	% of the population served by the water utilities that benefit from water of excellent or high quality (chemical and bacteriological parameters deemed priorities by the WHO)
KPI 2 Social Investment Forum Japan	Source of water	The protection of source of water
KPI 3 Social Investment Forum Japan	Waste water management	The policy of the management and appropriate management
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems
KPI 3 RiskMetrics Group	T - 2 Toxics	Total number of hazardous waste remediation sites
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 2 Crédit Agricole Cheuvreux	Regulatory	The EU water framework directive requires a "good status" for all water in Europe. Water utilities will benefit from this directive but can also help regional states control environmental pollution to avoid upstream pollution. Is the company involved in working groups with local communities and states to enhance the general water quality? Corruption.

10.1.4.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	38%	40%	35%	20%	65%	34%	40%	25%	30%	40%	50%	40%
SD-KPI 2	32%	40%	30%	50%	20%	33%	20%	50%	30%	25%	30%	25%
SD-KPI 3	30%	20%	35%	30%	15%	33%	40%	25%	40%	35%	20%	35%

10.1.4.5 Other indicators

	Abbreviations	Definitions
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 3 Sarasin	Energy efficiency	Energy consumption per unit of sales
KPI 1 vigeo	Energy efficiency of the companies' processes (water supply/waste water treatment)	Energy consumption/volume of water abstracted Energy consumption/Volume of wastewater treated
KPI 2 Dexia	Health & safety performance for employees/contractors	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities (Cf. LA7 of GRI Electric Utility Sector Supplement)
KPI 2 vigeo	Accident frequency rate	number of lost-time accident per 200,000 hours worked
KPI 1 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)

10.1.5 Independent Power Producers & Energy Traders

10.1.5.1 SD-KPI 1: Greenhouse gas efficiency of electricity production

	Abbreviations	Definitions
KPI 1 Dexia	GHG emissions intensity of operations	GHG emissions intensity of electricity generation: tCO ₂ e / GWh (Cf. EN16 of GRI Electric Utility Sector Supplement)
KPI 1 Social Investment Forum Japan	CO ₂ intensity	CO ₂ intensity of electricity generation (CO ₂ /kWh)
KPI 1 KLD	Climate Change	Performance Trends/management systems
KPI 1 RiskMetrics Group	S1 - GHG	Scope I - Direct GHG Emissions
KPI 1 Sarasin	Carbon intensity of energy production	CO ₂ emissions (in kg/MWh) of own energy production (electricity, gas)
KPI 1 Société Générale	GHG Emissions / MWh	Carbon Intensity (volume)
KPI 1 Sustainalytics	Environmental Programs	Programs and Targets to address Key Environmental Impacts (especially Hazardous Waste, Water Use and Air Emissions)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 3 Sustainalytics	Environmental Impact of Operations	Reporting on Direct Environmental Impact, including: Total Weight and Kind of Hazardous Waste generated, Total Emissions to Air, Water and Landfill
KPI 1 vigeo	Management of CO ₂ emissions	total CO ₂ eq. emissions (direct + indirect) per unit produced OR /turnover

10.1.5.2 SD-KPI 2: Proportion of and access to renewable / sustainable energy

	Abbreviations	Definitions
KPI 2 Social Investment Forum Japan	Renewable energy	Percentages of renewable energy sold
KPI 3 RiskMetrics	EN - 3	Capital Expenditures on renewable energy projects.
KPI 2 Sarasin	Renewable Energies	Percentage of renewable energy capacity in total production capacity (in MW)
KPI 3 Société Générale	Transmission & distribution (T&D) losses	Recovery rate
KPI 2 vigeo	Development of renewable and green energy	Evolution of the company's installed capacity in renewable sources as a percentage of the company's total installed capacity

KPI 3 vigeo	Energy demand management towards customers Access to energy	Evolution of the amount of energy saved by customers due to Energy Demand Management Offer by the company Evolution of the number of people/households reached through the company's access programmes and related dedicated budget evolution/revenues
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10.1.5.3 SD-KPI 3: Fuel mix for electricity generation

