

2015

Corporate Social Responsibility White Paper
of Swedish Enterprises in China



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Introduction

Corporate social responsibility (CSR) plays an important role in both trade policy and export promotion. The Swedish Government is therefore developing a more ambitious policy for CSR while working on an export strategy to strengthen export and internationalization opportunities for Swedish companies in important growth markets around the world.

Many Swedish companies are actively integrating sustainability into their business operations. There are numerous examples of the positive contributions companies can make to enhance sustainable social development. Successful and competitive companies of the future are those that make CSR part of their core business. Consumers, investors and other stakeholders expect this.

Sweden and China have a long-term cooperation on CSR since the first Memorandum of Understanding (MoU) was signed by the two Governments in 2007 and the second one signed in 2009. A new MoU on CSR cooperation was just signed by the Swedish Minister for Enterprise and Innovation, Mikael Damberg, and the Chinese Vice Minister of Commerce Wang Shouwen in September 2015. The new agreement specifies the areas to be included and expands the cooperation to new stakeholders.

I'm confident that CSR will make up a larger part of business strategies in the near future. The knowledge that there is a connection between CSR and increased profitability is a fact that we believe will gain more and more importance throughout China.

Maisoun Jabali

Counsellor & Head of Corporate Social Responsibility Centre at the Embassy of Sweden



About the white paper

After China launched its reform and opening-up policy, foreign enterprises have been gradually entering China, and they also introduced the Corporate Social Responsibility (CSR) concept into the country. As China joined the World Trade Organization (WTO) in 2001, the country has been more extensively involved in international economy and trade. As an important element in the new wave of economic globalization, CSR has been gaining popularity among both multinational enterprises and Chinese domestic enterprises. Between the 1980s and 1990s, the CSR concept was initially developing within Chinese enterprises. From late 1990s to 2005, development of CSR was prompted with a focus on employees as a starting point. Between 2006 and 2011, a consensus was reached to develop CSR in Chinese enterprises. In 2012, a new stage of managing and developing CSR kicked off. Along the way, foreign enterprises were playing a pivotal role in the development of CSR in China, by providing guidance and role models for Chinese enterprises. Therefore, apart from focusing on global economy and trade, China WTO Tribune has been keeping a close eye on the CSR practice of foreign enterprises. In 2005, the China WTO Tribune translated and published *The best CSR cases in European countries*. In 2006, we highlighted the first responsibility competitiveness case: planting potato in desert by PepsiCo. In the annual GoldenBee CSR Cases Report, the best practice cases submitted by foreign enterprises accounted for nearly a third of the total, providing some role models for Chinese enterprises. Meanwhile, we cooperated with the China Association of Enterprises with Foreign Investment (CAEFI) to urge foreign enterprises to bolster CSR initiatives in China and share their experience. In 2007, we jointly organized CSR forum and case exhibition. Starting in 2014, we beefed up our cooperation in research of CSR cases by foreign enterprises and compiled the *CSR Cases of Enterprises with Foreign Investment in China 2014*. We will expand the base of the cases in 2015.

Research in CSR of Swedish enterprises in China kicked off in 2008. In the well-known *State of Responsible Competitiveness 2007* reported by AccountAbility^{*}, translated by China WTO Tribune, we proposed the new concept of “State of Responsible Competitiveness”, which is used to measure and reflect the competitiveness in natural environment, human resources, as well as economic and social development. Compared with pure economic competitiveness, regional / national responsible competitiveness has broader sustainable meanings by highlighting the roles of the policy environment, CSR and social organizations, which contribute to forming the regional / national competitiveness. Based on the three aspects, we assessed 108 countries globally, and Sweden ranked No.1 in State of Responsible Competitiveness in the world. In 2010, with the support of the Sino-Swedish CSR cooperation project, China WTO Tribune joined hands with AccountAbility again to publish the *State of Responsible Competitiveness 2009*^{*}. Meanwhile, China WTO Tribune launched plan to research the Swedish concepts and practice in CSR in order to bring ideas and role models to Chinese enterprises. During the process, we continued to focus on Sweden and its enterprises. Through visiting Sweden, organizing relevant training, and participating in Sino-Swedish CSR projects, we boosted our understating of CSR initiatives of Swedish enterprises. We were greatly impressed by the move of Sweden to integrate social and environmental responsibility into commercial activities with an aim to improve competitiveness, profitability and influence and to make it an integral part of the national strategy. When encouraging enterprises to conduct sustainable business operation, the Swedish government adopted a series of measures, including integrating responsibility requirements into the EU and national laws and regulations, raising requirements on strategies and actions of state-owned enterprises, offering preferential trade and export policies to enterprise fulfilling their responsibility, and launching supporting measures to social innovation and social enterprises.

We compile this *Corporate Social Responsibility White Paper of Swedish Enterprises in China* with an aim to sort out the characteristics and disadvantages of Swedish enterprises in China, to encourage enterprises to further realize their commitments to CSR while maintaining their own advantages and characteristics, to help the Chinese side understand Swedish enterprises in China, and to establish mutual trust and mutually beneficial relationship. Meanwhile, we also aim at providing a platform for Swedish enterprises to share their outstanding experience and practice in CSR management in China with other foreign-funded enterprises and Chinese enterprises, thus promoting the development of CSR in China. Between December 2014 and August 2015, through literature search, we sorted out CSR management, practice, information disclosures and external evaluations of over 271 Swedish enterprises in China based on the list unveiled by the Swedish Chamber of Commerce on its website. At the same time, we conducted interviews with 21 Swedish enterprises in China with different business sizes and from different sectors, trying to understand the efficiency, experience, disadvantages, challenges and suggestion of Swedish enterprises in their CSR activities in China. We also held a seminar where representatives from the Embassy of Sweden in China as well as Swedish enterprises and organizations in China discussed the typical cases, needs and challenges for Swedish enterprises in China.

This white paper is divided into two parts. The first part is about the general status of the CSR programs of Swedish enterprises in China, including the overall situation, main features, shortcomings, challenges and recommendations. The second part is about the typical experience and cases, including CSR management, integration into operations and interactions with stakeholders. Thus, we display the growth path of CSR initiatives by Swedish enterprises in China and discuss the methods to integrate CSR into business operations and to better localize CSR programs in China to create values for stakeholders and to create a sustainable business ecosystem.

In the process of research and compiling this white paper, we are honored to have the support from the Swedish Embassy and Swedish enterprises including Tetra Pak China Co Ltd. We obtained a lot of feedbacks and suggestions from CSR professionals. Due to constraints with regard to time and channels, literature research and interviews cannot cover all Swedish enterprises in China. Therefore, the white paper only reflects the CSR practices by the Swedish enterprises covered in the study. We look forward to your feedback and recommendations.

* AccountAbility, China WTO Tribune, *State of Responsible Competitiveness 2007*, Enterprise Management Publishing House, 2008.

* AccountAbility, China WTO Tribune: *State of Responsible Competitiveness 2009*, China Academy of Governance Publishing House, 2010.



