

Instructions:

This survey is divided into nine spreadsheets including this instruction. Each spreadsheet addresses a different topic. You can locate these different spreadsheets and navigate among them by using the tabs located at the bottom of the screen.

To answer a question, click 'X' from the drop down in the corresponding column.

The various topics likely will need to be addressed by different people or information sources, because they typically are handled by different teams within a company.

Thank you very much for your time and effort.



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Core Values/Ethics/Culture	The company inspires all managers and employees to do their best.					
2	Core Values/Ethics/Culture	The company allows employees (when appropriate) to make independent decisions and to find ways to improve operations.					
3	Core Values/Ethics/Culture	The company provides a challenging, satisfying work environment for both management and employees.					
4	Core Values/Ethics/Culture	Consequences are clearly articulated and applied for deviations from or violations of ethics policies and procedures.					
5	Core Values/Ethics/Culture	The company's culture, including the ethical climate, is routinely assessed as part of an overall organizational review.					
6	Core Values/Ethics/Culture	Adherence to each of the company's ethics policies and procedures is routinely monitored and measured.					
7	Core Values/Ethics/Culture	Violation of ethical standards are not tolerated even when they involved our highest performers.					
8	Core Values/Ethics/Culture	Leaders act in ways that are ethically consistent with what they require of those they lead.					
9	Core Values/Ethics/Culture	Adherence to ethics policies and procedures is required for a positive performance review and promotion.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	Core Values/Ethics/Culture	The ethics strategy holds the company accountable to or involves all key stakeholders (e.g. employees, customers, suppliers, competitors, unions).					
11	Core Values/Ethics/Culture	Each of the company's values are consistent with one another so that they clearly convey expectations to individuals across the company.					
12	Core Values/Ethics/Culture	Ethics guidelines are effective in helping people cope with situations where there is no prescribed solution.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Leadership/Governance	Board committees are comprised primarily of independent, qualified directors to deal with governance, nominations, succession planning, executive compensation and audit.					
2	Leadership/Governance	The board actively reviews, understands and approves the corporate philosophy, mission and values of the company.					
3	Leadership/Governance	The board actively reviews, understands and approves the setting of company direction and strategy.					
4	Leadership/Governance	The board reviews, approves, and conducts post-implementation reviews of all material transactions not in the ordinary course of business.					
5	Leadership/Governance	The board monitors performance against strategic business plans and targets, including overseeing operating results on a regular basis, to evaluate whether objectives are being achieved and address performance risks.					
6	Leadership/Governance	The board effectively monitors programs for compliance with laws and regulations.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
7	Leadership/Governance	The board actively oversees management's activities in ensuring that an effective internal control framework is in place, including 1) assessment and management of key financial and non-financial risk, and 2) an effective monitoring and oversight process.					
8	Leadership/Governance	The board ensures the company has a consistent and coordinated process for identifying, assessing and prioritizing risks - strategic, operating, financial and information - and exposure.					
9	Leadership/Governance	Senior management and the board have processes for reviewing their own performance on an annual basis. The board's evaluation would consist of its performance as a whole, the performance of each committee, and the performance of individual board directors.					
10	Leadership/Governance	The board selects the metrics it needs and receives the information it seeks from both internal and external sources on a timely basis to support its decision making processes.					
11	Leadership/Governance	The board meets regularly and spends sufficient time focusing on important issues facing the company.					
12	Leadership/Governance	Non-executive board members regularly meet without management, communicate between board meetings, and conduct site visits and meet with management other than the CEO.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
13	Leadership/Governance	The mix of people and skills on the board is aligned with the strategic needs and business imperatives of our company.					
14	Leadership/Governance	The role of the board is clearly articulated and understood by both board members and management; this includes having a common framework for defining the governance program, and defining the activities of the board.					
15	Leadership/Governance	The company has a highly competent, ethical, well-functioning, well-informed board of directors.					
16	Leadership/Governance	Management is held accountable for providing timely, accurate and transparent information to the board.					
17	Leadership/Governance	The company ensures that timely, accurate, and transparent disclosures to the board are made on material matters regarding the enterprise, including financial position, performance, material risks, ownership and governance.					
18	Leadership/Governance	Financial statements and disclosures are presented so that an average person can understand the performance, results and risks.					
19	Leadership/Governance	Management is held accountable for upholding the letter and the spirit of relevant laws and regulations.					
20	Leadership/Governance	The company periodically tests for compliance with laws and regulations, and the results of such tests are provided to the board and management.					
21	Leadership/Governance	The company has a positive reputation in relation to compliance.					
22	Leadership/Governance	The leadership team's compensation is appropriately linked to the performance of the company.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
23	Leadership/Governance	The company's management connects with all levels of the business on a periodic basis (e.g., through periodically "walking the factory floor," holding small lunches/"town hall" meetings/calls, etc.).					