	Abbreviations	Definitions
KPI 2 Dexia	Current and future electricity generation mix	Installed capacity: Current installed capacity by energy source in MW (Cf. EU1 of GRI Electric Utility Sector Supplement) Future (in 3 to 5 years) installed capacity by energy source in MW Net production: Net current production by energy source in GWh (Cf. EU2 of GRI Electric Utility Sector Supplement) Net future (in 3 to 5 years) production by energy source in GWh
KPI 2 RiskMetrics Group	IND SPEC	Fuel Mix for generation (Coal, oil, natural gas, nuclear, hydro and renewables.)
KPI 2 Sustainalytics	Carbon Intensity of Energy Mix	Level of CO ₂ Emissions per Unit of Energy for all Energy Sources (Renewables, Nuclear, Natural Gas, Oil and Coal)
KPI 1 Crédit Agricole Cheuvreux	Environment	Specific Waste (1): Energy recovery from incineration (and particularly cogeneration) or landfills by methanisation: share by activity?
KPI 3 Crédit Agricole Cheuvreux	Environment	Waste impact on the environment.
KPI 2 KLD	Non-Carbon Pollutants	Performance Trends/management systems

10.1.5.4 Relevance of the SD-KPIs

	Mean	CA	Dexia	ethix	GES	Hermes	imug/EIRIS	KLD	RMG	Sarasin	SG	Sustainalytics
SD-KPI 1	42%	30%	25%	50%	75%	40%	30%	30%	40%	40%	50%	50%
SD-KPI 2	33%	40%	25%	30%	25%	30%	50%	30%	30%	30%	49%	25%
SD-KPI 3	25%	30%	50%	20%	0%	30%	20%	40%	30%	30%	1%	25%

10.1.5.5 Other indicators

	Abbreviations	Definitions
KPI 3 Dexia	Health & safety performance for employees/contractors	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities (Cf. LA7 of GRI Electric Utility Sector Supplement)
KPI 3 Sarasin	Occupational Health and Safety	Existence of health and safety monitoring systems in manufacturing and the improvement of performance (injuries/accidents rates per working hours)
KPI 3 Social Investment Forum Japan	Community relationship	The number of the claims
KPI 3 KLD	Impact on Communities	Community controversies/Local Community Engagement & Consultation
KPI 2 Crédit Agricole Cheuvreux	Customers	Specific energy: Gas and electricity market liberalisation is under way: windfall profits and electricity prices could rise, to the detriment of sensitive populations. The quality performance of distribution is to be maintained.
KPI 1 Hermes	Compliance with local regulation and international best practice	Total number of incidents of non-compliance Total amount of fines paid for non-compliance Number of open cases against the company Number of complaints put forward against the company (by NGOs etc...)

Profiles of the participants in the empirical survey

Crédit Agricole Cheuvreux



CA Cheuvreux is Crédit Agricole Group's European equity broker and a subsidiary of the group's corporate and investment bank Calyon. Its research team of 115 analysts and economists covers nearly 800 stocks in Europe and the Middle East. Its range of execution and sales trading services covers more than 60 European, North American, Middle Eastern and now South African markets. CA Cheuvreux has 15 offices worldwide, including recently established bases in Vienna and Istanbul.

About CA Cheuvreux's SRI research

CA Cheuvreux has been a pioneer since 2005 in integrating extra-financial criteria into its "traditional" financial analysis. All our analysts are committed to identifying and analysing ESG-related issues and challenges for each sector and company that they cover, to provide institutional investors with high-quality extra-financial research and related services. CA Cheuvreux's objectives are threefold: making investors aware of the risks and opportunities related to SRI issues, measuring their impact on European sectors and companies, and helping investors engage with companies in this respect, via dedicated conferences, debates and one-on-one meetings. CA Cheuvreux's SRI research proposes four distinct products: Environmental & Social Research, Governance Research, Carbon Research (Crédit Agricole Cheuvreux has won the prestigious 2007 Farsight Award created by Gresham College and supported by the financial services industry of the City of London), and Green Tech Research. CA Cheuvreux ranked No. 3 for its SRI research in Institutional Investor and Thomson Extel SRI rankings.

www.cheuvreux.com

Dexia Asset Management



For Dexia Asset Management, SRI or Sustainable and Responsible Investment is an investment strategy that systematically takes into account environmental, social and governance criteria (ESG) in making investment decisions. It rests on the tenets of sustainable development, namely ensuring sustainable growth without compromising the interests of future generations. For us, SRI is the way of the future as it combines long-term sustainable challenges with sound financial performance.

SRI portfolio management is a strategically important area of expertise for Dexia Asset Management. Its leading position in this field is the result of 13 years of experience and research. During that time, we have built up an in-house analysis team and one of the most extensive ranges of SRI products with the aim of trans-border distribution in several European and non-European countries. Dexia AM offers SRI solutions and services throughout Europe (Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Spain and Switzerland), Australia, the Middle East and Canada, while keeping costs in check by centralizing its SRI asset management activities in Brussels and decentralizing its sales and distribution activities.