Development of CSR of Swedish enterprises in China

Growth of CSR of Swedish enterprises in China

Sweden covers a small area of approximately 450,000 square kilometers with a population of less than 10 million. Due to the limited size of its domestic market, the country is highly dependent on foreign trade. Thus, Sweden has been long supporting the liberalization of global trade, promoting sustainable business development, and focusing on creating value for trade and economic partners. Swedish enterprises are leaders in globalized business operation. Sweden is promoting CSR in overseas regions and regarding its impact on various stakeholders as an important approach to foster responsible trade, enhance national competitiveness and obtain external support. It's also part of Sweden's national strategy. In the 20th century, the Swedish government gave priority to the set-up of a coordination mechanism between the government, employers and the trade unions, with a main focus on employee responsibility. In the first decade of the 21st century, the government took the initiative to understand and respond to the demands of various stakeholders and promoted multi-party communications. In recent years, it clearly defined social responsibility as sustainability and extended the agendas to human rights, environment, anti-corruption, labor rights, gender equality, diversity, business ethics, and community development, expanding corporates' internal responsibility across the entire value chain. Swedish enterprises improved their understanding and implementation of CSR initiatives and made it an integral part in expanding market, reducing costs and realizing sustainable profitability. During the evolution, Swedish enterprises have also been introducing their CSR concepts into China. When sustaining commercial development, they facilitated the emergence and development of CSR in China and grew together with Chinese social and economic development.

As China launched the reform and opening-up campaign in 1978, bilateral trade hit US\$100 million. After China joined the WTO in 2001, a growing number of Swedish enterprises entered the Chinese market. With the development of the market, Sweden also brought the CSR concept into China. Starting in 2002, Sweden was actively involved in implementing the UN Global Compact to help Swedish enterprises become the "ambassadors" of corporate social responsibility, promote human rights and labor standards,

fight against corruption and protect the environment in order to strengthen the global competitiveness of Swedish enterprises^{*}. In 2003, Sweden set up a "Global Responsibility Partnership for Sustainable Development" initiative office under its foreign affairs office to promote the implementation of CSR strategy. In 2015 and 2016, Sweden further offered CSR training for ambassadors in order to help promote sustainability globally.

With the deepening of Sino-Swedish economic and trade relations, the CSR has been playing an increasingly important role in business cooperation. Through clear visions and integrated strategies, Sweden has been promoting social responsibility in an all-round manner, creating solid environment for enterprises to fulfill its social responsibilities and bolstering the CSR agenda into an issue with regard to national competitiveness in responsibility. In June 2007, during the visit to Sweden by Hu Jintao, the Ministry of Commerce of China and the Ministry of Foreign Affairs of Sweden signed a Memorandum of Understanding on Corporate Social Responsibility, marking the start of the cooperation between China and Sweden in CSR[†]. In July 2009, during the 17th Session of Sino-Swedish Trade and Economic Joint Committee, Gao Hucheng, then the Vice Minister of Chinese Ministry of Commerce, and Wieslander, Swedish State Secretary, signed a Memorandum of Understanding on Establishing a Sino-Swedish CSR Working Group. In March 2010, during the visit to Sweden by Xi Jinping, the two countries signed a Long-Term Planning of Sino-Swedish Cooperation on Corporate Social Responsibility, drafting a five-year cooperation plan in social responsibility. In 2007, the two countries signed a Memorandum of Understanding on Cooperation of Corporate Social Responsibility, officially kicking off collaboration in CSR[‡]. The program was jointly sponsored by the General Affairs Department under the Chinese Ministry of Commerce and the CSR Center under the Embassy of Sweden in China. The two sides joined hands to promote CSR concepts and facilitate its implementation in China. Meanwhile, Swedish Chamber of Commerce and Business Sweden both play an active role. On September 9, 2015, Swedish Minister for Enterprise and Innovation Mikael Damberg and Chinese vice Minister of Commerce Wang Shouwen signed a new memorandum of understanding between

the two countries in the field of sustainable corporate development[§], further expanding the cooperation in the CSR field. On the private level, Swedish enterprises in China, especially those specializing in procurement and trade in China, also helped boost the awareness and capability of its Chinese partners with regard to CSR along the supply chain, promoting CSR development in China.

In this process, Swedish enterprises in different business, sizes and industries have entered in China. In light of business, at the beginning of reform and opening-up, they mainly dealt with procurement and trade. But they gradually shifted to manufacturing and processing in China and later started to provide a variety of services, launch joint R&D initiatives, conduct technology transfer and engage in trade investment. In light of corporate size, apart from large-sized enterprises, smaller firms also boomed in China. In terms of industry, apart from mining, steel, machinery and equipment, pharmaceuticals, pulp and other industries where Sweden has its traditional advantages, enterprises in consumer goods, information and communications, environmental protection, high-tech, life sciences and other emerging industries were also present in the country.

While engaging in extensive economic and trade exchanges, Swedish enterprises in China were also changing their focus on CSR initiatives. On one hand, Swedish enterprises in China have been covering a diversified range of CSR topics in their business operations. They have been shifting from a major focus on compliance and product quality to occupational health and safety, labor rights, human rights, equality, and environmental protection. With the increase in the proportion of R&D and services, Swedish enterprises in China have been increasingly tapping new energy, new technologies and new models to explore the value of social responsibility with innovative ways to solve social problems. On the other hand, apart from enhancing the ability of fulfilling responsibility, Swedish enterprises in China have been increasingly concerned about the value chain, especially the CSR management and initiatives alongside the value chain, by aligning with upstream and downstream industries to promote common commitment to social responsibility. With deepening of the global

business cooperation, Swedish enterprises have been shifting from simply complying with Chinese norms to gradually introducing international standards and higher requirements, such as the United Nations Global Compact, the Business Social Compliance Initiative, OECD Guidelines for Multinational Enterprises and ISO 26000 Social Responsibility Guidelines, into China and helping promote the ability of their Chinese partners through evaluations and training.

Meanwhile, Swedish enterprises also introduced their own corporate culture into China by keeping their own features while adapting to the Chinese environment. Take employee care for example. According to the Research on Swedish Business Culture in China[¶] unveiled in April 2015, among multinational enterprises in Germany, France, the United States, Japan and Sweden, employees at Swedish enterprises were most satisfied with their work, with a proportion of 71%. Up to 91.6% of employees at Swedish enterprises are willing to recommend their friends to work at Swedish enterprises. A majority of respondents said that Swedish enterprises "respect employees", have "flat organizational structures", are amicable and fair, and give priority to families.

Swedish enterprises in China believe that operating in a responsible way by coordinating the relationship between corporate and people, corporate and corporate, corporate and society, and corporate and environment not only adds value to their own, but also is crucial to boosting core competitiveness and establishing sustainable and mutually beneficial business models. With the upgrading of China's industrial structure, and implementation of the "One Belt and One Road" initiative and "Made in China 2025" strategy, Swedish enterprises will further cooperate with China by providing technology and solutions. Meanwhile, they will also introduce Swedish innovation, democracy and equality, environmental protection, integrity and CSR practices into China, addressing key issues in China's economic transformation together with the country's own CSR management and development progress. They will tap their advantages to share values with the Chinese society, prompt stakeholders to actively take more social responsibility and stimulate enterprises to join hands with China to accelerate the development of CSR.

* Xia Bingjun: "Survey Report on CSR of Swedish Enterprises", Commercial Affairs Department, Nov 2007.

† Source: <http://csr2.mofcom.gov.cn/article/wangzhanjianjie/about1.shtml>.

‡ Source: <http://www.csr.gov.cn>.

§ Source: <http://www.swedenabroad.com/zh-CN/Embassies/Beijing/10/1/-sys212/>.

¶ The survey was initiated by Swedish Spirit of Innovation together with Rewir, Nepa and CIC. Swedish Spirit of Innovation is the first employer culture promotion program launched by Swedish enterprises in China, including Alfa Laval, Atlas Copco, Ericsson, IKEA, SKF and Volvo.

