



S&P Global CSA (DJBIC) 2025 Index

The S&P Global Corporate Sustainability Assessment (CSA) is an annual evaluation of companies' sustainability practices. It covers over 10,000 companies from around the world. The CSA focuses on sustainability criteria that are both industry-specific and financially material and has been doing so since 1999. The metrics and information presented throughout this document are for Akamai Technologies, Inc. ("Akamai," "we" or "our"), including our subsidiaries.

COMPANY INFORMATION	INFORMATION LINKS	PAGES
Data Policy	Use of Information & Confidentiality Policy CONFIDENTIALITY DESIGNATION OPTIONS FOR DATAPOINTS (Please select one)	
0.1	<p>Please provide the following information for the organization. This information will be used throughout the questionnaire to normalize other reported data, as well as for our research purposes. Please provide information for all parts of this question.</p> <p>Denominator - Revenues Please provide supporting evidence Please select the company's reporting currency. For consistency purposes, this currency should be used throughout the questionnaire, and should be echoed in questions asking for monetary data. If the company would like to change the default currency, it can do so by changing the currency selection below. Unless otherwise specified, all monetary values should be reported in their absolute values. Please specify the company's fiscal year-end date in the following format: dd.mm.yyyy (e.g. 31.12.2024) Denominator - Revenues: Company Data</p>	
GOVERNANCE & ECONOMIC DIMENSION	INFORMATION LINKS	PAGES
1.1.1	<p>Does the company publicly report on the scope or reporting boundaries of its sustainability disclosure?</p> <p>Transparency & Reporting Sustainability Reporting Boundaries Does the company publicly report on the scope or reporting boundaries of its sustainability disclosure? Please provide public supporting evidence (public URLs only) Please choose the option that best describes the reporting boundaries If "The following percentage of..." is selected, disclose the percentage of revenue covered by the company's sustainability disclosure Please provide public supporting evidence (public URLs only) Please select the options that apply</p>	
1.1.2	<p>Does the company employ external assurance providers to conduct assurance for its sustainability reporting?</p> <p>Sustainability Reporting Assurance Does the company employ external assurance providers to conduct assurance for its sustainability reporting?</p>	

		<p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's assurance statement includes the following elements</u></p>
1.1.3	Does the company report its revenues, capital expenditure and operating expenditure in line with a sustainable activity reporting framework?	<p><u>Sustainability Taxonomies</u></p> <p><u>Does the company report its revenues, capital expenditure and operating expenditure in line with a sustainable activity reporting framework?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company is within the legal scope of a sustainability taxonomy framework within the following geography</u></p> <p><u>If "Other taxonomy..." is selected, please specify</u></p> <p><u>If "The company is..." is selected, please specify below</u></p> <p><u>Has the company conducted an overall aggregate mapping of its eligibility and alignment to the above taxonomy?</u></p> <p><u>Sustainability Taxonomies: Aggregate Mapping</u></p> <p><u>Has the company publicly mapped its eligibility and alignment at an activity-level?</u></p> <p><u>If "Yes, the company has publicly mapped.." is selected, please indicate where it is available here (public URLs only)</u></p>
1.2.1	Does the company have a publicly available independence statement for the board of directors?	<p><u>Corporate Governance</u></p> <p><u>Board Independence</u></p> <p><u>Does the company have a publicly available independence statement for the board of directors?</u></p> <p><u>Please provide a reference</u></p> <p><u>The company complies with the following corporate governance code or stock exchange rules</u></p> <p><u>The stock exchange the company follows is not on the list or the company has its own own stricter independence requirements. The requirements cover the following</u></p> <p><u>The company has a target share of independent directors on the board. Please specify</u></p>
1.2.2	Does the company publicly report on its board type? Please indicate the number of executive and non-executive directors on the board of directors/supervisory board of the company and specify where this information is available. Additional clarification on one-tier and two-tier systems is available in the Guidance and Requirements.	<p><u>Board Type</u></p> <p><u>Does the company publicly report on its board type?</u></p> <p><u>Please select whether the company has a one-tier or two-tier board</u></p> <p><u>Please provide a reference</u></p> <p><u>Board Type: ONE-TIER SYSTEM</u></p> <p><u>Board Type: TWO-TIER SYSTEM</u></p> <p>Listed companies are required to provide links to</p>

	<p>public reports or corporate websites.</p> <p>Non-listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p> <hr/>
1.2.3	<p>Is the board of directors/supervisory board headed by a non-executive and independent chairperson and/or an independent lead director? Please indicate where this information is available.</p> <p>Non-Executive Chairperson/Lead Director <u>Please indicate where this information is available</u> <u>Is the board of directors/supervisory board headed by a non-executive and independent chairperson and/or an independent lead director?</u> <u>Please indicate the name of the lead director</u> <u>Please indicate the name of the lead director</u></p> <hr/>
	<p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p> <hr/>
1.2.4	<p>Does the company have a formal policy on board diversity and is it available publicly?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p> <hr/>
1.2.5	<p>Please indicate the number of women on the company's board of directors/supervisory board and specify where this information is available. If the company has a one-tier board structure, this figure includes: female executive directors, non-executive directors and independent directors. If the company has a two-tier board structure, this figure only includes female independent directors and non-executive directors (this means that senior</p> <p>Board Diversity Policy <u>Does the company have a formal policy on board diversity and is it available publicly?</u> <u>Please indicate where this information is available in public reporting or corporate website</u> <u>The company policy specifically includes the following</u></p> <hr/> <p>Board Gender Diversity <u>Does the company report the number of women on the company's board of directors/supervisory board?</u> <u>Please specify where this information is available</u> <u>Number of female directors</u></p>

	<p>executives and employee representatives should not be included).</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>
1.2.6	<p>Does the company ensure the accountability of its board of directors/supervisory board and the alignment with the (long-term) interests of shareholders?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>
1.2.7	<p>Please indicate the average tenure of board members on the company's board of directors/supervisory board in years. If the company has a one-tier board structure, this figure includes all members (executive directors, non-executive directors and independent directors). If the company has a two-tier board structure, this figure ONLY includes independent directors and non-executive directors (e.g. excluding employee representatives). Please indicate where this information is available.</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal</p>