Dexia AM's SRI process pools sustainability and financial screening, and adds a methodology of client-specific portfolio control to eliminate style bias emanating from the decisions of active management. A dedicated team of 11 sustainability analysts, from various cultural and professional backgrounds, is responsible for the sustainability screening which is based on a Best-in-Class approach and looks at sustainability challenges from two angles: a macro and a micro view. In the macro view, we look at how companies are positioned towards long-term sustainability challenges including climate change, resource depletion, growing and developing populations. In the micro view, we assess how individual companies assess these challenges in their day-to-day operations and relations with their main stakeholders, such as clients, suppliers, investors and civil society.

The constant strengthening of its process has powered the growth of Dexia Asset Management's SRI fund range, as well as dedicated funds or mandates for institutional and private clients. We currently have more than 20 SRI open-ended investment funds spanning all asset classes: equity, bonds, money market and balanced funds. At the end of September 2009, Dexia Asset Management was managing EUR 17.8 billion in SRI (out of a total of 80.6 billion) including EUR 3.6 billion in investment funds and EUR 14.2 billion in mandates.

www.dexia-am.com

Ethix SRI Advisors

Ethix SRI Advisors is an advisor to institutional investors in sustainable and responsible investment. We help our clients to integrate environmental, social and governance factors into the investment process. Our services include policy and strategy development, portfolio monitoring, company dialogue and communication. We enjoy working closely with our clients and our vision is to be the preferred partner to investors.

We are based in Stockholm and Helsinki and serve clients in Belgium, Denmark, Finland, France, Luxembourg, the Netherlands, Norway, Sweden and the UK. Our clients are asset owners and managers, such as pension funds, municipalities, foundations, banks, insurance companies, unions, business federations and churches. The estimated assets under our advice exceed EUR 250 billion.

We have been working in the field since 1999 pioneering the well-established Norm-Based Screening (2000) and SRI Emerging Markets' solutions (2005). Our latest development is Nordic Sustainability Stars – a forward-looking analysis of Nordic companies.

We are a dedicated international team of advisors and analysts with strong academic backgrounds and a thorough knowledge of environmental, social and governance issues. We have an extensive global network and collectively speak more than 12 languages. We collaborate with service providers and experts around the world in order to provide suitable solutions to our clients and to stay abreast of trends and developments in the market.

www.ethix.se

Ethix SRI Advisors took only part in the second phase of this empirical study (“relevance of the SD-KPIs”).

GES Investment Services

G · E · S

INVESTMENT SERVICES®

GES Investment Services – founded in 1992 – is Northern Europe's leading research and service provider for Responsible Investment based on international guidelines for Environmental, Social and Governance (ESG) issues. We are the only research provider in the Nordic countries to have certified our services according to the European Voluntary Quality Standard (VQS). GES Investment Services' clients consist of numerous well-known pension funds, banks and other investors which are served from our office locations in Stockholm, Copenhagen, Zurich and Zielona Gora.

Assets under GES' advice is approximately EUR 350 billion.

www.ges-invest.com

GES Investment Services took only part in the second phase of this empirical study (“relevance of the SD-KPIs”).

Hermes



Hermes Equity Ownership Services (EOS) helps institutional shareowners around the world to meet their fiduciary responsibilities and become active owners of public companies. EOS's team of engagement and voting specialists monitor its clients' investments in companies and intervene where necessary with the aim of improving performance. EOS's activities are based on the premise that companies with informed and involved shareholders are more likely to achieve superior long-term performance than those without.

Hermes has the largest stewardship resource of any fund manager in the world. The depth and breadth of this resource reflects our philosophy that ownership activities require an integrated and skilled approach. Intervention at senior management and board director level should be carried out by individuals with the right skills and with credibility.

Hermes and its owner, the British Telecommunications Pension Scheme (BTPS), UK's largest funded pension scheme, have extensive experience of implementing the United Nations' Principles for Responsible Investment (UN PRI). EOS's Chief Executive Colin Melvin chaired the committee that drew up the original principles, and the current chair is a trustee of the BTPS. This insight enables EOS to help clients who wish to become signatories or have already achieved signatory status to meet the challenges of the PRI.

The Hermes Principles set out our basic expectations of companies in which our clients invest. These cover business strategy, communications, financial structure, governance and management of social, ethical and environmental risks. The Principles and their regional iterations guide our intervention with companies throughout the world. Our approach is pragmatic and company and market specific, taking into account individual company circumstances.