Features of CSR practices of Swedish enterprises in China

Through studying relevant materials on CSR initiatives by Swedish enterprises in China and conducting on-site surveys over dozens of Swedish enterprises, we summarized the following features in CSR concepts, practice and management:

First, they generally consider CSR is synonymous with sustainable business to a certain extent.

Although the ISO 26000 international standards offers a definition of social responsibility with a global consensus, when exploring the meaning of CSR, all responding Swedish enterprises in China expressed a similar view: enterprises need to work closely with suppliers, customers, industry, government, communities and other stakeholders to draft strategies and make decisions in its R&D, manufacturing and sales based on the potential influence on these stakeholders. As an interview with a Swedish enterprise in China said, "we have to do business like this." Swedish enterprises in China have to face a complex market situation and need to handle multiple issues related to the environment, labor rights, human rights, anti-corruption, diversity and gender equality. Thus, they must boost their CSR concept and management. Swedish enterprises in China are able to establish a sustainable operating mechanism while fulfilling their social responsibility.

Second, they regard the fulfillment of social responsibility as a source of innovation.

The development of CSR facilitates innovation in management and operations, such as technological innovation, management innovation, and social innovation. It is reflected well in Swedish enterprises in China. Swedish enterprises in China are tapping these innovations to deal with the emerging environmental and social challenges and in turn to contribute to the desired changes in the society.

Innovation in the field of science and technology doesn't simply pursue sophistication, but aims at "having positive influence on people" with the development of innovative technologies to address social and environmental issues in local communities. For example, SKF developed the "BeyondZero" products with excellent environmental performance.

Multiple demands from Chinese local stakeholders have been prompting Swedish enterprises in China to constantly improve their operations and management. For example, in the management of suppliers, Axstores extended the coverage from working conditions to work-life balance. LKAB shifted its focus from "compliance" to "win-win cooperation". IKEA expanded its coverage from first-level suppliers to raw materials manufacturers.

By identifying and understanding the needs of society, Swedish enterprises in China have been tapping their own advantages in technology, industry, management and innovation to launch cross-sector cooperation, helping solve education, health care, pension and other social issues. For example, SCA joined hands with community-level service centers to solve the problem of home care.

Third, the size and industry of different enterprises have yet to make a difference in their willingness to be engaged in CSR, but they did impact their priority in fulfilling social responsibilities.

In the Chinese market, there are more than 10,000 Swedish enterprises actively operating, covering automotive, mining, retail, apparel, paper and other industries^{*}. Some of them are among the world's top 500 large multinational enterprises, while others are SMEs with less than 100 employees. There are both manufacturers with plants in China and service-oriented enterprises that are engaged in trade with China. Regardless of their size and industry, Swedish enterprises in China are keen in fulfilling their corporate social responsibility. During the interviews, these enterprises showed their enthusiasm and deep understanding about CSR and introduced their management measures and detailed projects in China. They fully recognize the value and significance of CSR. But they showed differences in defining the priorities in implementing CSR programs in China.

For large-sized enterprises that have invested to build factories in China, they chose to have systematic management of social responsibility, by adhering to the sustainability strategy from their Swedish headquarters and adapting to the CSR scenario in China. For example, Tetra Pak introduced the advanced World Class Manufacturing to China and promoted recycling of packaging to

foster related industries. For trade-oriented enterprises, they are more concerned about CSR management in the supply chain. They arranged CSR specialists to take charge of their CSR programs and maintained close interaction and cooperation with local suppliers. For example, Axfood is devoted to building CSR capacity for its suppliers.

Fourth, they stick to business ethics. According to the member list provided by the Swedish Chamber of Commerce, almost all Swedish enterprises in China have developed or followed their headquarters' detailed Code of Business Conduct. Some enterprises have developed clear anti-corruption regulations, gifts and hospitality policy as well as whistleblower policy. They are designed to weed out bribery, covert deals and other misconduct. Take anti-bribery for example. Swedish enterprises ensure the full implementation of their global policies. They also offer explanations and draft measures with regard to the actual situation in Chinese business ethics with an aim to promote the fairness and integrity within the company.

Since 2012, under the background of increasingly stringent anti-corruption requirements, and based on Tetra Pak Group's Anti-corruption Policy, Tetra Pak Group's Gift and Hospitality Policy and Tetra Pak Group's Meeting and Travel Policy, Tetra Pak China keeps their employees posted of the updated policies through an internal website and e-mail, organizes regular training and provides appropriate materials and cases for related departments. On the other hand, through the means of post-event reports, individual communications and self assessment, Tetra Pak also helps employees fully and entirely understand related rules and regulations. If any employee or stakeholder find something that violates laws and regulations, codes of conduct or related policies, he or she can report the behavior and people involved basing on the Tetra Laval Group Reporting Policy. In addition, KMT, LKAB, Polykemi and other enterprises insist on having access to business opportunities through proper behavior and express "zero tolerance" over corruption of employees and suppliers. They choose to abandon potential business opportunities if they are in conflict with the code of conduct or standards.

Fifth, they strive to turn the environmental constraints into opportunities. China now faces water shortage, air pollution and a series of environmental challenges.

Facing the environmental constraints, Swedish enterprises in China have been adopting strategic and innovative thinking and practice with an attempt to solve environmental problems, improve their environmental management capacity, promote the sustainability of the ecological environment, have foster their own development with good economic benefits.

Swedish enterprises in China have a positive attitude towards environmental issues. They don't regard them as a burden on businesses, but instead believe environmental issues are one of the elements in business management. They don't make corporate sustainability an important part of development strategies simply due to outside pressure. They don't rigidly eye treatment at the end of the business circle, but focus on procurement of raw materials, supply chain management and product performance in order to integrate solutions to environmental issues into business operations. Ultimately, environmental thinking is integrated into every aspect of the manufacturing operations and a green value chain is established. On the management agenda, apart from focusing on regular issues such as energy conservation and handling of waste, toxic and hazardous materials, Swedish enterprises in China also look further at some cutting-edge issues, such as new energy, new materials, new technology development and utilization, creation of a recycling economy and biodiversity protection.

For example, all factories of Tetra Pak China in the mainland follow the World Class Manufacturing system with an aim to maximize energy efficiency and reduce emissions. Two of its factories participate in China's carbon emissions trading system. Meanwhile, Tetra Pak China also shared the experience with its suppliers and partners to enhance environmental protection capacity across the entire value chain. In addition, Tetra Pak China has also actively promoting collecting and recycling of packages, supporting the development of recycling companies and offering environmental-protection education for the public through large-scale publicity activities. During the 2008 Beijing Olympic Games and 2010

* Source: Embassy of Sweden in China, <http://www.swedenabroad.com/zh-CN/Embassies/Beijing/2/-sys/>.