	documents and/or links to public reports or corporate websites.	
1.2.8	<p>Please indicate the number of board members with relevant work experience in the company's sector according to GICS Level 1 sector classification (excluding executive members and employee representatives) and list the directors' names.</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p>Board Industry Experience</p> <p>Does the company report the number of board members with relevant work experience in the company's sector according to GICS Level 1 sector classification (excluding executive members and employee representatives)?</p> <p>Please provide supporting evidence</p> <p>Board Industry Experience</p>
1.2.9	<p>Does the company have predefined corporate performance indicators relevant for the CEO's variable compensation and is it available publicly?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p>CEO Compensation - Success Metrics</p> <p>Does the company have predefined corporate performance indicators relevant for the CEO's variable compensation and is it available publicly?</p> <p>Please indicate where this information is available in public reporting or corporate website</p> <p>Financial Returns (e.g. return on assets, return on equity, return on invested capital, etc.). Please list all metrics used for this category</p> <p>Relative Financial Metrics (e.g. comparison to peers using metrics such as total shareholder return, Tobin's Q, growth, etc.). Please list all metrics used for this category</p>
1.2.10	<p>Does the company have the following compensation structures in place to align with long-term performance? Please indicate where this information is available:</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p>CEO Compensation - Long-Term Performance Alignment</p> <p>Does the company have the following compensation structures in place to align with long-term performance?</p> <p>Please indicate where this information is available</p> <p>Please indicate the percentage of the short-term bonus deferred in the form of shares or stock options</p> <p>Please indicate where this information is available</p> <p>Please indicate the longest performance period covered by the executive compensation plan (in years)</p> <p>Clawback Provision</p> <p>Please indicate where this information is available</p> <p>Please indicate the longest time vesting period for variable CEO compensation (in years)</p>

	Does the company's CEO and other executive committee members hold company shares?	<u>Management Ownership</u> <u>Does the company's CEO and other executive committee members hold company shares?</u> <u>Management Ownership</u>
1.2.11	Please note that the shares included in the calculation should not be hedged or the personal financial risk of holding the shares otherwise removed.	
	Does the company have specific stock ownership requirements for the CEO and other members of your executive committee?	<u>Management Ownership Requirements</u> <u>Does the company have specific stock ownership requirements for the CEO and other members of your executive committee?</u>
	Please indicate where this information is available:	<u>Please indicate where this information is available</u>
1.2.12	<p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<u>The CEO has to build up a share ownership of XXX times the annual base salary</u> <u>Other members of the executive committee besides the CEO must build up a share ownership of XXX times the annual base salary</u>
	Please indicate whether individual governmental institutions own more than 5% of the total voting rights of the company and if yes, whether golden shares exist for them. Government ownership of 5% or less of voting rights need not be reported. Please also indicate where this information is available. For additional information, please see the Guidance and Requirements.	<u>Government Ownership</u> <u>Do any individual governmental institutions own more than 5% of the total voting rights of the company?</u> <u>Please indicate where this information is available</u> <u>Please provide the total percentage of government ownership (sum of percentage of individual governmental institutions owning more than 5% of voting rights)</u> <u>Please provide details for government ownership (e.g. calculation, members, organizations, etc., if available)</u> <u>Does the company have golden shares for governmental institutions?</u> <u>Please provide available evidence of the company share ownership structure</u>
1.2.13	<p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	
1.2.14	Please indicate whether one or several founding individuals or family members, personally or	<u>Family Ownership</u> <u>Do any founding individuals or family members, personally or through other companies or</u>

	<p>through other companies or organizations, individually have more than 5% of the voting rights of the company. Please also indicate where this information is available. For additional information, please see the Guidance and Requirements.</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-Listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p><u>organizations, individually have more than 5% of the voting rights of the company?</u></p> <p><u>Total percentage of voting rights of the company</u></p> <p><u>Please indicate where this information is available</u></p> <p><u>Please provide details for the individual/family ownership (e.g. calculation, members, organizations etc. if available)</u></p>
1.2.15	<p>Please provide the annual compensation for the CEO and the median of the annual compensation of all other employees, as well as the ratio between the two. If the company is unable to provide the median, please provide figures for total mean compensation and the ratio using the mean. The currency provided should remain consistent for all figures.</p>	<p><u>CEO-to-Employee Pay Ratio</u></p> <p><u>Does the company track the annual compensation for the CEO and the median of the annual compensation of all other employees, as well as the ratio between the two?</u></p> <p><u>CEO-to-Employee Pay Ratio: CEO Compensation</u></p> <p><u>CEO-to-Employee Pay Ratio: Employee Compensation</u></p> <p><u>Public Reporting</u></p>
1.2.16	<p>Does the company have board level or executive oversight structures in place to formalize the responsibility for ESG/Sustainability issues?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p><u>ESG Governance Oversight</u></p> <p><u>Does the company have board level or executive oversight structures in place to formalize the responsibility for ESG/Sustainability issues?</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Board Oversight</u></p> <p><u>Executive Oversight</u></p>
1.3.1	<p>Does the company disclose details of its materiality determination process and how the materiality analysis is conducted?</p>	<p><u>Materiality</u></p> <p><u>Materiality Analysis</u></p> <p><u>Does the company disclose details of its materiality determination process and how the materiality analysis is conducted?</u></p>

		<p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Please indicate the information the company reports on</u></p> <p><u>If "Materiality analysis..." is selected, please identify.</u></p> <p><u>If "Materiality assessment results..." is selected, please identify.</u></p>
1.3.2	Does the company conduct materiality analysis to identify the three most important material issues (economic, environmental, or social) that have the greatest impact on the business, report on how these issues impact the business and serve as significant determinants of long-term value creation?	<p><u>Material Issues for Enterprise Value Creation</u></p> <p><u>Does the company conduct materiality analysis to identify the three most important material issues (economic, environmental, or social) that have the greatest impact on the business, report on how these issues impact the business and serve as significant determinants of long-term value creation?</u></p> <p><u>Material Issues for Enterprise Value Creation</u></p>
1.3.3	Does the company have targets or metrics linked to the top three material issues and does it disclose the progress of these targets or metrics? Does the company link executive compensation with the targets or metrics involved? Please specify where the information is available in public reporting.	<p><u>Materiality Metrics for Enterprise Value Creation</u></p> <p><u>Does the company have targets or metrics linked to the top three material issues and does it disclose the progress of these targets or metrics? Does the company link executive compensation with the targets or metrics involved?</u></p> <p><u>Materiality Metrics for Enterprise Value Creation</u></p>
1.3.4	Has the company conducted a materiality analysis to identify and value the positive/negative impact on external stakeholders associated with the company's business operations, products/services and/or its supply chain? Please indicate two material issues that illustrate the most significant social or environmental impact on external stakeholder groups (e.g., environment, society, or customers). Note that philanthropic initiatives or project-based Environmental and Social Impact Assessments (ESIA, EIA) are not accepted in this question.	<p><u>Material Issues for External Stakeholders</u></p> <p><u>Has the company conducted a materiality analysis to identify and value the positive/negative impact on external stakeholders associated with the company's business operations, products/services and/or its supply chain?</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Material Issues for External Stakeholders</u></p>

1.3.5	<p>Has the company evaluated the positive/negative impacts on external stakeholders using quantitative output and impact metrics? Please note that philanthropic initiatives or project-based impact assessments are not accepted in this question.</p>	<p>Materiality Metrics for External Stakeholders Has the company evaluated the positive/negative impacts on external stakeholders using quantitative output and impact metrics? Please provide supporting evidence Materiality Metrics for External Stakeholders</p>
-------	---	---