We escalate the intensity of our involvement with companies over time depending on the nature of the challenges they face and the attitude of the board towards our intervention.

At any one time there are many companies included within our engagement programmes, meaning that significant additional resources are dedicated to these situations. All of our engagements are undertaken subject to a rigorous initial assessment and ongoing review process to ensure that we are focusing our efforts where they can add most value for our clients.

While we are robust in our dealings with companies, the aim is to deliver value to clients, not to seek headlines through campaigns. These can often undermine the trust which would otherwise exist between a company and its owners.

www.hermes.co.uk

imug/EIRIS



EIRIS and imug are the leading global provider of independent research into the environmental, social, governance (ESG) and ethical performance of companies. They work together since 1997.

EIRIS, as an independent, not-for-profit organisation, works to help clients develop the market in ways that benefit investors, asset managers and the wider world. With over 25 years experience EIRIS now provides responsible investment services to more than 100 asset owners, asset managers, banks, stock brokers and governments around the world - as well as major index providers. We offer consistent, comparable data on over 80 different ESG research areas, including board practice, bribery and corruption, managing environmental and climate change impacts, human rights and supply chain labour standards. We also monitor company involvement in activities such as the manufacture of controversial weapons or animal testing.

Our standard research universe includes around 3,000 companies and covers major national and international indices. Additionally, we research 7,000 companies on a more focused basis. Furthermore, our research universe can be extended to provide bespoke coverage of additional companies and issues.

EIRIS has a multinational team, with over 50 staff in our offices in London, Boston and Paris. Our global network of research partners further extends our coverage and keeps us abreast of responsible investment issues at the local level. The EIRIS partner network includes research organisations in Australia (CAER), France (EthiFinance), Israel (Greeneye), Germany (imug), Spain (Ecodes) and South Korea (KOCSR).

imug as a partner organisation of EIRIS is one of the main independent ESG rating agencies in Germany, located in Hanover. imug is the abbreviation of Institut fuer Markt-Umwelt-Gesellschaft (Institute for market - environment - society). imug, which has the legal form of a registered society, was established in 1992 at the university of Hanover as a research institute with a practical orientation. In the imug department "Investment Research" we offer ESG ratings of listed companies, ratings of country bonds and covered bonds, portfolio screening as well as consultancy for setting up ethical investment policies for institutional investors.

With their ESG research EIRIS and imug influence approximately EUR 80 billion of assets under management.

www.eiris.org
www.imug.de

imug/EIRIS took part in the second phase of this empirical study ("relevance of the SD-KPIs").

KLD Research & Analytics

KLD Research & Analytics, Inc., recently acquired by RiskMetrics Group, is an investment research firm providing management tools to professionals integrating environmental, social and governance factors (ESG) into their investment decisions.

www.kld.com

RiskMetrics Group

RiskMetrics Group is a leading provider of risk management and corporate governance products and services to participants in the global financial markets. By bringing transparency, expertise and access to the financial markets, RiskMetrics Group helps investors better understand and manage the risks associated with their financial holdings. Our solutions address a broad spectrum of risk across our clients' financial assets. RiskMetrics' Sustainability Solutions help investors evaluate companies' sustainability performance and better understand related risks and opportunities. Headquartered in New York with 20 global offices, RiskMetrics Group services some of the most prestigious institutions and corporations worldwide.

www.riskmetrics.com



SARASIN

Sarasin

The Sarasin Group has its roots as a leading Swiss private bank. As an international financial service provider committed to sustainability, the Group is now represented in more than 20 locations in Europe, the Middle East, and Asia. By end of June 2009 it managed total client assets of CHF 79.9 billion and employed around 1,500 staff. Its majority shareholder is the AAA-rated Dutch Rabobank.

Sarasin recognised the importance of sustainable investment as long as 20 years ago. What started off with the inclusion of environmental criteria in certain asset management mandates back in 1989 has now developed into one of the bank's most important pillars of business. Over the past ten years the volume of assets that Sarasin manages according to sustainable principles has soared from approx. EUR 410 million to more than EUR 7 billion. This equates to more than 29% of the total assets that Sarasin manages through asset management mandates and its own investment funds. An additional EUR 21.9 billion of assets are influenced by Bank Sarasin's sustainability research.

For many years now Sarasin has been seen as a market leader and trendsetter in sustainable asset management. Maintaining – and where possible expanding – this strong position requires continuous innovation. Among these were the launch of the world's first eco-efficiency fund in 1994 and the introduction of the world's first sustainable real estate equity fund in 2009. The latest major step was the decision made at the end of 2008 to switch all asset management mandates for private clients and Switzerland over to a sustainable asset management style.