Shanghai World Expo, Tetra Pak China donated thousands of benches which are made from recycled used beverage cartons. In 2015, Tetra Pak China announced the launch of “Low Carbon - Renewable Resources” GoldenBee 2020 Initiative in Beijing, kicking off the packaging recycling promotion campaign and declaring its action plan. For another example, Atlas Copco has integrated key environmental issues such as water scarcity, climate change and consumption of materials and energy into its business operation. The second plant of Atlas Copco (Wuxi) Compressor Co Ltd, which was launched in early 2013, complies with the standards of LEED (Leadership in Energy and Environmental Design) for sustainable buildings, and reaches globally advanced levels in lean manufacturing, logistics, emissions, noise control, heat and rainwater recovery, intelligent appliances and lighting control. At the same time, the plant tracks and records the materials used in manufacturing and packaging of finished goods or parts. It also recycles most of the steel used as the raw material. The heat produced by electric appliances during the manufacturing process is collected by a recycling system developed by the company to heat up water for industrial use and provide sustainable energy. Such a move can help the company save millions a year in energy consumption, and reduce hundreds of tons in discharge of waste gas, waste water, and solid waste. These measures not only reduced the environmental risks of business operations and improved environmental performance, but also helped enterprises reduce operating costs while boosting market share and reputation. Ericsson also researches the energy consumption in the whole life cycle of the products and promotes partners and community to conserve energy and reduce emission through innovative technologies and services. In recent years, Ericsson has cooperated with China’s operators and installed 1.2 million energy-saving apps. According to the preliminary estimate, the app could save more than 263 million kWh every year, which equivalent to cut CO₂ emission by 237,000 tons.

Sixth, they stress the importance of people and demonstrate the “people-oriented” approach in CSR. Swedish enterprises in China regard “people” as a key element in CSR. Meanwhile, people are also the ultimate beneficiaries of the CSR value.

When carrying out social responsibility management and practice, Swedish enterprises in China often make a certain investment in human resources, engaging both company executives and frontline staff. Large enterprises have specialized CSR executives. For example, Volvo Group China has a CSR director with a dedicated team to ensure the CSR concept, management and practice is effectively integrated into daily management. For example, through assigning sustainability initiatives to every single department and store, IKEA allows people in charge of sustainable development at all levels to lead, coordinate, and follow the implementation of all functional departments based on their own capacity, resources and influence. Greencarrier sets up the “Value Day” to directly discuss CSR. In some SMEs like Crem, the CEO is directly responsible for CSR.

Swedish enterprises in China focus on the impact on “people” in their stakeholders and create values for them. Employees are the key stakeholders for enterprises. Swedish enterprises in China attach great importance to fulfilling responsibilities for their staff, by respecting human rights, creating an equal and friendly working environment, building an inclusive corporate culture to stimulate employees’ innovation and initiative, and paying attention to employees’ families. Apart from annual awards presented to employees, Tetra Pak China also set up spontaneous award recognition and thank-you cards, and empowered the employees to decide incentives for each other in a bid to encourage them to recognize each other’s achievement and strong performance in innovation. Meanwhile, Tetra Pak also launched the “Rainbow Program” to allow employees to have access to exclusive healthcare initiatives. The benefits not only are given to themselves, but also cover their spouse, parents and children to meet employees’ needs at different stages of life.

In the supply chain CSR management, Swedish enterprises in China are not only concerned about the safety and basic benefits of the employees at their suppliers, but also leading their suppliers to help employees to reach a work-life balance, to provide a decent wage, and to further improve the working environment.

Challenges in CSR for Swedish enterprises in China

Because of the differences in legal, regulatory and business environment, as well as cultural philosophy between China and Sweden, Swedish enterprises in China face a number of challenges and even confusion in their China operations and development. They hope that the Chinese government and relevant industry organizations could provide some support and help by communicating and sharing with the enterprises to jointly work out solutions.

First, some Chinese laws and regulations have the concepts and requirements that are beyond those in some Asian countries, making it difficult for enterprises to follow under the current situations.

For example, the *Labor Law* stipulates that every worker is entitled to an eight-hour working day. Under the requirement, extra work is limited to 3 hours per day in order to protect the health of the worker while the combined extra work time is limited to 36 hours per month^{*}. However, a significant number of suppliers are unable to meet this requirement, especially in the peak season for manufacturing. In addition, the *Environmental Protection Law* and other related laws don’t have sound enforcement and regulatory oversight. The oversight on implementation of these laws is weak. Thus, when evaluating their suppliers, Swedish enterprises in China face a dilemma in prompting suppliers to comply with Chinese laws and regulations while ensuring they have sufficient capacity to develop their own businesses.

Second, some Chinese laws and regulations far lag behind without a sound environment to implement them. For example, for disposal and recycling of e-waste, although there are *Law on Promotion of Clean Production*, *Law on Prevention and Treatment of Solid Waste*, and *Law on Promotion of a Circular Economy*, they are all basic principles and don’t contain detailed implementation measures. The State Council has issued *the Administrative Measures on Control of Pollution from Electronic Information Products*, *the Administrative Measures*

on Recycling of Renewable Resources and the Administrative Measures on Recycling and Disposal of Waste Electrical and Electronic Products. On one hand, these measures are not well implemented and don’t have sound oversight. On the other hand, they mainly focus on recycling of home appliances and mobile phones or target the production and distribution channels of the devices. But they fail to cover recycling of electronic devices from the manufacturers. In addition, waste recycling also lacks of social collaboration or a smooth handling mechanism. Thus, Swedish enterprises in China are short of powerful tools to motivate partners, organizations and the public to participate in CSR initiatives, making them less effective and successful.

Third, there are differences in business environment and culture between China and Sweden, which is likely to leave Swedish enterprises in China in a disadvantageous position in market competition. Chinese enterprises may choose to “walk a fine line” in terms of law compliance, but Swedish enterprises in China often strictly abide by rules and regulations or adopt higher standards. That could mean higher costs for Swedish enterprises in China with regard to human capital, access to resources, and production operations. On the other hand, apart from business negotiations and bidding, Chinese enterprises tend to use dinners or gifts to build up relationships and facilitate collaboration. However, Swedish enterprises in China may regard this behavior as bribery or abuse of power depending on the circumstances and spending. That could be in conflict with their anti-corruption provisions. As a result, Swedish enterprises may find that they are not on a leveling playfield with Chinese counterparts during their competition.

* Source: Article 41, the Labor Law of the People’s Republic of China.

Recommendations on CSR for Swedish enterprises in China

Taking into account the current situation of CSR development in China, as well as the concerns and demand of stakeholder groups for Swedish enterprises in China, we recommend Swedish enterprises in China to consider measures to further enhance its CSR practices and management from the following aspects.

First, they should improve the transparency in disclosing CSR-related information. Although Swedish enterprises in China have excellent CSR concepts and cases, they have to provide them to stakeholders in a timely manner. In 2014, a total of 2,357 CSR reports were issued in China but only 158 reports were issued by foreign enterprises^{*}. No Swedish enterprises in China issued their Chinese CSR reports. Although the global reports of these Swedish enterprises have some parts about China, but the information is far from sufficient compared with China-specific reports. Meanwhile, according to the member list by the Swedish Chamber of Commerce, these Swedish enterprises have less information about their local CSR activities in China on their official websites. Their information disclosures are mainly about charity and customer services. They seldom take an active approach in disclosing CSR information and don't take a strong approach to deal with negative news, resulting in insufficient public understanding of Swedish enterprises in China.

Therefore, we recommend Swedish enterprises operating in China should give priority to CSR-related disclosure and regularly issue CSR reports for Chinese stakeholders to inform them about the CSR concept, management, practice and performance. Meanwhile, they should tap new media channels such as WeChat to increase the efficiency communications with stakeholders.

Second, they should build their own CSR brands. Although the Swedish government has a leading role in promoting CSR in China and Swedish enterprises have been making a lot of efforts in CSR, they lack influential CSR programs with distinctive Swedish characteristics.