<u>Risk & Crisis Management</u>		
1.4.1	<p>Does the company have a risk governance framework in place?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p>Risk Governance</p> <p>Does the company have a risk governance framework in place? Please provide supporting evidence The company has a risk governance framework with board level risk oversight The company has a risk governance framework with dedicated operational risk management functions in place</p>
1.4.2	<p>Does the company have risk management processes and strategies to promote an effective risk culture?</p> <p>Listed companies are required to provide links to public reports or corporate websites.</p> <p>Non-listed companies are required to provide internal documents and/or links to public reports or corporate websites.</p>	<p>Risk Management Processes</p> <p>Does the company have risk management processes and strategies to promote an effective risk culture? Please provide supporting evidence Aspects of our risk review process include the following Please attach evidence of the frequency of the assessments We review our company's risk exposure on a regular basis. Please provide supporting evidence We have conducted an audit of the risk management process. Please specify if an internal audit and/or an external audit has been performed Please provide supporting evidence We have strategies in place to promote an effective risk culture throughout the organisation</p>
1.4.3	<p>Please indicate two important long-term (3-5 years+) emerging risks that the company identifies with the most significant impact on the business in the future, and indicate any mitigating actions that the company has taken in light of these risks. For each risk, please provide supporting evidence available in the company's</p>	<p>Emerging Risks</p> <p>Does the company report on long-term, emerging risks according to the relevant disclosure requirements of this question? Emerging Risks</p>

	<p>reporting for the description of the risk, the business impact and any mitigating actions, and choose the category to which the risk belongs.</p>
1.5.1	<p>Is the company a signatory/participant of the UN Global Compact and is this information publicly available?</p> <p>Business Ethics</p> <p>UN Global Compact Membership</p> <p>Is the company a signatory/participant of the UN Global Compact and is this information publicly available?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only).</p> <p>The information is publicly available (public URLs only)</p>
1.5.2	<p>Does the company have a code of conduct at a group level (including subsidiaries) and is it publicly available?</p> <p>Codes of Conduct</p> <p>Does the company have a code of conduct at a group level (including subsidiaries) and is it publicly available?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only).</p> <p>The company group-wide code of conduct covers the following aspects</p>
1.5.3	<p>Does the company have a group-wide policy on anti-bribery and anti-corruption and is it available publicly?</p> <p>Anti-Bribery & Anti-Corruption Policy</p> <p>Does the company have a group-wide policy on anti-bribery and anti-corruption and is it available publicly?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only).</p> <p>Policy or Commitment Aspects</p> <p>Policy Endorsement</p>
1.5.4	<p>Does the company have mechanisms in place for identifying, reporting, and investigating breaches of its code of conduct and are they available publicly?</p> <p>Whistleblowing Mechanism</p> <p>Does the company have mechanisms in place for identifying, reporting, and investigating breaches of its code of conduct and are they available publicly?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only).</p> <p>The company has the following mechanisms in place for identifying, reporting, and investigating breaches of its code of conduct</p>
1.5.5	<p>Does the company publicly report on breaches (e.g. Corruption, Discrimination etc.) against its Code of Conduct/ethics? Please specify where this information is available in your public reporting or corporate website.</p> <p>Reporting on Breaches</p> <p>Does the company publicly report on breaches (e.g. Corruption, Discrimination etc.) against its Code of Conduct/ethics?</p> <p>Please specify where this information is available in your public reporting or corporate website (public URLs only).</p> <p>How does the company report breaches against its codes of conduct/ethics?</p> <p>Reporting on Breaches: If "The company reports on following...", please identify the following areas</p>

		<p><u>Reporting on Breaches: Fines related to corruption and bribery cases (latest FY)</u></p> <p><u>Reporting on Breaches: Amount of convictions related to corruption and bribery (latest FY)</u></p>
1.6.1	<p>Please indicate the company's annual total monetary contributions to and spending for political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups, as defined in the Guidance and Requirements. If this information is publicly reported, please provide supporting evidence or indicate the weblink below.</p> <p>PAC contributions by employees should not be included.</p> <p>Please also indicate if these figures are provided in the public reporting.</p>	<p><u>Contributions & Other Spending</u></p> <p><u>Please indicate the company's annual total monetary contributions to and spending for political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups.</u></p> <p><u>Indicate if this information is available in the public reporting (public URLs only).</u></p> <p><u>Contributions & Other Spending: "The company is able to itemize..."</u></p> <p><u>Please indicate if these figures are provided in the public reporting (public URLs only).</u></p> <p><u>Contributions & Other Spending: "The company could only report..."</u></p> <p><u>Contributions & Other Spending: "The company could only report..." (cont.)</u></p> <p><u>Please indicate if this information is available in the public reporting (public URLs only).</u></p>
1.6.2	<p>Did the company make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation? In this context, a "contribution" is the aggregate amount given during the fiscal period to an individual candidate, organization, ballot measure, or "issue area" or "topic" requiring lobbying efforts.</p> <p>Please see the Guidance & Requirements for examples.</p> <p>PAC contributions by employees should not be included.</p> <p>Please also indicate if this reporting is available in the public reporting.</p> <p>If the company made less than three contributions,</p>	<p><u>Largest Contributions & Expenditures</u></p> <p><u>Did the company make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation?</u></p> <p><u>Please indicate if this information is available in the public domain.</u></p> <p><u>Currency</u></p> <p><u>Largest Contributions & Expenditures: Issue or Topic</u></p> <p><u>Largest Contributions & Expenditures: Other Large Expenditures</u></p> <p><u>Please indicate if this information is available in the public domain (public URLs only).</u></p>

	<p>please select "No contribution" under "Type of organization" in the appropriate row.</p>	
1.6.3	<p>Does the company have a program to align its lobbying activities with the Paris Agreement?</p>	<p><u>Lobbying and Trade Associations - Climate Alignment</u></p> <p><u>Does the company have a program to align its lobbying activities with the Paris Agreement?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's program to align its lobbying activities includes the following Paris Agreement aspects</u></p> <p><u>The program covers</u></p>
1.7.1	<p>Does the company have a policy on tax strategy and governance at a group level, and is it available publicly?</p>	<p><u>Tax Strategy</u></p> <p><u>Tax Strategy and Governance</u></p> <p><u>Does the company have a policy on tax strategy and governance at a group level, and is it available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's group-wide policy on tax strategy and governance contains the following</u></p>
1.7.2	<p>Does the company report on key business, financial and tax information for each tax jurisdiction in which it operates?</p>	<p><u>Tax Reporting</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Does the company report on key business, financial and tax information for each tax jurisdiction in which it operates?</u></p> <p><u>The company reports on the following for each tax jurisdiction</u></p>
1.7.3	<p>Please complete the following table related to the reported tax rate (income statement) and cash tax rate (cash flow statement) for the last two years. Please indicate where this information is available in the financial reporting.</p> <p>Additionally, please select (if necessary) why the reported tax rate and/or the cash tax rate might be lower than expected. Please see the Guidance and Requirements for additional information.</p>	<p><u>Effective Tax Rate</u></p> <p><u>Does the company report its tax rate (income statement) and cash tax rate (cash flow statement)?</u></p> <p><u>Currency</u></p> <p><u>Please indicate where this information is available in the financial reporting</u></p> <p><u>Effective Tax Rate: Financial Reporting</u></p> <p><u>Please indicate where this information is available in the reporting or corporate website</u></p> <p><u>Effective Tax Rate: Reason</u></p>
1.8.1	<p>Does the company have governance mechanisms in place to oversee information security activities and are they available publicly?</p>	<p><u>Information Security</u></p> <p><u>Information Security Governance</u></p> <p><u>Does the company have governance mechanisms in place to oversee information security activities and are they available publicly?</u></p>

