

# ABA KPI 2019

## CRITERIA OF ANALYSIS AND KPI

### SHAREHOLDER RESPONSIBILITY

Quality of financial communication	- Profit Warning History
Capacity of the board and committees	<ul style="list-style-type: none"> <li>- Board attendance rate</li> <li>- Separation President/CEO</li> <li>- Amount of directors' fees</li> <li>- Independence of the Board</li> <li>- Existence of a CSR committee</li> <li>- % of women</li> <li>- % of foreigners</li> </ul>
Respect for minority shareholders	<ul style="list-style-type: none"> <li>- Shareholding structure</li> <li>- Anti-takeover mechanisms</li> <li>- TOP 3 shareholders</li> </ul>
Accounting risks	<ul style="list-style-type: none"> <li>- History of accounting irregularities over a period of 10 years</li> <li>- % of audit fees in the fees of the statutory auditors</li> <li>- % of audit fees out of total revenues</li> <li>- Independence of the audit committee</li> <li>- CEO/CFO on the audit committee</li> </ul>
Remuneration of the CEO	<ul style="list-style-type: none"> <li>- History of negative votes at general meetings</li> <li>- Amount of fixed compensation, short-term variable compensation and long-term variable compensation</li> <li>- % variable part in total remuneration</li> <li>- CSR performance criteria</li> </ul>
Quality of management	<ul style="list-style-type: none"> <li>- Size of the Management Committee</li> <li>- Age of the CEO</li> <li>- % of women on Management Committee</li> </ul>

## ENVIRONMENTAL RESPONSIBILITY

Environmental management	<ul style="list-style-type: none"> <li>- Existence of an EMS (Environmental Management System)</li> <li>- Scope of reporting</li> <li>- Strategic leadership</li> <li>- Dedicated director</li> </ul>
Climate policy and energy efficiency	<ul style="list-style-type: none"> <li>- Scope 1, 2 and 3 CO2 emissions</li> <li>- Energy consumption</li> <li>- Water consumption</li> <li>- Waste recovery rate</li> </ul>
Biodiversity impact and externalities - Accident and pollution history	
Regulation and certification	<ul style="list-style-type: none"> <li>- Type of certification</li> <li>- % of ISO 14001 certification</li> </ul>

## SOCIAL RESPONSIBILITY

Attractiveness and recruitment	<ul style="list-style-type: none"> <li>- Change in employee turnover over a period of 10 years</li> <li>- Absenteeism trends over a period of 10 years</li> <li>- External salary assessment (e.g. Glassdoor)</li> <li>- Sector attractiveness</li> <li>- % job offers compared to total staff</li> </ul>
Social climate and working conditions	<ul style="list-style-type: none"> <li>- Employee Turnover</li> <li>- Absenteeism</li> <li>- History of strikes and labour protests</li> <li>- Context of heavy restructuring</li> </ul>
Company culture and HR management	<ul style="list-style-type: none"> <li>- Productivity</li> <li>- Scope of reporting</li> <li>- Percentage of full-time employees</li> <li>- Share of employees on permanent contract</li> <li>- Payroll (amount)</li> <li>- HR role on the Management Committee</li> <li>- Headcount</li> <li>- % payroll compared to revenues</li> <li>- % employee shareholding</li> </ul>
Training and career management	<ul style="list-style-type: none"> <li>- Training access rate</li> <li>- Training hours per employee</li> <li>- Seniority</li> <li>- Average age</li> <li>- % of training expenses compared to revenues</li> </ul>
Promotion of diversity	<ul style="list-style-type: none"> <li>- % of women</li> <li>- % of female managers</li> </ul>
Health and safety	<ul style="list-style-type: none"> <li>- Frequency rate of accidents</li> <li>- Severity rate of accidents</li> </ul>

## CORPORATE SOCIAL RESPONSIBILITY

Capacity for innovation and pricing power	<ul style="list-style-type: none"> <li>- Brand value</li> <li>- % of new products (less than 5 years old)</li> <li>- % of R&amp;D expenditure compared to revenues</li> </ul>
Tax consistency	<ul style="list-style-type: none"> <li>- Transparency of the tax rate by country</li> <li>- Effective tax rate</li> <li>- Number of subsidiaries in tax havens</li> <li>- Evolution of the tax rate over a period of 10 years</li> <li>- % of non audit related fees in auditors' fees</li> </ul>
Corruption and business ethics	<ul style="list-style-type: none"> <li>- Sector at risk</li> <li>- History of controversies over a period of 10 years</li> <li>- Exposure to high risk countries</li> </ul>
Management of the supply chain	<ul style="list-style-type: none"> <li>- Limitation of the length of supply chain</li> <li>- History of accidents over a period of 10 years</li> <li>- Supplier site audit expenses</li> <li>- ESG contractual clause in supplier contracts</li> <li>- % of the supplier chain audited</li> <li>- % of production outsourced</li> <li>- % of supplier audit fees compared to revenues</li> </ul>
Protection of personal data	<ul style="list-style-type: none"> <li>- Significant use of personal data in the business model</li> <li>- History of controversies over a period of 10 years</li> </ul>
Quality, safety, product traceability - History of recalls/quality issues over a period of 10 years	
Respect for local communities and human rights	<ul style="list-style-type: none"> <li>- History of controversies over a period of 10 years</li> <li>- Community/social investments</li> </ul>
Customer satisfaction and market share gains	<ul style="list-style-type: none"> <li>- History of customer complaints over a period of 10 years</li> <li>- Customer satisfaction</li> <li>- Organic growth over a period of 10 years</li> </ul>

DNCA Investments is a trademark of DNCA Finance.

This promotional document is a simplified presentation tool and does not constitute an offer of subscription or investment advice. This document may not be reproduced, distributed, communicated, in whole or in part, without prior authorisation from the management company. Access to the products and services presented may be subject to restrictions with regard to certain persons or certain countries. The tax treatment depends on the situation of each individual. The KIID must be given to the subscriber prior to each subscription. For complete information on the strategic focuses and all costs, please read the prospectus, the KIIDs and other regulatory information available on our website [www.dnca-investments.com](http://www.dnca-investments.com) or free of charge on request at the head office of the management company.

DNCA Finance - 19 place Vendôme, 75001 Paris - Tel: +33 (0)1 58 62 55 00 Email: [dnca@dnca-investments.com](mailto:dnca@dnca-investments.com) - [www.dnca-investments.com](http://www.dnca-investments.com)

Intranet site dedicated to self-employed persons. Management company approved by the Autorité des Marchés Financiers (French Financial Markets Authority) under number GP 00-030 on 18 August 2000. Non-independent investment advisor within the meaning of the MiFID II Directive.



— DNCA Finance  
19 place Vendôme – 75001 Paris  
Tel.: +33 (0)1 58 62 55 00  
Contact: [dnca@dnca-investments.com](mailto:dnca@dnca-investments.com)  
[www.dnca-investments.com](http://www.dnca-investments.com)