Therefore, we recommend Swedish enterprises in China to consider the following factors when designing their CSR programs. First, they should leverage on their own professional advantages, taking full advantage of their strength in technology, human resources, management and other aspects. Second, they should work out solutions in the form of projects to counter the challenge facing the development of Chinese society. Third, the projects should be replicable and benefit Chinese enterprises. Fourth, they should promote the projects under their own brands, not only

keeping their stakeholders abreast of the accomplishments, but also promoting the corporate CSR concepts through the projects and raising the awareness of stakeholders in CSR. Through the design, implementation and promotion of CSR projects with Swedish features, Swedish enterprises in China can contribute their thinking, methods and tools to the CSR development in China. For example, BASF (China) launched "1+3" CSR project in 2007: one member enterprise of China Business Council for Sustainable Development (CBCSD) promotes three business partner in the supply chain to improve their CSR awareness and capability and form the "snowball effect". Intel sponsored "New World" Innovation Award for non-profits with the Ministry of Civil Affairs to recognize and promote innovative use of ICT in nonprofit projects.

Third, they should strengthen communications and cooperation with other institutions. Regardless of their size and history in China, Swedish enterprises in China face challenges in understanding or implementation of their CSR initiatives due to the different thoughts and approaches between the two countries. They lack of effective methods to deal with the differences in laws and regulations, business norms, social environment, customs, organization and geographical characteristics between the countries. All of these prevent Swedish enterprises from fully fulfilling their CSR and creating values. Moreover, Swedish enterprises in China have limited communications channels. Apart from activities organized by the Swedish Embassy, Swedish Chamber of Commerce and Business Sweden, they mainly rely on contacts between each other. The link with China's civil organizations and enterprises is weak. When seeking CSR partners, they often face difficulty in quickly and easily securing the correct information, resulting in the mismatch of resources, needs and demands.

Thus, Swedish enterprises in China should beef up cooperation with local governments, industry associations, and civil institutions. On the one hand, they should deepen mutual understanding and enhance mutual trust, making communications more smoothly between the two sides and helping Swedish enterprises better adapt to the Chinese environment. On the other hand, they should seek more information and resources to boost CSR results and influence via sharing resources and social connections. For example, Nippon Paint China has partnered with China Youth Development Foundation, DuPont, Canon, Dow, Baosteel and a series of foreign-invested and Chinese enterprises and initiate "Color, way of love" program.

CSR practices of Swedish enterprises in China

During our survey, we found that Swedish enterprises in China have been carried out meaningful CSR initiatives in many areas, including transferring the CSR concept and structure from their Swedish headquarters and adjusting them based on China's own situations.

Responding Swedish enterprises in China all follow the development and strategic plans from their headquarters and regard CSR as the core concept to guide its business growth and risk management. For example, IKEA is devoted to the "People & Planet" initiative. Some large-sized enterprises also copied their global responsibility structure, making the economic, social, environmental management in China an important part of its global performance goals. Based on this, Swedish enterprises focus on being responsible for their stakeholders and pay close attention to the interaction with them. In management of upstream suppliers in the value chain, they trace the sources of raw material sources to ensure that all the products are derived from responsible purchasing. Meanwhile, through training, assurance and cooperation, they help local Chinese suppliers improve the ability to fulfill responsibilities. Suppliers boost their sustainable operations, improve the supply stability and beef up product quality in a bid to increase reputational risks in the supply chain, reduce long-term costs to select suppliers, improve product quality and customer satisfaction, and bolster market competitiveness. In the

internal staff management, they respect employees' background, talent and personality, treat employees at all levels in an equal way, weaken the concept of hierarchy, empower the employees to motivate them, help employees improve via work-life balance and development programs, enhance employees' loyalty and improve efficiency and creativity. In the production process, we focus on, analyze and measure the impact on the natural environment by improving the production process, applying new technologies, beefing up cooperation with stakeholders and consolidating social resources to reduce the negative impact on the environment and to promote large-scale, long-term environmental protection and more efficient use of resources. In the downstream customer services, they provide clients with value-added services to boost the industry's capacity, ease social problems, launch differentiated services, create value for customers, enhance customer loyalty and offer solutions to deal with the changes in the society. In the development of communities where enterprises operate, they use their own strengths and resources to create favorable conditions for development of human rights, education, environment and culture in the communities, thus creating a more harmonious external environment for their own development. We hope that these excellent cases can provide a reference for other Swedish enterprises in China or Chinese enterprises.

Responsible management and strategy implementation

As the headquarters of Swedish enterprises have long been implementing the sustainable development concepts, senior management generally have more understanding of CSR. Most enterprises follow the headquarters in the concept, plans and standards on sustainable development and make adjustments in China based on considerations in major business segments, business environment, personnel and access to resources. Regardless of their size, apart from making responsible decisions,

more and more Swedish enterprises in China also focus on motivating employees to accept and support CSR work, tapping collaboration between different departments to shore up efficiency and effect. That makes CSR fully integrated in every sector of business operations and become an important part of a company's core competitiveness. That helps an enterprise differentiate from its rivals in fulfilling CSR and raise its image among market participants and the general public.

Volvo Group: Localization of global sustainability framework

Volvo Group is the world's leading manufacturer of trucks, buses, construction equipment, and marine and industrial engine. Meanwhile, the Group also provides a full set of financial and after-sales service solutions. Volvo Group, headquartered in Gothenburg, Sweden, employs over 100,000 people and has production facilities in 19 countries and customers in over 190 countries and regions. In 2013 Volvo Group's net assets reached 273 billion kronor. In 1992, Volvo Group opened its first China office in Beijing. Currently, all of the Group's business and service sectors have entered China, covering 22 provinces and autonomous regions nationwide. The number of employees in China is about 6,000.

* Source: Golden Bee Wechat, Analyzing first-half date of CSR reports, July 14, 2015.

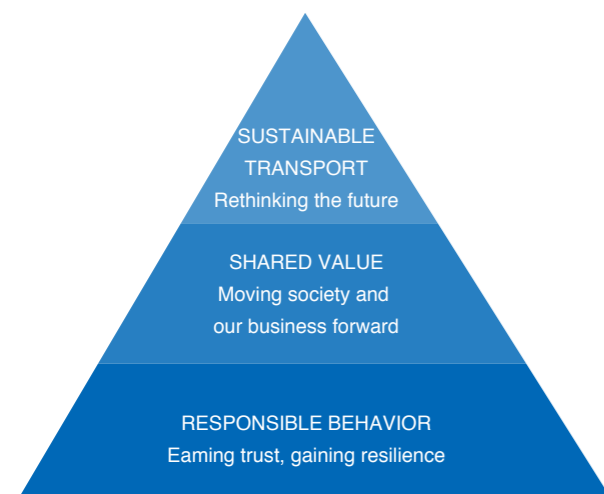
Focusing on "safety, quality, and environmental protection" as the core corporate value, Volvo Group aims at becoming "the world's leader in sustainable transport solutions" and set a clear path to realize social responsibility and sustainability goals. As it beefs up business development in China, China has become the only market outside of Volvo's Swedish headquarters that has all of the Group's businesses. Volvo Group is also combining its sustainability approach with China's domestic demand, and contributing to sustainable development of the Chinese society while moving towards the Group's overall sustainability goals.

Complete responsibility governance structure

In terms of CSR management structure, Volvo Group China has set up the position of a CSR Director who reports to its China President and is led by the Group's Global Senior Vice President of CSR in business operation. That's because the Group's Global Senior Vice President of CSR needs to coordinate all business departments and CSR directors in various regions to work towards the same goal and the Group's China President needs to effectively manage its corporate strategy and affairs in China. The China CSR director needs to consider both the Group's goal and the local demand and effectively ensures sufficient resources to meet the demand.