		<p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company has governance mechanisms implemented to oversee information security activities and they include the following</u></p> <p><u>If 'Board level responsibility...' is selected, board level responsibility for overseeing information security issues is maintained by</u></p> <p><u>If 'Executive level responsibility...' is selected, identify the executive level responsible for overseeing information security issues</u></p>
1.8.2	Does the company have an information security policy and is it available publicly?	<p><u>Information Security Policy</u></p> <p><u>Does the company have an information security policy and is it available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's policy includes a commitment to</u></p> <p><u>Information Security Management Programs</u></p> <p><u>Does the company have an information security management program in place?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company has an information security management program that covers the following elements</u></p> <p><u>If 'Independent external audit...' is selected, please provide the names and standards used (such as ISO 27001)</u></p> <p><u>If 'Disclosure of total...' is selected, disclose the total number of breaches occurred in the last FY:</u></p>
1.8.3	Does the company have an information security management program in place?	<p><u>Information Security Policy & Management</u></p> <p><u>Environmental Policy</u></p> <p><u>Does the company have a group-wide environmental policy or commitment that covers the following elements of an Environmental Management System, and is it available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The environmental policy or commitment covers the following aspects</u></p> <p><u>Which parts of operations, corporate processes and supply chain are covered by the environmental policy or commitment?</u></p> <p><u>Policy or commitment endorsement and oversight</u></p>

ENVIRONMENTAL DIMENSION	INFORMATION LINKS	PAGES
2.1.1	<p>Does the company have a group-wide environmental policy or commitment that covers the following elements of an Environmental Management System, and is it available publicly?</p> <p><u>Environmental Management Systems Verification</u></p> <p><u>Is the Environmental Management System (EMS) certified/audited/verified?</u></p> <p><u>Please indicate what the coverage figures below are based on (e.g. % of group-wide operations, group-</u></p>	
2.1.2	Please indicate how the company's Environmental Management System (EMS) is certified / audited / verified and indicate the coverage of	

this verification for the selected standard. Please indicate where this information is available in the company's **public reporting** or **corporate website**.

Please note that the total coverage for all three alternatives should not exceed 100% - to avoid double-counting, for the parts of their operations with multiple certifications/types of verification, only mark one of the three options:
indicating the coverage of international standards first, followed by third-party verification and then internal verification. Coverage should be relative to global operations and not only a single subsidiary, region, or site. **Please also note that the requested verification only pertains to the company's Environmental Management System(s), not to the company's environmental data or reporting.**

[wide revenues, group-wide production sites, total employees, etc.\)](#)

[EMS: Certification/Audit/Verification](#)

		<u>Energy</u>
2.2.1	Does the company have energy management programs?	<u>Energy Management Programs</u> <u>Does the company have energy management programs?</u> <u>Please indicate where this information is available in public reporting or corporate website (public URLs only)</u> <u>The company has energy management programs that cover the following elements</u>
2.2.2	Please complete the following table about total energy consumption. For each row in the table, it is mandatory that the values provided are in the same unit. Please see the Guidance and Requirements for definitions of the cost options. Also, please ensure that the Company Information section at the beginning of the questionnaire has been correctly filled, and that the coverage in the table below	<u>Energy Consumption</u> <u>Does the company track energy consumption?</u> <u>Energy Consumption</u> <u>PUBLIC REPORTING</u> <u>THIRD-PARTY VERIFICATION</u> <u>DATA CONSISTENCY</u>

	<p>is related to the denominator relevant for the company as indicated in that section.</p>
2.2.3	<p>Please provide the company's average PUE (Power Usage Effectiveness) across its data centers for the last four years and indicate what percentage of its ICT population is covered by the average PUE.</p> <p>Data Center Efficiency Does the company measure data center efficiency? How does the company measure data center efficiency? Average PUE Alternative Intensity Measure PUBLIC REPORTING DATA CONSISTENCY</p>
2.2.4	<p>Please provide the total energy input used for the company's data centers over the last four years. Please also indicate the percentage of renewable energy incorporated into the electricity supply of the company's data centers.</p> <p>Share of Renewable Energy in Data Centers Does the company use renewable energy in data centers? Share of Renewable Energy in Data Centers PUBLIC REPORTING DATA CONSISTENCY</p>
2.3.1	<p>Does the company have waste management programs?</p> <p>Waste & Pollutants Waste Management Programs Does the company have waste management programs? Please indicate where this information is available in public reporting or corporate website (public URLs only) The company has waste management programs that cover the following elements</p>
2.3.2	<p>Please provide a breakdown of the company's total solid waste recycled/reused and disposed, disaggregated by the type of disposal method, for which its operations has a reliable and auditable data acquisition and aggregation systems are available. If the company does not use a specific waste disposal method, please indicate "0". If the company only has the breakdown of waste disposed for some methods, please report these values in the respective rows and leave the other rows blank.</p> <p>For each row in the table, it is mandatory that the values provided are in the same unit. Also, please ensure that the Company Information section at the beginning of the questionnaire has been</p> <p>Waste Disposal Does the company track solid waste disposed? Waste Disposal PUBLIC REPORTING THIRD-PARTY VERIFICATION DATA CONSISTENCY</p>

correctly filled, and that the coverage in the table below is related to the denominator relevant for the company as indicated in that section.

If the company has the "EP - Hazardous Waste", "EP - Ash & Gypsum Waste", and/or "EP - Mineral Waste" questions in its industry questionnaire, please report information pertaining to these types of waste in those respective questions. If the company **does not** have those questions in its industry questionnaire, please include all types of data here (e.g., including hazardous waste).

