

Realizing the Blueprint: Corporate Action Plan	
Blueprint Indicator	Reference in Sustainability Report 2013* /Additional Comments
Implementing the Ten Principles into Strategies and Operations	
Full Coverage and Integration Across Principles	
1. Implement all the ten UN Global Compact principles into strategies and operations.	3-4, 13-18, 30-31, 38, 51-54, 70-71, Online 101, Online 102, Online 103, Online 104, Online 105, Online 106, Online 107, Online 202
2. Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs.	3-4, 13-18, 71, Online 101, Online 102, Online 103, Online 104, Online 202
3. Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts.	3-4, 13-18, 30-31, 32-33, 60-67, Online 109, Online 202
Robust Management Policies and Procedures	
4. Assess risks and opportunities on an ongoing basis at both enterprise and product level and undertake due diligence to ensure that the company identifies any negative impacts caused by its operations and activities.	13-18, 22-23, 30-31, 32-33, 37, 46, 47-50, 55-56, 67, Online 102, Online 109, Online 110, Online 111
5. Develop strategies and policies specific to the company’s operating context – as well as scenarios for the future - and establish measurable short, medium, and long term goals.	3-4, 13-18, 26-27, 28-29, 32-33, 34-35, 60-67, Online 002, Online 103
6. Engage and educate employees through training activities, the development and adjustment of business processes, and sound incentive schemes.	13-18, 51-54, 60-67, Online 508, Online 517, Online 518, Online 519, Online 520, Online 521, Online 522, Online 529, Online 530, Online 531,
7. Implement a system to track and measure performance based on standardized performance metrics.	3-4, 13-18, 47-50, 51-52, 60-67, 70-71, Online 002, Online 003, Online 102, Online 507, Online 508, Online 513, Online 514, Online 516
Mainstreaming into Corporate Functions and Business Units	

8. Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) and ensure that no function is operating in conflict with sustainability commitments and objectives of company.	3-4, 13-18, 20-21, 22-23, 24-25, 40-46, 47-50, 51-54, 55-56, 57, 60-67, 70-71, Online 002, Online 101, Online 102, Online 103, Online 104
9. Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy.	3-4, 13-18, 20-21, 22-23, 24-25, 40-46, 47-50, 51-54, 55-56, 57, 60-67, 70-71, Online 002, Online 101, Online 102, Online 103, Online 104
10. Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary.	8-9, 13-18, Online 101, Online 104
<b>Value Chain Implementation</b>	
11. Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts.	3-4, 13-18, 22-23, 24-25, 30-31, 32-33, 34-35, 40-46, 55-56, 57, 60-67, 70-71, Online 002, Online 102, Online 107, Online 109, Online 515
12. Communicate policies and expectations to suppliers and other relevant business partners.	3-4, 5, 13-18, 37, 51, 53, 55-56, 57, 67, 70-71, Online 101, Online 102, Online 105, Online 110, Online 111, Online 601
13. Implement monitoring and assurance mechanisms within company's sphere of influence.	13-18, 30-31, 32-33, 37, 55-56, 57, 67, Online 109
14. Undertake awareness-raising, training and other types of capability building with suppliers and other business partners.	3-4, 5, 13-18, 37, 51, 53, 55-56, 57, 67, 70-71, Online 101, Online 102, Online 105, Online 110, Online 111, Online 601
<b>Taking Action in Support of Broader UN Goals and Issues</b>	
<b>Core Business Contributions to UN Goals and Issues</b>	
15. Align core business strategy with one or more relevant UN goals / issues.	70-71
16. Develop relevant products and services or design business models that contribute to UN goals / issues.	70-71
17. Adopt and modify operating procedures to maximize contribution to UN goals / issues.	70-71
<b>Strategic Social Investments and Philanthropy</b>	

18. Pursue social investments and philanthropic contributions that tie in with the core competences or operating context of the company as an integrated part of its sustainability strategy.	16-17, 30-31, 58-59, 66-67
19. Coordinate efforts with other organizations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors.	14-15, 58-59, Online 103, Online 105, Online 106, Online 107
20. Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups.	13-18, 30-31, 40-46, 47-50, 53, 58-59
<b>Advocacy and Public Policy Engagement</b>	
21. Publicly advocate the importance of action in relation to one or more UN goals / issues.	5, 8-9, 16-17, 30-31, 47-50, 70-71
22. Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals / issues.	5, 8-9, 13-15, 30-31, 53, 60-67, 70-71
<b>Partnerships and Collective Action</b>	
23. Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy.	15, 26-27, 28-29, 30-31, 32-33, 34-35, 58-59, Online 105, Online 106, Online 107
24. Join industry peers, UN entities and/or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives that extend the company's positive impact on its value chain.	3-4, 20-21, 22-23, 24-25, 30-31, 13-18, 58-59, 66-67, Online 003
<b>Engaging with the UN Global Compact</b>	
<b>Local Networks and Subsidiary Engagement</b>	