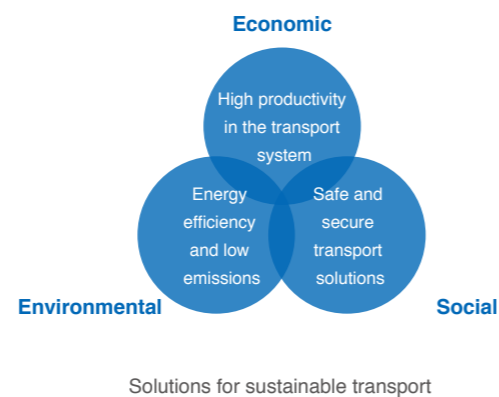
Promote local responsibility practice

On this basis, Volvo Group China applies its global CSR and



Volvo Group's path to realize CSR and sustainability goals

sustainability path (below) in China, with special emphasis on creating shared value, as well as promoting social progress and sustainable transport. In terms of creating shared value, Volvo Group China taps its own experience and advantages in traffic safety and joins hands with relevant departments, agencies and organizations to expand influence. It has signed a memorandum of understanding with the Road Safety Research Center under the Ministry of Public Security. On one hand, they tapped the Volvo Green training camp to change the driving habits of truck and bus drivers. On the other hand, they carried out training for volunteers on child safety, developed mobile applications and released safety-related publications. In addition, Volvo Group China and World Wide Fund For Nature (WWF) started cooperation to hold an energy conservation workshop in Sanya. Volvo also unveiled the "Towards Sustainable Cities" report during the China Development Forum, highlighting the key issues that are to be addressed in urban sustainability in China.



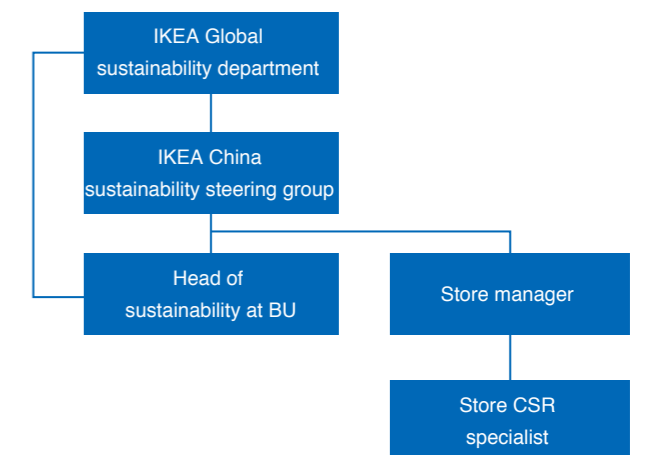
Volvo Group provides economic, environmental and social solutions for sustainable transport (above). The intersection point of the "efficiency, environment and safety" circles is what sustainable transport is set to achieve. That coincides with China's initiative to promote "green, safe, efficient" transport. Based on this, Volvo Group is sharing the latest global development in disruptive technologies, such as self-driving and renewable energy for trucks, with Chinese audience via forums. It also taps its close cooperation with various commercial partners to introduce more innovations in the field into China.

IKEA: Integrating sustainability into business operations

IKEA, founded in Sweden in 1943, has become the world's largest retailer for furniture and household goods. IKEA has a vision to "create a better everyday life for the many people" and to "to offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them" with a commitment to performing "People & Planet Positive" sustainability strategy. By August 31, 2015, IKEA had 328 stores across 28 countries. In the fiscal year 2015, total sales amounted to 31.9 billion euro. It employs about 147,000 people. In 1998, IKEA opened the first IKEA store in China. It currently has 18 stores in mainland China.

After drafting sustainable development strategies and plans, enterprises face a challenge to implement them in daily operations and integrate them into the core businesses, thus making them to guide corporate decisions.

As early as 1989, IKEA appointed the group's first environmental manager to develop its environmental policy and take charge of coordination work. As time changes, sustainability was given a richer connotation. It gradually shifted from ecological and environmental protection and efficiency of resource use to developing more sustainable products along the whole industry chain, guiding consumers towards sustainable consumption, developing more sustainable transport models, applying the code of conduct for suppliers and participating in more social affairs and charity campaigns. In 2011, IKEA appointed the group's first sustainability officer and adopted "People & Planet Positive" as its sustainability strategy, which stressed sustainability should be an integral part of business operation.



IKEA's longitudinal organization and management system in sustainability

Creating a longitudinal management system for sustainability

As a participant in the global sustainability plan, IKEA China keeps the same organizational structure with the global headquarters, with the president and heads of sustainability at different business segments forming the guiding group for IKEA's sustainability initiatives in China. Through assigning sustainability initiatives to every single department and store, IKEA allows people in charge of sustainable development at all levels to lead, coordinate, and follow the implementation of all functional departments. That could help employees understand why they should take an active part in the sustainability programs and integrate the projects into business operations, thus helping streamline procedures and boost efficiency.

In every business unit and store, IKEA selects a volunteer as a part-time sustainability specialist to promote the sustainability targets and initiatives to every employee, provide training and seek opportunities to contribute to the sustainability programs. In addition, the store's sustainability specialist also contributes the content to internal publications and brochures. Take the retail business for example. The sustainability specialist needs to think about how to help consumers know the story behind the product, how to demonstrate resource utilization, energy conservation, and cost control in the design process and how to promote more sustainable living and consumption models. At the same time, the specialist should assist the head of the store to promote waste management and energy saving, plan and support community activities and encourage customers to participate.

Drafting commercial plans based on sustainability goals

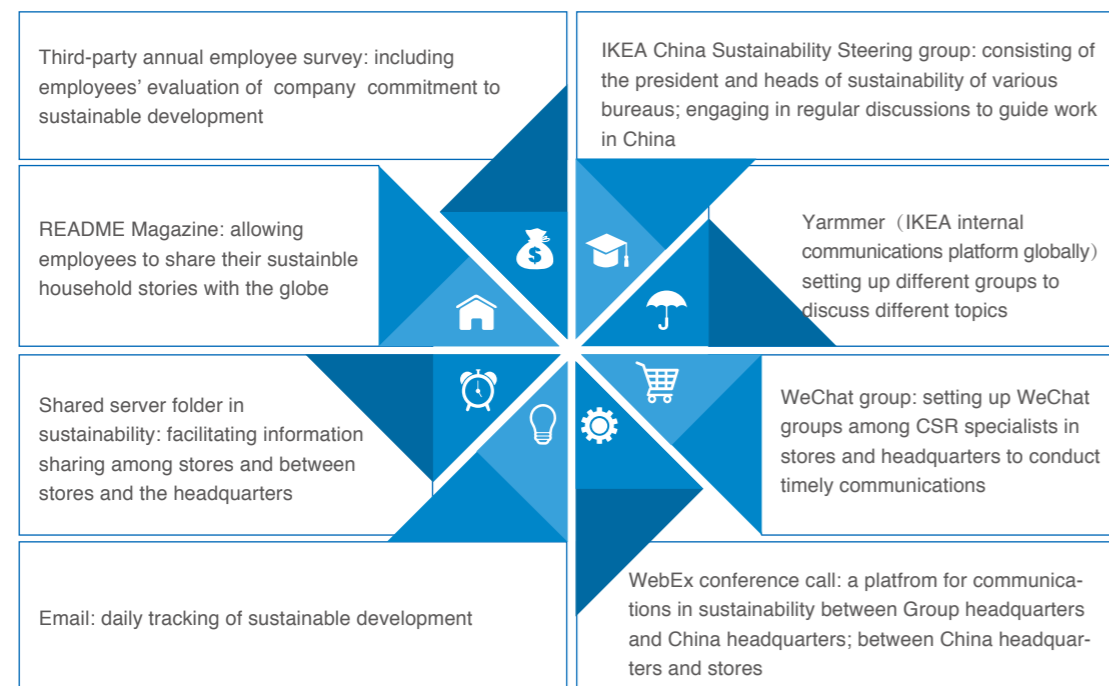
Every year, IKEA China stores' plans include sustainable development targets based on the targets at the headquarters. IKEA China analyzes sustainability work at every single business unit and estimates their potential contribution to the overall target. For example, the procurement department prompts key suppliers to purchase more sustainable raw materials and adjusts its procurement based on whether suppliers are in compliance with the Code of Conduct. The retail department and communications department launched promotion campaigns for the goal to only sell LED lights starting September 1, 2015. It strives to realize the 2020 sustainability goals of achieving a more sustainable life at home, keeping the independence of resources and energy, and creating a better life for the people and communities.