		<u>Water</u>
2.4.1	Does the company have water efficiency management programs in place?	<u>Water Efficiency Management Programs</u> <u>Does the company have water efficiency management programs in place?</u> <u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u> <u>The company has water efficiency management programs that cover the following elements</u>
2.4.2	Please provide the company's total freshwater consumption , including data for water discharge and withdrawal. Please refer to the Guidance and Requirements for additional information. For each row in the table, it is mandatory that the values are provided in the same unit. Also, please ensure that the company has correctly filled in the Company Information section at the beginning of the questionnaire and that the coverage in the table below is related to the denominator relevant for the company as indicated in that section.	<u>Water Consumption</u> <u>Does the company track total freshwater consumption, including data for water discharge and withdrawal?</u> <u>Water Consumption</u> <u>PUBLIC REPORTING</u> <u>THIRD PARTY VERIFICATION</u> <u>DATA CONSISTENCY</u>
2.5.1	Please provide the company's total direct greenhouse gas emissions (DGHG Scope 1) for which	<u>Climate Strategy</u> <u>Direct Greenhouse Gas Emissions (Scope 1)</u> <u>Does the company track direct greenhouse gas emissions (Scope 1)?</u> <u>Direct Greenhouse Gas Emissions (Scope 1)</u>

its operations has a reliable and auditable data acquisition and aggregation system. Please refer to the Guidance and Requirements for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit. Additionally, please ensure that the Company Information section at the beginning of the questionnaire has been correctly filled out and that the coverage in the table below is related to the denominator relevant to the company as indicated in that section.

[**PUBLIC REPORTING**](#)
[**THIRD-PARTY VERIFICATION**](#)
[**DATA CONSISTENCY**](#)

Please provide the company's Scope 2 indirect GHG emissions from energy purchased (purchased and consume, i.e., without energy trading) for which its operations has a reliable and auditable data acquisition and aggregation system. For each row in the table, it is mandatory that the values provided are in the same unit. Additionally, please ensure that the Company Information section at the beginning of the questionnaire has been correctly filled out and that the coverage in the table below is related to the denominator relevant to the company as indicated in that section. **As prescribed by the GHG Protocol, we expect all companies to report both location-based and market-based emissions.** Please refer to the Guidance & Requirements for additional clarifications on how to report on market-based emissions.

[**Indirect Greenhouse Gas Emissions \(Scope 2\)**](#)
[**Does the company track indirect greenhouse gas emissions \(Scope 2\)?**](#)
[**Indirect Greenhouse Gas Emissions \(Scope 2\)**](#)
[**PUBLIC REPORTING**](#)
[**THIRD-PARTY VERIFICATION**](#)
[**DATA CONSISTENCY**](#)

2.5.2

2.5.3	<p>Please provide the company's total Scope 3 indirect GHG emissions from its upstream and downstream value chain as the sum of the 15 categories calculated using the GHG Protocol Corporate Value Chain Standard. Please refer to the Guidance and Requirements for clarification. For each row in the table, it is mandatory that the values provided are in the same unit.</p>	<p>Indirect Greenhouse Gas Emissions (Scope 3) Does the company track indirect greenhouse gas emissions (Scope 3)? Indirect Greenhouse Gas Emissions (Scope 3) Scope 3 Category ROYALTY-GENERATED REVENUES PUBLIC REPORTING THIRD-PARTY VERIFICATION DATA CONSISTENCY</p> <hr/> <p>Climate Governance Does the company's board of directors and/or executive management carry oversight and management responsibility of climate-related issues? Is there a board level committee with oversight of climate-related issues? Please indicate where this information is available in public reporting or corporate website (public URLs only). Please select the committee from the drop-down list Climate issues are on the agenda of the board of directors. Please specify the frequency with which climate-related issues are scheduled agenda items If there a management position or committee with responsibility for climate-related issues? Please indicate where this information is available in public reporting or corporate website (public URLs only). Please select the appropriate option from the drop-down list.</p> <hr/> <p>TCFD Disclosure Please indicate where this information is available in public reporting or corporate website (public URLs only). Does the company apply the TCFD framework in the management of climate-related risks and opportunities and is it available publicly? Governance Strategy Risk Management Metrics & Targets Please indicate when you plan to disclose the requirements Please explain the reason.</p> <hr/> <p>Climate-Related Management Incentives Does the company provide incentives for the management of climate change issues, including the attainment of targets?</p>
2.5.4	<p>Does the company's board of directors and/or executive management carry oversight and management responsibility of climate-related issues?</p>	
2.5.5	<p>Does the company apply the TCFD framework in the management of climate-related risks and opportunities and is it available publicly?</p>	
2.5.6	<p>Does the company provide incentives for the management of climate change issues, including the attainment of targets?</p>	

	<p>Please indicate where this information is available in the company's public reporting or corporate website.</p>	<p><u>Please indicate where this information is available in the company's public reporting or corporate website (public URLs only)</u></p> <p><u>Climate-Related Management Incentives</u></p>
2.5.7	<p>Does the company have a climate risk management process?</p>	<p><u>Climate Risk Management</u></p> <p><u>Does the company have a climate risk management process?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only)</u></p> <p><u>Climate Risk Management</u></p> <p><u>Types of Climate-related Risk Included in Risk Assessment</u></p> <p><u>Value Chain Stages Covered by Climate Risk Assessment</u></p> <p><u>Time Horizon(s) Covered by Climate Risk Assessment</u></p>
2.5.8	<p>Has the company identified any climate change risks (current or future) that have potential to generate a substantive change in its business operations, revenue or expenditures?</p>	<p><u>Financial Risks of Climate Change</u></p> <p><u>Has the company identified any climate change risks (current or future) that have potential to generate a substantive change in its business operations, revenue or expenditures?</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Currency</u></p> <p><u>Risks driven by changes in regulation</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Currency</u></p> <p><u>Risks driven by change in physical climate parameters or other climate-change related developments</u></p> <p><u>The company has conducted an analysis of its climate change risk, but the company is not exposed to climate change risks that have the potential to generate a substantive change in business operations, revenue, or expenditure.</u></p>
2.5.9	<p>Has the company identified any climate change-related opportunities (current or future) that have the potential to generate a substantive positive change in its business operations, revenue, expenditure (i.e., opportunities driven by changes in regulation, physical, or other climate change-related developments)?</p>	<p><u>Financial Opportunities Arising from Climate Change</u></p> <p><u>Has the company identified any climate change-related opportunities (current or future) that have the potential to generate a substantive positive change in its business operations, revenue, expenditure (i.e., opportunities driven by changes in regulation, physical, or other climate change-related developments)?</u></p> <p><u>Currency</u></p> <p><u>Financial Opportunities Arising from Climate Change</u></p> <p><u>Please explain why the company does not consider climate change related opportunities (current or future) to be relevant to its business</u></p>
2.5.10	<p>Does the company conduct climate-related scenario analysis?</p>	<p><u>Climate-Related Scenario Analysis</u></p> <p><u>Does the company conduct climate-related scenario analysis?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only)</u></p>