25. Contribute to the building and operating of at least one UN Global Compact Local Network and help elevate performance of other companies through training, mentoring, COP peer review, etc.	13-18, 30-31, 38, 66-67
26. Encourage subsidiaries to engage with UN Global Compact Local Networks and to participate actively in events and activities.	13-18, 30-31, 38, 66-67
27. Publish sustainability information related to each individual subsidiary separately or reference it explicitly in the Communication on Progress of Corporate Headquarters.	<i>Individual sustainability report on e.g. China and Argentina has been published</i>
<b>Global and Local Working Groups</b>	
28. Participate in relevant global or local working groups and share experiences, networks, tools and good practices with other UN Global Compact participants.	14-15, 38, 66-67, Online 003, Online 103, Online 105, Online 106, Online 107, Online 203
29. Take active part in defining scope and objectives of new working groups when relevant.	14-15, 70-71, Online 105, Online 106, Online 107
<b>Issue-Based and Sector Initiatives</b>	
30. Join and help advance one or more existing UN Global Compact initiatives, e.g. Caring for Climate, CEO Water Mandate, Women's Empowerment Principles, and Global Business Initiative on Human Rights.	14, 16-17, 53, 55-56, Online 106, Online 202
31. Spearhead need-driven development of new issue-based or sector initiatives within the UN Global Compact and the wider United Nations.	5, 13-18, 30-31, 38, 51, 70-71, Online 202
<b>Promotion and Support of the UN Global Compact</b>	
32. Advocate the UN Global Compact to business partners, peers and the general public.	14, 16-17, 53, 55-56, Online 106, Online 202
33. Encourage suppliers and other business partners to join the UN Global Compact, and take on mentoring role on issues related to the initiative.	14, 16-17, 53, 55-56, Online 106, Online 202

34. Participate in activities to further develop and strengthen the UN Global Compact.	14-15, 16, 38, 67, Online 105, Online 106, Online 107
<b>The Cross-Cutting Components</b>	
<b>CEO Commitment and Leadership</b>	
35. CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact.	5, 8, Online 104
36. CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards.	5, 8, Online 104
37. CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation.	3-4, 5, 8-9, 13-18, 22-23, 24-25, 30-31, 32-33, 34-35, 40-46, 47-50, 51-54, 57, 58-59, 60-67, 70-71, Online 002, Online 101, Online 102, Online 104, Online 106, Online 111, Online 502, Online 514
38. Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team.	13-14, Online 002
<b>Board Adoption and Oversight</b>	
39. Board of Directors (or equivalent) assumes responsibility and oversight for long term corporate sustainability strategy and performance.	3-4, 5, 8-9, 13-18, 22-23, 24-25, 30-31, 32-33, 34-35, 40-46, 47-50, 51-54, 57, 58-59, 70-71, Online 101, Online 104, Online 106, Online 111, Online 502, Online 514
40. Board establishes, where permissible, a committee or assigns an individual Board member with responsibility for corporate sustainability.	5, 8-9, 14, 22-23, 30-31, 32-33, Online 101, Online 104
41. Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress).	13-14, 38, 70-71, Online 002, Online 101, Online 104, Online 202
<b>Stakeholder Engagement</b>	
42. Publicly recognize responsibility for the company's impacts on internal and external stakeholders.	3-4, 5, 13-14, 15-16, 30-31, 32-33, 38, 60-67, Online 002, Online 101, Online 105, Online 106, Online 107, Online 108, Online 203
43. Define sustainability strategies, goals and policies in consultation with key stakeholders.	3-4, 5, 13-14, 15-16, 30-31, 32-33, 38, 60-67, Online 002, Online 101, Online 105, Online 106, Online 107, Online 108, Online 203

44. Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance.	3-4, 5, 13-14, 15-16, 30-31, 32-33, 38, 60-67, Online 002, Online 101, Online 105, Online 106, Online 107, Online 108, Online 203
45. Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'.	3-4, 15-16, 17, 37, 71, 51-52, Online 105, Online 106, Online 107, Online 108,
<b>Transparency and Disclosure</b>	
46. Share sustainability information with all interested parties and respond to stakeholder inquiries and concerns.	3-4, 15-16, Online 105, Online 106, Online 107, Online 108
47. Ensure that Communication on Progress covers all aspects of the Leadership Blueprint and utilize, where appropriate, the Global Reporting Initiative framework.	3-4, 14, 38, 68, 70-71, Online 003, Online 103, Online 201, Online 202, Online 203
48. Integrate Communication on Progress into annual financial report or publish them together.	<i>Published together annually in April</i>
49. Secure external verification of Communication on Progress or seek other methods for legitimization by external stakeholders.	3-4, 14, 38, 68, 70-71, Online 003, Online 103, Online 201, Online 202, Online 203
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