Creating communications channels to link sustainability initiatives at all levels

IKEA China's business units also launch horizontal collaboration and discussions. Via small group meetings, they discuss the common issues and challenges and share solutions.



Sustainability workshop at IKEA Beicai store, Pudong New Area, Shanghai



IKEA uses a variety of channels to beef up communications

Crem International: Responsibility management in the whole industry chain from R&D to after-sales

Crem International was established in 1993. It is dedicated to the development, manufacture and sales of world-class coffee machines. It also provides beverage solutions for offices, restaurants, public dining rooms and retailers. The two main brands are Coffee Queen and Expobar. It produces more than 50 kinds of coffee machines and sells them in more than 40 countries and regions through retailers. Crem International's China business covers R&D, procurement, production and sales. In 2006, Crem China set up a plant in Shanghai Pudong Kangqiao Industrial Park. Crem China now employs more than 200 people with operating revenue of more than RMB 160 million.

Senior executives promote CSR

As a small business, Crem's China CEO is in charge of implementing and promoting the Group's CSR strategies and reports to the Group CEO on the CSR initiatives and improvement plans. Crem's China General Manager is responsible for integrating the Group's three main CSR themes --- sustainable products, responsible operation and good working environment --- into the R&D, production and sales segments of the Chinese subsidiary, forming the responsibility management system for the whole industry chain. In Crem China, the production and quality departments are jointly responsible for environmental management with designated environmental specialists. The Trade Union is in charge of protecting the legal rights of the employees and caring about their health and benefits. Crem China also organized CSR-related seminars and workshops to boost employees' awareness of the meaning, value and priority areas in CSR, so as to ensure implementation of the CSR initiatives.

Whole-industry CSR practice

In the R&D segment, Crem China regards energy conservation as an important element in design under its sustainability concepts and is committed to designing products that consume less water or power and adopt harmless materials. In the procurement segment, Crem China pursues fair, just and unbiased procurement principles, eliminates arbitrary purchasing behavior, and provides equal opportunities for suppliers. Crem China not only has a tight

scrutiny of the labor and working conditions at its suppliers, but also keeps close communications with the suppliers, and even helps suppliers to redesign their manufacturing methods to meet the standards and bolster their efficiency, quality and long-term viability. In production, Crem China follows a responsible business philosophy. The company has passed the reviews of their ISO 9001 quality management system and ISO 14001 environmental management system. On one hand, it conducts strict tests and reviews of the functions, life circles and other parameters of its products. On the other hand, full-time environmental protection professionals ensure the smooth operation of the environmental protection facilities, supervise classification and disposal of solid waste, monitor environmental indicators, and collect environment-related laws and regulations in a timely manner. The company provided the coffee grounds produced in the life-cycle experiments of the equipment to Xingeng Workshop*, reducing the impact on the environment. In the sales process, Crem China doesn't simply follow clients' order but also analyzes their demand to work out the most suitable products and design, thus helping customers avoid waste due to insufficient understanding of the products.

By integrating CSR into the whole industry chain, the company has realized the sustainability of its products and services and has been well recognized by clients and other stakeholders. It was awarded as Enterprise of Double Excellence. In 2013, it was awarded as "Enterprise with Harmonious Labor Relation in Pudong New Area" and "Best Partner of Trade Union in Kangqiao Industrial Zone."

* Xingeng Workshop is a non-profit organization dedicated to poverty reduction. It was established in 2007 in Shanghai. Xingeng trains the socially vulnerable groups in making handmade crafts and builds platforms to sell these products, providing employment opportunities for the vulnerable groups in society.

Responsible purchasing and win-win development

The impact from enterprises on the society and the environment do not start to take effect as late as when workers turn on the machines to assemble components. Similarly, CSR management doesn't only occur at offices or factories. It should be traced back to suppliers, or even sub-suppliers.

Some Swedish enterprises in China actively establish systems and measures and seek external resources to monitor and control the quality of the products in the procurement process and the

influence of manufacturing on the society and the environment.

They also help suppliers boost their capacity to seek sustainability. By promoting the sustainable development of the supply chain, Swedish enterprises in China also obtain more Chinese local high-quality raw materials, reduce imports of raw materials, save costs, guarantee the product quality and lower business risks linked to raw materials. Sustainable development of the suppliers strengthens the competitiveness of Swedish enterprises in China and helps them grow together with their suppliers.

IKEA: Tracking the supply chain from cotton farm to store

As a leader of the global houseware industry, IKEA has a big influence on the supply chain. It strives to taps its own resources and impact to promote the sustainability capacity of the whole industry chain from the origin and to create a better life for the mankind and society. It's both IKEA's responsibility and an important part to realize sustainable operations.

In IKEA's products, cotton widely is used in sofas cushions and bed sheets. However, there are many problems in the cotton industry. Many farmers are crippled by meager profits, use of child labor, and health problems caused by the improper use of chemicals. IKEA believes that cotton is extremely important as raw materials. Cotton is closely related to its own business operations and brand building. Therefore, IKEA focuses on tracing the production of cotton.

Promoting sustainable cotton planting

As one of the first enterprises involved in promoting the sustainable development of cotton, IKEA in 2010 launched the Better Cotton Initiative ("BCI") in Xinjiang to start cooperation with cotton farmers with the lowest production requirements. Together with BCI, it is committed to promoting the globe's cotton planting that is more conducive to farmers, the environment and the future development of the industry.

Traditional cotton planting not only consumes excessive water, but also may cause soil erosion under improper irrigation. On the other hand, cotton is susceptible to pests, so farmers will heavily use pesticides and fertilizers. Due to the increased resistance from pests, such as move not only has reduced effect, but also is likely to damage the health of farmers and leads to soil compaction with a loss of fertility. Therefore, IKEA wants to adopt better, more scientific irrigation methods. First, it conducts soil testing to select the appropriate amount of fertilizers to make up for the

needed nutrients. Second, it improves water efficiency through drip irrigation technology. Third, it monitors the cotton planting. Only when pests reach a certain density will it moderately use pesticides. It may also use biological methods, such as establishing the trapping zone.