	<p><u>URLs only).</u></p> <p><u>The company conducts climate-related scenario analysis</u></p> <p><u>Climate-Related Scenario Analysis</u></p> <p><u>Climate-Related Scenario Analysis: Not Listed</u></p>
2.5.11	<p>Based on the company's climate risk assessment, does it have a plan to adapt to the identified physical climate risks? Please provide supporting evidence and indicate where this is available in the public domain.</p> <p><u>Physical Climate Risk Adaptation</u></p> <p><u>Based on the company's climate risk assessment, does it have a plan to adapt to the identified physical climate risks?</u></p> <p><u>Public Reporting</u></p> <p><u>Physical Climate Risk Adaptation: Context-Specific Plan</u></p> <p><u>Public Reporting</u></p> <p><u>The plan includes a target to implement relevant adaptation measures within the following timeline</u></p>
2.5.12	<p>Does the company have corporate-level emissions reduction targets and are they available publicly?</p> <p>If the company also answers the question Net-Zero Commitment, please do not provide the net-zero target in this question, but provide details on interim emissions reduction targets.</p> <p><u>Emissions Reduction Targets</u></p> <p><u>Does the company have corporate-level emissions reduction targets and are they available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Emissions Reduction Targets</u></p>
2.5.13	<p>Does the company use an internal price of carbon? If yes, please specify the company's objective to implement an internal carbon price and provide details of how this is being used within the organization and what the internal carbon price is.</p> <p>In case the company uses more than one type of internal carbon prices, please report the price that has the greatest impact on your organization (i.e. price * quantity of emissions generated).</p> <p><u>Internal Carbon Pricing</u></p> <p><u>Does the company use an internal price of carbon?</u></p> <p><u>Please attach supporting evidence.</u></p> <p><u>Internal Carbon Pricing</u></p>
2.5.14	<p>Has the company publicly committed to reaching net-zero GHG emissions and set targets and programs to fulfil the commitment? <i>Please note that this question should only be answered if a near-term absolute or relative emission reduction target is reported in the previous question,</i></p> <p><u>Net-Zero Commitment</u></p> <p><u>Has the company publicly committed to reaching net-zero GHG emissions and set targets and programs to fulfil the commitment?</u></p> <p><u>Indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Net-Zero Commitment</u></p> <p><u>Net-zero Strategy</u></p> <p><u>If "The company has defined..." is selected, please identify the emission reduction targets below</u></p> <p><u>Net-zero Strategy (cont.)</u></p>

"Emissions Reduction Targets."

If "The company intends to..." is selected, please identify the following activities below

<u>Product Stewardship</u>		
	Does the company generate revenues from sustainable products or services?	
2.6.1	<p>Note: The information will be pre-filled in the S&P Global CSA Portal using other S&P Global data sources and has been derived from public information, when available. If necessary, please update the figures and provide relevant references outlining the underlying definitions and methodology.</p>	<p>Sustainable Revenues</p> <p><u>Does the company generate revenues from sustainable products or services?</u></p> <p><u>Sustainable Revenues</u></p> <p><u>PUBLIC REPORTING</u></p> <p><u>DATA CONSISTENCY</u></p>

SOCIAL DIMENSION	INFORMATION LINKS	PAGES
	<p><u>Labor Practices</u></p>	
3.1.1	<p>Does the company have a policy or commitment to respect labor rights and is it available publicly?</p> <p>In addition to the core labor rights and principles related to freedom of association and the right to collective bargaining, forced labor, child labor and discrimination - covered under the Human Rights section of the CSA - please indicate which of the below aspects are addressed, as reflected in the company's public reporting.</p>	<p><u>Labor Practices Commitment</u></p> <p><u>Does the company have a policy or commitment to respect labor rights and is it available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The policy or commitment covers the following aspects</u></p> <p><u>Which parts of operations, corporate processes, and supply chain are covered by the labor practices commitment?</u></p>
3.1.2	<p>Does the company have programs in place to manage its labor practices?</p>	<p><u>Labor Practices Programs</u></p> <p><u>Does the company have programs in place to manage its labor practices?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The programs cover the following aspects</u></p>
3.1.3	<p>Does the company have a policy on non-discrimination and anti-harassment at a group level and is it available publicly?</p>	<p><u>Discrimination & Harassment</u></p> <p><u>Does the company have a policy on non-discrimination and anti-harassment at a group level and is it available publicly?</u></p>

Please indicate where this information is available in public reporting or corporate website (public URLs only).
The company has a group-wide policy on non-discrimination and anti-harassment and it covers the following measures

3.1.4	<p>Does the company monitor the following indicators regarding workforce gender diversity? If so, please complete the table. Please provide the coverage reported on as a percentage of FTEs and attach supporting public evidence where indicated if available.</p> <p>Please also indicate whether the company has set a public target for women representation. We expect companies to have set at least one public target for one representation level in order to meet our requirements for the targets. We do not expect companies to have targets for each level of representation.</p>	<p>Workforce Breakdown: Gender</p> <p><u>Does the company monitors the following indicators regarding workforce gender diversity?</u></p> <p><u>Please select the coverage of the data reported on as a % of FTEs</u></p> <p><u>Workforce Gender Diversity.</u></p>
3.1.5	<p>Does the company provide a breakdown of its workforce according to racial and ethnic self-identifications, or nationality? Please refer to the Guidance and Requirements for further guidance on which option to select.</p> <p>Please provide the coverage reported on as a percentage of FTEs and attach supporting public evidence where indicated if available.</p>	<p>Workforce Breakdown: Race/Ethnicity & Nationality</p> <p><u>Does the company provide a breakdown of its workforce according to racial and ethnic self-identifications, or nationality?</u></p> <p><u>Please select the coverage of the data reported on as a % of FTEs</u></p> <p>Workforce Breakdown: Race/Ethnicity</p> <p>Public Reporting</p> <p><u>Less than 20% of the company's workforce is based in the US and it monitors the breakdown of its workforce according to under-represented and structurally disadvantaged ethnic and racial minorities. If the company is not able or allowed to provide such a breakdown, please report on the breakdown of its workforce based on nationality.</u></p> <p><u>Please fill in the table below with the relevant categories used.</u></p> <p>Public Reporting</p> <p><u>Please select the coverage of the data reported on as a % of FTEs</u></p> <p>Workforce Breakdown: Nationality</p>
3.1.6	<p>Does the company monitor and disclose the results of its gender pay gap or equal pay assessment? If the company conducts both, please select</p>	<p>Gender Pay Indicators</p> <p><u>Does the company monitor and disclose the results of its gender pay gap or equal pay assessment?</u></p> <p><u>Currency</u></p> <p><u>Please provide the coverage reported on (as a % of FTEs)</u></p>