24	Leadership/Governance	Governance objectives are apparent in the actions and decisions of senior management.					
25	Leadership/Governance	The company is appropriately balancing short-term needs with long-term success.					
26	Leadership/Governance	Senior management and board members are promptly informed of issues that may have a significant impact on risk management and control.					
27	Leadership/Governance	Risks, internal controls and exposures are systematically reviewed by the board and management at intervals that are appropriate to the volatility of the company's business conditions.					
28	Leadership/Governance	Risk analysis considers the company's preparedness to deal with risk events, including high-impact, low-probability risk events.					
29	Leadership/Governance	Management is open and receptive to communication of problems, issues, risks or bad news.					
30	Leadership/Governance	Timely and reliable information is available to understand and manage risks effectively.					
31	Leadership/Governance	The board effectively monitors, advises and evaluates the CEO and other senior executives, and ensures orderly and proper management succession planning.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Management Processes/Systems	The company consistently strives to improve the efficiency and effectiveness of business processes, and to increase productivity.					
2	Management Processes/Systems	The company's management processes and systems enable timely identification of potential problems and opportunities.					
3	Management Processes/Systems	Unnecessary complexity in organization structure, business processes and systems is identified and reduced.					
4	Management Processes/Systems	The company's strategy is clearly communicated and understood.					
5	Management Processes/Systems	Strategy is assessed and refined to address changes in the marketplace.					
6	Management Processes/Systems	Information technology investments are aligned with business priorities.					
7	Management Processes/Systems	Accurate, reliable, transparent and timely information is available to support business performance monitoring.					
8	Management Processes/Systems	The relationship between projects/initiatives and benefits/value creation is clearly defined and understood.					
9	Management Processes/Systems	Information technology is leveraged strategically and tactically.					
10	Management Processes/Systems	When a risk event occurs, the company systematically conducts reviews to identify and correct root causes where possible.					
11	Management Processes/Systems	The organization is effective at dealing with and managing change.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
12	Management Processes/Systems	The costs and benefits of outsourced processes, functions and operations are measured, monitored and managed.					
13	Management Processes/Systems	Responsibility for the effectiveness of risk management, at the enterprise and the operational unit level, is well defined and understood.					
14	Management Processes/Systems	Processes and systems for knowledge sharing are established throughout the company.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	People Practices	Management is candid and realistic about the issues facing the company.					
2	People Practices	The company is effective in dealing with change.					
3	People Practices	When the company undertakes changes, it monitors progress to ensure that the changes produce the desired results.					
4	People Practices	The company's management listens to its employees.					
5	People Practices	The company regularly and consistently provides inspiring rewards (financial or non-financial) for good performance.					
6	People Practices	The company rewards achievement with compensation based on performance, and continues to raise performance expectations.					
7	People Practices	Management's actions demonstrate understanding the need for employees to be able to balance their work and home life needs.					
8	People Practices	The company offers an employee benefits plan that is as good as or better than other employers.					
9	People Practices	The company provides compensation that reflects an employee's skill, responsibility and local market conditions.					
10	People Practices	Jobs are designed to challenge the best performers within the company.					
11	People Practices	The company helps employees balance their workload with time for development and training.					
12	People Practices	The company promotes people on the basis of skills/knowledge/performance.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
13	People Practices	Management seeks out and leverages the different insights and perspectives of employees.					
14	People Practices	The company provides advancement opportunities without regard to age, gender, ethnicity, race, lifestyle or disability that doesn't affect ability to perform the work to be done.					
15	People Practices	Employees would like to work here for many more years.					
16	People Practices	The company provides redundant/laid off employees with assistance in finding a comparable (compensation, level of responsibility) position.					
17	People Practices	The company uses layoffs as a last alternative for reducing labor costs (using other methods such as job-sharing, cross-training, reduced wages, etc).					
18	People Practices	The company has a process in place to proactively identify and address potential health and/or safety issues.					
19	People Practices	The company attracts good people as board members, management and employees.					
20	People Practices	The company fills mid-level and high-level positions with internal talent in the majority of cases.					
21	People Practices	The company places the right people in the right jobs.					
22	People Practices	The company retains good employees.					
23	People Practices	A summary of employee surveys is shared with the board and senior management, with a focus on issues and how those issues are to be addressed in the upcoming period.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
24	People Practices	Management is held accountable for the health and safety, development, and retention of employees as part of the annual performance review process.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Customer Commitment	Management and employees regularly have time to think about customers, look at the big picture, bounce ideas off of peers, and experiment with possibilities.					
2	Customer Commitment	The product development process relies heavily on customer input.					
3	Customer Commitment	The company's strategy is built around a clear value proposition for the customer.					