Bank Sarasin offers a series of products which invest in companies committed to sustainable business practices, and which, in Sarasin's opinion, offer clients the chance of higher-than average growth over the long run. The classic products are funds with diversified investments in companies that meet the criteria of eco-efficiency and also take into account the interests of their stakeholders. Clients with a bigger appetite for risk can choose from a range of products focused on sustainability themes such as water, renewable energy and energy efficiency.

Sarasin's Sustainable Investment team has now 48 members. They include nine sustainability analysts and 29 portfolio managers specialising in sustainability. They are supplemented by Client Services, the various staff functions and the newly created Middle Office. The core of the team is located in Basel while some of the portfolio managers are working in Zurich and Geneva.

www.sarasin.com

Social Investment Forum Japan



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SOCIAL
INVESTMENT
FORUM
JAPAN

SIF-Japan is the only organization with the mission of contributing to the spread and development of socially responsible investment (SRI) in Japan. It is formed around major SRI players and has carried out a variety of activities through various approaches, including holding symposiums and seminars for fund managers, analysts and individual investors, etc., conducting independent research on socially responsible investment, and so on.

As of 30 June 2009, the SRI investment trusts in Japan was 424.5 billion yen.

For this survey the SIF-Japan formed a team consisting of the following five researchers:

1. Ms. Akemi Yamasaki
2. Mr. Hiroki Uchida, Chief Researcher, The CSR Institute, Inc.
3. Mr. Eiichiro Adachi, Research Chief, Head of ESG Research Centre, The Japan Research Institute, Ltd.
4. Mr. Daisuke Shintani, Research Fellow, Global Information Dept., Mitsui Global Strategic Studies Institute
5. Mariko Kawaguchi, General Manager, Management Strategy Research Department, Daiwa Institute of Research Ltd.

www.sifjapan.org/english/index.html

The Social Investment Forum Japan took not part in the second phase of this empirical study ("relevance of the SD-KPIs").

At Société Générale (SG) the SRI team makes a key contribution in the Cross-Asset research, offering a broader view of non-financial criteria such as environmental, social and governance issues (ESG). The SRI research team helps the sector analysts and clients to better grasp emerging long-term trends and concerns. This is done thanks to a well-recognized, innovative, quantitative, and qualitative analysis - with a focus on thematic, sector and cross-sector topics - designed to give clients a competitive edge through fundamental research, emerging and innovative ideas.

We think that more than ever the current financial turmoil spells a return to fundamentals and a new look at sustainable areas of growth.

Société Générale's SRI research has been recognized #1 in the 2008 and 2009 Thomson Exel Europe Survey – Sustainability Research, and is the only team to be top-rated in all Sustainability categories (Corporate Governance, SRI, long-term and renewables research). The team has also been recognized by the Enhanced Analytics Initiative (EAI) as providing one of the best analyses of extra-financial issues. This contributed to the #1 ranking for all SG's Macro Research (Cross-Asset, Economy, Global Strategy & SRI).

www.sgcib.com

Sustainalytics



Sustainalytics is one of the world's leading Environmental, Social and Governance (ESG) research firms for the financial sector, with a strong presence in Europe (with offices in Germany, Netherlands and Spain) and North America (Jantzi-Sustainalytics in Canada). Sustainalytics offers global ESG research coverage with local experience and expertise and partners with various research organizations in Australia, France and the UK to deliver the highest quality of research and enhance our client service. Clients include the largest European pension funds, asset managers and leading players in the financial services industry. Research conducted by Sustainalytics is used for assets and investments exceeding EUR 1 trillion.

Sustainalytics Platform

Through our online platform, we offer investors access to high-quality information and ESG ratings on more than 2.000 international companies in a user-friendly, modular and transparent format. The platform includes services such as company analysis and rating, country research and rating, alert services, flexible weightings or negative screening.

Global Compact Compliance Service

The Global Compact Compliance Service provides ongoing ethical screenings of over 2,800 companies worldwide (including developing countries) on their adherence to the internationally recognised and widely accepted Principles of the Global Compact. The analysis and reporting can be used in a flexible manner for a range of purposes, including engagement and compliance. The service is meant to assist investors in identifying key ESG risks and potential non-compliance of portfolio holdings with universally accepted norms relating to social, environmental as well as business ethics issues.