	<p>the option with the highest coverage.</p> <p>Equal Pay Analysis</p> <p>Public Reporting</p> <p>Third-Party Verification</p> <p>Public Reporting</p> <p>Please provide the coverage reported on (as a % of FTEs)</p> <p>Gender Pay Gap Analysis</p> <p>Third-Party Verification</p> <p>Please provide supporting qualitative evidence</p>
3.1.7	<p>What percent of the company's total number of employees are represented by an independent trade union or covered by collective bargaining agreements? Please indicate where this is available in the company's public reporting.</p> <p>Please note: employees who are eligible but are not actually covered by collective bargaining agreements should be excluded from the count.</p> <p>Freedom of Association</p> <p>Does the company track freedom of association metrics?</p> <p>Freedom of Association</p>
3.2.1	<p>Does the company have a policy on its commitment to respect human rights at a company-wide level and is it available publicly?</p> <p>Human Rights</p> <p>Human Rights Commitment</p> <p>Does the company have a policy on its commitment to respect human rights at a company-wide level and is it available publicly?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only)</p> <p>The company's policy on its commitment to respect human rights covers the following</p> <p>If "A statement of commitment to prevent/respect.." is selected, please indicate below</p> <p>If "Other rights" is selected, please specify</p> <p>The policy also covers the following</p>
3.2.2	<p>Does the company have a company-wide human rights due diligence process to proactively identify and assess potential impacts and risks relating to respecting human rights?</p> <p>Human Rights Due Diligence Process</p> <p>Does the company have a company-wide human rights due diligence process to proactively identify and assess potential impacts and risks relating to respecting human rights? Does the company have a company-wide human rights due diligence process to proactively identify and assess potential impacts and risks relating to respecting human rights?</p> <p>Please indicate where this information is available in public reporting or corporate website (public URLs only)</p> <p>The company's human rights due diligence process covers the following</p> <p>Please attach public supporting evidence for all of the aspects covered (public URLs only)</p> <p>Check all that apply and provide relevant evidence for each issue covered. We expect at least four issues to be covered.</p>

		<p><u>If "Others" is selected, please specify.</u></p> <p><u>Please attach public supporting evidence for all of the aspects covered (public URLs only).</u></p> <p><u>Check all that apply and provide evidence for each group covered. We expect at least four groups to be covered.</u></p> <p><u>If "Others" is selected, please specify.</u></p> <p><u>Please provide information indicating the status and expected completion date (public URLs only).</u></p>
3.2.3	Has the company conducted an assessment of potential human rights issues across its business activities in the past three years?	<p><u>Human Rights Assessment</u></p> <p><u>Has the company conducted an assessment of potential human rights issues across its business activities in the past three years?</u></p> <p><u>Human Rights Assessment</u></p> <p><u>PUBLIC REPORTING</u></p> <p><u>DATA CONSISTENCY</u></p>
3.2.4	Does the company have measures to mitigate and remediate the negative impacts of human rights risks?	<p><u>Human Rights Mitigation & Remediation</u></p> <p><u>Does the company have measures to mitigate and remediate the negative impacts of human rights risks?</u></p> <p><u>Human Rights Mitigation & Remediation</u></p> <p><u>Human Capital Management</u></p>
3.3.1	Please fill out the following table for the related training & development data for the last fiscal year and attach supporting evidence of where this information is reported.	<p><u>Training & Development Inputs</u></p> <p><u>Does the company track these metrics related to employee training and development?</u></p> <p><u>Please indicate the percentage of global FTEs the data in the table below represents</u></p> <p><u>Training & Development Inputs</u></p> <p><u>Please attach supporting evidence</u></p> <p><u>The company breaks down the data for either of the KPIs above based on the following categories</u></p>
3.3.2	Does the company have programs on employee development?	<p><u>Employee Development Programs</u></p> <p><u>Does the company have programs on employee development?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company has employee development programs to upgrade and improve employees' skills</u></p>
3.3.3	Does the company publicly report the following information on a standard human capital return on investment metric, serving as a global measure of the return of the company's human capital programs?	<p><u>Human Capital Return on Investment</u></p> <p><u>Does the company publicly report the following information on a standard human capital return on investment metric, serving as a global measure of the return of the company's human capital programs?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Human Capital Return on Investment</u></p>
3.3.4	Please indicate the total number of new employee hire rates and the percentage of open positions filled by internal candidates. Please also report the	<p><u>Hiring</u></p> <p><u>Does the company publicly report the total number of new employee hire rates and the percentage of open positions filled by internal candidates?</u></p> <p><u>Hiring</u></p> <p><u>Please provide supporting evidence</u></p>

	<p>average hiring cost/FTE for the last fiscal year.</p> <p>Please note: The average hiring cost/FTE should specifically relate to the number of employees hired last year, not average cost for all employees.</p>	<p><u>The company breaks down the new employee hires and/or internal hires data based on the following categories</u></p>
3.3.5	<p>Please indicate the company's total and voluntary turnover rates for the last four years as a percentage of total number of employees in the table below.</p>	<p><u>Employee Turnover Rate</u></p> <p><u>Does the company report total and voluntary turnover rates?</u></p> <p><u>Employee Turnover Rate</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>The company breaks down the data of the total employee turnover rate based on the following categories</u></p>
3.3.6	<p>Does the company provide long-term incentives for employees below the senior management level?</p> <p>Long-term incentive programs are programs tied to an employee's performance. The performance can be measured during one or multiple years. These incentive programs do not include employee benefits (please see the Guidance and Requirements definitions for more information).</p> <p>Please note: senior management includes employees that are at most two management levels from the CEO (or equivalent). Below senior management level refers to all employees that are more than two management levels away from the CEO. If the company uses a different definition for "below senior management level" please provide the definition in the answer.</p> <p>Long-term incentives for the executive management and/or senior management are not accepted in this question.</p>	<p><u>Long-Term Incentives for Employees</u></p> <p><u>Does the company provide long-term incentives for employees below the senior management level?</u></p> <p><u>Long-Term Incentives for Employees</u></p>
3.3.7	Does the company have employee support programs	<u>Employee Support Programs</u>

	<p>to foster employees' health and well-being in the following areas?</p>	<p><u>Does the company have employee support programs to foster employees' health and well-being in the following areas?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>Employee Benefits</u></p> <p><u>Work Conditions</u></p> <p><u>Family Benefits</u></p> <p><u>If "...primary caregiver" is selected, please enter total number of paid leave in weeks offered to the majority of the employees</u></p> <p><u>If "...non-primary caregiver" is selected, please enter total number of paid leave in weeks offered to the majority of the employees</u></p>
3.3.8	<p>Does the company conduct individual and/or team-based performance management appraisals?</p>	<p><u>Type of Performance Appraisal</u></p> <p><u>Does the company conduct individual and/or team-based performance management appraisals?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company has individual and/or team based performance management appraisals</u></p> <p><u>Please indicate the frequency at which performance appraisals take place, for at least one type of performance appraisal</u></p>
3.3.9	<p>Please indicate if the company conducts an employee survey.</p>	<p><u>Trend of Employee Wellbeing</u></p> <p><u>Does the company conduct an annual employee survey?</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Trend of Employee Wellbeing</u></p> <p><u>Public Reporting</u></p> <p><u>In tracking employee metrics, which of the following aspects are addressed in company's employee surveys (select all that apply). Please provide supporting evidence.</u></p>
3.4.1	<p>Does the company have a policy or commitment on Occupational Health and Safety (OHS) and is it available publicly?</p>	<p><u>Occupational Health & Safety</u></p> <p><u>OHS Policy</u></p> <p><u>Does the company have a policy or commitment on Occupational Health and Safety (OHS) and is it available publicly?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's policy or commitment on Occupational Health and Safety (OHS) includes the following elements</u></p> <p><u>If "Endorsement..." is selected, please select the highest endorsing decision-making body</u></p>
3.4.2	<p>Does the company have an OHS program?</p>	<p><u>OHS Programs</u></p> <p><u>Does the company have an OHS program?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only).</u></p> <p><u>The company's OHS system covers the following elements</u></p>