4	Customer Commitment	A dynamic pricing model is used to effectively respond to changes in the market.					
5	Customer Commitment	Pricing strategies vary by customer segments and market conditions.					
6	Customer Commitment	Rigorous tracking of new product/service performance is performed effectively.					
7	Customer Commitment	The company has established strategies, policies, and standards for product and/or service quality control.					
8	Customer Commitment	A structured process exists for gathering, tracking, and responding to customer inquiries and complaints.					
9	Customer Commitment	Effective communications among marketing, sales and service functions enable the company to respond well to customers.					
10	Customer Commitment	Customer service levels and polices are based upon customer and product segmentation.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Extended Relationships	The company understands the effect of a failure of a critical business partner and has continuity plans in place.					
2	Extended Relationships	The management structure for the extended enterprise is such that data shared is used collaboratively and not competitively by business partner(s).					
3	Extended Relationships	The company collaborates with suppliers and customers when planning or changing its supply chain.					
4	Extended Relationships	Responsibility and accountability for the company's supply chain is clearly defined and understood.					
5	Extended Relationships	Management is held accountable for the performance of its extended relationships.					
6	Extended Relationships	The relationship portfolio is evaluated periodically to ensure congruence with current and anticipated future strategic and business objectives.					
7	Extended Relationships	A process exists for initiating alliances, and this process includes whether it is best to build, to buy or to ally, as well as identification of potential risks.					
8	Extended Relationships	Explicit processes and functions are in place to evaluate potential business partners and manage extended relationships.					
9	Extended Relationships	The company has systems in place to measure the success of our critical external relationships.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	Extended Relationships	There are specific performance measures and monitoring procedures used to evaluate each alliance.					
11	Extended Relationships	The company reviews the behavior of business partners and how it affects performance in our overall value chain.					
12	Extended Relationships	The company regularly reviews its partners' satisfaction with the alliance relationship and then uses this review to make improvements to the partner management and communication processes.					
13	Extended Relationships	Non-performing alliances are restructured or exited before they hurt company performance.					
14	Extended Relationships	An evaluation of critical business alliances is presented to the board of directors at least once a year.					
15	Extended Relationships	The company's governance, reporting, security and communication procedures consider the special nature of third-party relationships (where our company does not have "control").					
16	Extended Relationships	Business partners share similar values and approaches to ethics and compliance.					
17	Extended Relationships	Management's level of involvement in third-party relationships is proportionate to the value provided by and risk created from the relationship.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Community Impact	The company's products, services and operations respect religious, ethical and cultural concerns in the communities where the company does business.					
2	Community Impact	Management's actions and decisions demonstrate recognition that the company can only excel in a healthy community.					
3	Community Impact	The company deals proactively with social and environmental risks.					
4	Community Impact	The company's actions taken to address social and environmental issues reflect its core values.					
5	Community Impact	Actions taken to address social and environmental issues are linked to the company's overall strategic objectives.					
6	Community Impact	Management is held accountable for managing social and environmental risks and opportunities.					
7	Community Impact	The company engages with external stakeholders on a regular basis in order to understand their perspectives.					
8	Community Impact	The company regularly provides accurate, timely, reliable and transparent information concerning its social and environmental interactions.					
9	Community Impact	The company solicits input from relevant stakeholders as part of its planning processes.					
10	Community Impact	The company appropriately involves relevant external stakeholders in problem solving.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
11	Community Impact	The company understands the social and environmental impacts of its core products and services.					
12	Community Impact	Management recognizes the importance of seeking commensurability between what it takes out of society (e.g. tax credits, natural resources, etc.) and what it returns to society (e.g. taxes, wages, philanthropy, waste, pollution).					
13	Community Impact	Management's actions and decisions demonstrate commitment to be good corporate citizens.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	EXAMPLE	I have enough knowledge of my company to complete the survey.		X			
1	Economic Effectiveness	Based on our current plans and strategies, I expect that our stock will grow faster than the market over the next year.					
2	Economic Effectiveness	If we make appropriate changes, I expect that our stock will grow faster than the market over the next year.					
3	Economic Effectiveness	During the next year, I expect our customer base to expand faster than our peers.					
4	Economic Effectiveness	During the next year, I expect our customer retention rate to be better than our competitors.					
5	Economic Effectiveness	I expect our operational efficiency (e.g., EBITDA/Net Sales) will increase at a rate greater than our peers.					
6	Economic Effectiveness	Beyond next year, and for the next five years, I expect our customer base to expand faster than our peers.					
7	Economic Effectiveness	Beyond next year, I expect our customer retention rate will be better than our peers.					
8	Economic Effectiveness	We anticipate that normal new investment will be primarily funded by additions to retained earnings.					
9	Economic Effectiveness	Our current debt-to-equity ratio is better than our peers.					
10	Economic Effectiveness	Our current liquidity position is in better condition than our peers.					