Controversial Weapons Radar

The Controversial Weapons Radar provides investors with comprehensive, state-of-the-art research regarding the involvement of companies worldwide in selected types of weapons that have raised significant humanitarian concerns during and post-conflicts. The research covers anti-personnel mines, biological and chemical weapons, cluster munitions, depleted uranium ammunitions and nuclear weapons.

Principles for Responsible Investment Service

Sustainalytics understands the challenge that investors face when signing the UN Principles for Responsible Investment (UNPRI). Our *PRI service* aims to assist investors in implementing the UNPRI, in particular Principles 2 and 3.

www.sustainalytics.com

Vigeo



Vigeo is a leading European Corporate Social Responsibility (CSR) rating agency. It assesses the environmental, social and governance (ESG) performance of companies and organisations and measures companies' most exposed management of extra-financial risks. It has two business departments: A Socially Responsible Investment (SRI) Department, providing extra-financial analysis for Asset Managers and Institutional Investors and a Corporate Social Responsibility Audit Department, providing CSR Audits for companies and organisations.

Vigeo employs a team of 87 highly skilled professionals with 14 nationalities, based in offices in Paris, Brussels, Milan and Casablanca. The company is owned by asset managers and pension funds (45%), trade unions, persons and entities (28%) as well as companies (27%).

Vigeo's SRI Department produces in-depth research on 1,400 companies worldwide included in the DJ Stoxx 1800 index (Equities research model) and 300 bond issuers (countries, supranationals, local authorities, and non-listed companies). This research is provided to more than 80 investors worldwide, including large institutions such as Allianz, Asahi Life, AXA, Dexia, French public pension scheme ERAFP, Generali and HSBC. In aggregate, Vigeo's SRI Department clients manage over €100bn of funds incorporating CSR considerations in their investment decisions.

It operates two families of SRI indices that are regularly quoted among the leading references: The ASPI (Advanced Sustainable Performance Index) Eurozone index and the ESI (Ethibel Sustainability Indices) European and Global indices.

Vigeo's research methodology (Equitics) is based on internationally recognised standards from the UN, ILO, UNEP, OECD, Global Compact and the European Union.

ESG corporate performances are assessed according to 37 generic criteria grouped into six domains of analysis covering:

- The continued improvement of human resources management;
- The respect and promotion of fundamental human rights;
- Business behaviour: respect of clients, suppliers and subcontractors, prevention of corruption and anti-competitive practices;
- The respect of corporate governance standards;
- Environmental protection;
- Community involvement.

Vigeo's analysis depends on multi-source data collection from companies, their stakeholders and the media.

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Vigeo took not part in the second phase of this empirical study ("relevance of the SD-KPIs").

Über den Autor



Dr. Axel Hesse (SD-M[®]) berät seit 2001 Asset Owner, Investment Manager, Unternehmen und Politik beim performance-steigernden Management der globalen Kernherausforderungen einer nachhaltigen Entwicklung. Er verfügt über 20 Jahre Erfahrung auf dem Gebiet nachhaltiger Geldanlagen, z.B. Lancierung des weltweit ersten Investmentprodukts auf den „Dow Jones Sustainability Index“ mit der HypoVereinsbank im Oktober 1999. Hesse ist Diplom-Kaufmann mit Schwerpunkten Asset Management, Rechnungswesen und Controlling sowie Nachhaltigkeitsmanagement. Er promovierte an der Handelshochschule Leipzig (HHL) zu „Sustainable Development Management – Politik- und Geschäftsfeld-Strategien für Banken“.

Hesse entwickelte 2002 das „Big Six“-Konzept der sechs wichtigsten Nachhaltigkeitsherausforderungen für das 21. Jahrhundert, welches institutionelle Investoren für Themeninvestments nutzen. Er entwickelte 2004-2015 das Berichts- und Investmentkonzept der „Sustainable Development Key Performance Indicators“ (SD-KPIs). Dabei wurden bereits im Oktober 2006 „Sub-Prime“-Risiken in einen der drei SD-KPIs der Bankbranche integriert, was durch die globale Finanzkrise mehr als bestätigt wurde. Für institutionelle Investoren bieten SD-KPIs die Möglichkeit, Portfolios mit langfristig hoher Outperformance zu generieren. Dies bewerteten führende europäische Pensionsfonds mit 460 Milliarden Euro an Vermögenswerten. Das Big Six[®]- und das SD-KPIs-Konzept sind urheberrechtlich geschützt. 2012 gründete Dr. Axel Hesse die SD-M[®] GmbH.

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