If "Independent external verification..." is selected,
please provide the names and standards used
(such as ISO 45001)

	<p>Please indicate the company's absentee rate for employees and contractors for the past four years, and indicate if this data is verified by a third party. If so, please provide supporting evidence for the external verification.</p> <p>Please refer to the Guidance and Requirements for additional clarifications. For each row in the table, it is mandatory that the values provided are in the unit indicated.</p>	<p><u>Absentee Rate</u> <u>Does the company track the absentee rate for employees?</u> <u>Absentee Rate</u> <u>PUBLIC REPORTING</u> <u>THIRD-PARTY VERIFICATION</u> <u>DATA CONSISTENCY</u></p>
3.4.3	<p>If the company's absentee rate is equal to zero for one or more fiscal years, this data will only be accepted if evidence of third-party verification is provided.</p>	

	<p><u>Customer Relations</u></p>	
	<p>Please provide information regarding the use of company's online services by customers and revenues derived from online services.</p> <p>Please note that if the company earned more than 95% of its revenues online in the previous fiscal year this question should be marked as 'Not applicable' and an explanation should be provided in the comment box.</p>	<p><u>Online Strategies & Customers Online</u> <u>Does the company track the number of customers using its online services or the percentage of revenues generated from online activities?</u> <u>Supporting evidence</u> <u>Online customers</u> <u>Does the company generate revenue online/from e-commerce?</u> <u>Supporting evidence</u> <u>Online revenues: "The company generates..."</u> <u>Please explain</u></p>
3.5.1	<p>Does the company monitor and set quantitative targets to improve satisfaction and are targets and results communicated externally? Please attach documents and indicate the coverage for the data provided. Please refer to the Guidance and Requirements for additional clarifications. For each row in the table, it is mandatory that the values provided are in the same unit.</p>	<p><u>Customer Satisfaction Measurement</u> <u>Does the company monitor and set quantitative targets to improve satisfaction and are targets and results communicated externally?</u> <u>Customer Satisfaction Measurement</u> <u>PUBLIC REPORTING</u> <u>DATA CONSISTENCY</u></p>
3.5.2		

		<u>Privacy Protection</u>
3.6.1	Does the company have measures in place to ensure effective implementation of its privacy policy?	<p><u>Privacy Policy: Systems/Procedures</u></p> <p><u>Does the company have measures in place to ensure effective implementation of its privacy policy?</u></p> <p><u>Privacy Policy: Systems/ Procedures</u></p> <p><u>Customer Privacy Information</u></p> <p><u>Does the company inform customers regarding privacy protection issues?</u></p> <p><u>Please indicate where this information is available in public reporting or corporate website (public URLs only)</u></p> <p><u>The company informs its customers regarding the following privacy protection issues</u></p> <p><u>If "Possibility for customers..." is selected, please indicate how customers can decide how private data is collected, used, retained and processed</u></p> <p><u>If "The company monitors...." is selected, please indicate the percentage of customers whose data is used for secondary purposes and provide publicly available evidence (public URLs only)</u></p>
3.6.2	Does the company inform customers regarding privacy protection issues?	
3.6.3	Does the company publicly report on the number of requests for customer information received from government or law enforcement agencies during the last fiscal year and the percentage of requests which resulted in disclosure? Please provide the link where the company reports this information.	<p><u>Use of Customer Data</u></p> <p><u>Does the company publicly report on the number of requests for customer information received from government or law enforcement agencies during the last fiscal year and the percentage of requests which resulted in disclosure?</u></p> <p><u>Please provide the link where the company reports this information (public URLs only)</u></p> <p><u>Use of Customer Data</u></p>

FUTURE QUESTIONS (OPTIONAL)	INFORMATION LINKS	PAGES
4.1.1	<p>Does the company have a dedicated policy or commitment on Artificial Intelligence (AI) that includes at least one of the following aspects?</p> <p><u>Sustainable Artificial Intelligence</u></p> <p><u>Artificial Intelligence Policy</u></p> <p><u>Does the company have a dedicated policy or commitment on Artificial Intelligence (AI) that includes at least one of the following aspects?</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>Policy or Commitment aspects</u></p> <p><u>Public Reporting</u></p> <p><u>AI Policy Endorsement</u></p> <p><u>Please provide supporting evidence</u></p> <p><u>The topic of AI is specifically included in the following group policies</u></p> <p><u>If 'Other' is selected, please specify</u></p> <p><u>Please provide supporting evidence</u></p>	
4.1.2	<p>Does the company use Artificial Intelligence (AI) to improve performance across different ESG dimensions?</p> <p><u>Artificial Intelligence and ESG Performance</u></p> <p><u>Does the company use Artificial Intelligence (AI) to improve performance across different ESG dimensions?</u></p> <p><u>Artificial Intelligence and ESG Performance</u></p> <p><u>Talent Planning and Analytics</u></p>	

4.2.1	<p>Does the company use any People Analytics (PA) in any of the following analysis? If yes, please select any practice that apply and provide a supporting evidence indicating the page number where the relevant information can be found and a comment in the reference field with a short description of how People Analytics is applied in your case.</p>	<p><u>People Analytics</u></p> <p><u>Does the company use any People Analytics (PA) in any of the following analysis?</u></p> <p><u>People Analytics</u></p>
	<p>Please note that companies are not expected to make use of PA in all the following analysis. For further clarifications, please consult the Guidance and Requirements.</p>	
4.2.2	<p>Does the company currently use People Analytics (PA) for the Strategic Workforce Planning (SWP)?</p>	<p><u>Strategic Workforce Planning</u></p> <p><u>Does the company currently use People Analytics (PA) for the Strategic Workforce Planning (SWP)?</u></p> <p><u>Please provide supporting evidence</u></p>
	<p>If the company has different processes in place for different business unit, please select one that it perceives as the most strategic and it is more broadly applied within the organization.</p>	<p><u>Please indicate what is the application coverage of the process described (in percentage of global FTEs)</u></p> <p><u>Strategic Workforce Planning</u></p>
	<p>For further clarifications, please consult the Guidance and Requirements.</p>	