Please select the 'X' from the drop down or press the X key (Shift-x) on the keyboard to make your selection

Number	Deloitte IQP Focus Area	Questions	Responses				
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
11	Economic Effectiveness	I expect our future debt-to-equity ratio to be better than our peers.					
12	Economic Effectiveness	I expect that our liquidity position will be in better condition than our peers.					
13	Economic Effectiveness	The board conducts a thorough review and approves the company's financial objectives and plans, including significant capital allocations.					

Disclaimer

This questionnaire is provided by Deloitte Touche Tohmatsu. Deloitte Touche Tohmatsu makes no representation as to the sufficiency of the information contained herein for your purposes. This questionnaire is not intended to constitute accounting, tax, legal, investment, consulting or other professional advice or services. The questionnaire is not intended to be relied upon as the sole basis for any decision which may affect you or your business. Before making any decision or taking any action that might affect your personal finances or business, you should consult a qualified professional adviser.

This questionnaire is provided as is, and Deloitte Touche Tohmatsu makes no express or implied representations or warranties regarding this questionnaire. Without limiting the foregoing, Deloitte Touche Tohmatsu does not warrant that the questionnaire will be error-free or will meet any particular criteria of performance or quality. Deloitte Touche Tohmatsu expressly disclaims all implied warranties, including, without limitation, warranties of merchantability, title, fitness for a particular purpose, noninfringement, compatibility, security, and accuracy.

If any of the foregoing is not fully enforceable for any reason, the remainder shall nonetheless continue to apply.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, its member firms, and their respective subsidiaries and affiliates. Deloitte Touche Tohmatsu is an organization of member firms around the world devoted to excellence in providing professional services and advice, focused on client service through a global strategy executed locally in nearly 150 countries.

With access to the deep intellectual capital of 120,000 people worldwide, Deloitte delivers services in four professional areas—audit, tax, consulting, and financial advisory services—and serves more than one-half of the world's largest companies, as well as large national enterprises, public institutions, locally important clients, and successful, fast-growing global growth companies. Services are not provided by the Deloitte Touche Tohmatsu Verein, and, for regulatory and other reasons, certain member firms do not provide services in all four professional areas.

As a Swiss Verein (association), neither Deloitte Touche Tohmatsu nor any of its member firms has any liability for each other's acts or omissions. Each of the member firms is a separate and independent legal entity operating under the names "Deloitte," "Deloitte & Touche," "Deloitte Touche Tohmatsu," or other related names.