IKEA adopts more scientific irrigation and fertilizing approaches in growing sustainable cotton

Making sustainable cotton into the supply chain

Apart from changing the way farmers plant cotton, IKEA is also committed to integrating sustainable cotton into its own supply chain, by providing spinners with the information about the farms that plant cotton in a sustainable manner and requiring suppliers to make the procurement at designated sources. Starting September 2014, all IKEA China suppliers used 100% BCI-verified sustainable cotton. IKEA hopes to make sustainable development of cotton a common planting mode. Without reducing the income of farmers, the program is designed to help them reduce costs, make the ecological environment more sustainable and create a market-based system for sustainable cotton.

Ensuring control of the source of sustainable cotton

IKEA uses a unified way to monitor and control the sources of cotton and invites audit enterprises to trace, track, manage and monitor the whole process. Thus, the company is able to boost management of the influence on cotton planting and processing,

such as "foreign fiber", in order to bolster cotton quality and provide consumers with more environmentally friendly products with no extra costs.

Realizing mutual wins for the cotton supply chain

In 2013, compared with ordinary cotton, production of sustainable cotton rose 11%, water consumption down 23%, pesticides down 10%, fertilizers down 1%, and farmers' income up 30%. In 2015, the sustainable cotton programs are estimated to produce 500,000 tons of lint (accounting for 9% of the nation's total). These cotton farms are mainly located in Xinjiang, Shandong, Hebei, Tianjin and Hubei, covering 3.6 million mus and involving nearly 100,000 farmers. Starting September 1, 2015, all IKEA stores globally use 100% BCI-certified sustainable cotton. IKEA believes that by starting the supply chain management from raw materials, the brand will finally benefit itself. It not only allows consumers to be assured of quality, but also contributes to social development and environmental protection, helping the general public associate IKEA with a responsible company and enhance its brand loyalty and affinity.

LKAB:Cooperation to aid suppliers

Founded in 1890, Sweden's LKAB Group is wholly owned by the Swedish government. It has been operating for over 120 years. As one of Europe's largest iron ore producers and suppliers, LKAB Group has 30 affiliated enterprises in 15 countries worldwide with annual production of more than 20 million tons of iron ore products that are sold around the world. LKAB Trading (Shanghai) Co Ltd was set up in 2011. LKAB Minerals (Tianjin) Co Ltd has been operating in China for more than 20 years, with businesses covering procurement of raw materials and machinery, sorting and deep processing of fire-resistant minerals, and production and sales of shaped and unshaped refractory in steel, metallurgy and casting.

China's corporate social responsibility is still in the initial stage, lacking of philosophy, awareness or ability. Amid the globalization trend, Chinese enterprises face increasingly tough competition globally and higher requirements on social responsibility. As a multinational company, it should think about how to tap its own influence to help Chinese suppliers boost their awareness and ability instead of requesting Chinese suppliers to respond?

LKAB realizes that suppliers form the important basis for the development of its business. Suppliers with strong sense of

social responsibility and the ability to implement it can not only reduce the potential social responsibility and operational risks to ensure long-term stable cooperation, but also improve efficiency, guarantee delivery time, create added value and help LKAB better meet customers' requirements and expectations. To this end, LKAB starts to cooperate with its suppliers, especially factories, to cultivate their awareness about sustainability and links CRS with commercial success.

Making development of suppliers a key part of sustainability

LKAB regards suppliers as the important part behind the four core areas in its sustainability initiative: attractive LKAB, attractive communities, responsible operation, and resource-efficient production. It prompts suppliers to fulfill their CSR as part of efforts to boost its own competitiveness and integrates CSR into corporate strategies. LKAB does not simply look for the lowest price when seeking suppliers, but expects its suppliers to operate in a responsible and sustainable manner, to use the resources more effectively and to provide more valuable products and services. Thus, LKAB is committed to working with suppliers to boost their stability, reliability and product quality, helping them to become role models for the whole industry. In the regard, LKAB not only cuts the subsequent lengthy testing and validation processes, but also manages to build itself as a trusted brand.

Serving as a role model to jointly solve problems

LKAB requires suppliers to follow the Code of Business Conduct while helping and supporting suppliers to better understand and implement the guidelines through a variety of ways. On one hand, LKAB sets an example. When suppliers visit LKAB's plants or have daily communications, LKAB always ensures that it strictly adheres to the code of conduct and provides suppliers with the role models in working environment, security, human rights, anti-corruption and

Creating a platform to bolster suppliers' capacity and beef up communications

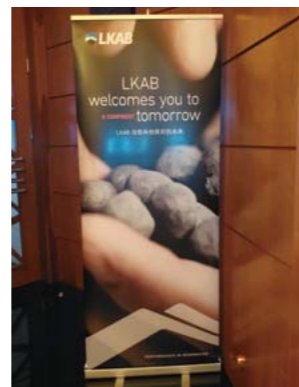
Apart from providing suppliers with CSR-related training, LKAB also sets up a platform to encourage communications among the suppliers. LKAB started in 2014 to hold an annual Suppliers' Day. On one hand, it facilitates communications and encourages suppliers to share their best practice to maintain competitiveness under a changing business environment. Through the communications, it helps suppliers realize the impact of their CSR initiatives on clients and their own enterprises and prompt them to seek the most suitable management structure, mechanism and methods. On the other hand, LKAB is beefing up interactions with suppliers and helping suppliers deal with their problems and challenges, finding the best way to cooperate with them. Thus,

environmental protection. On the other hand, when conducting on-site evaluation, LKAB and suppliers work together to identify, analyze and solve problems. For example, in order to protect the health and safety of the workers, when LKAB requires workers at its suppliers to wear the mask, they should first know the air quality in the workshop, the types of contaminants, dust or hazardous substances, and their impact on people's health to recommend what kinds of masks they should use and what improvements they should make. After making clear what should be improved, LKAB will require suppliers to make adjustment in the short term if problems can be addressed with simple solution or action. For complex issues, suppliers will be required to make long-term improvement plans and have regular follow-up evaluation to ensure they are implemented steadily. Thus, that could help suppliers make substantial improvement and reduce potential risks.



On-site evaluation of CSR initiatives of LKAB suppliers

such a move not only enhances the willingness of suppliers to fulfill their responsibility, but also provides potential mutual benefits among resource sharing and cooperation between suppliers, prompting suppliers to boost their cooperation with LKAB after they obtain the added value.



2015 LKAB Suppliers' Day

Axfood: Building suppliers' sustainability capacity

Axfood is one of the largest food retailers in the Scandinavian Peninsula and has an about 20% market share in the Swedish food retail industry. It has more than 250 stores, and teams up with 800-plus stores. Axfood set up a procurement office in China in 2008, mainly purchasing household products in China. In 2011, it began purchasing foods and it currently is only engaged in procurement in China.

Axfood teamed up with Swedish company QuizRR in 2015 to develop a set of training courses. The training courses focus primarily on China's production safety and work environment issues and will be open to four Chinese suppliers for free. To maximize the effect of the courses, Axfood China offers 8 tablet computers and other electronic equipment to these four plants for free. It requires each supplier to have at least 20% of its employees to attend the training courses to help them better understand their legal rights and bolster their willingness to fulfill responsibility. The courses don't feature the traditional training model, but adopt the interactive videos on the tablet. For example, the stories on fire protection at the workshop allow workers to watch the video and take the test.

This type of training helps employees understand how to protect their legal rights at work and also brings some fun.

By offering help to suppliers in different forms, Axfood China improves suppliers' awareness and ability to fulfill responsibilities. A majority of suppliers are able to pass the CSR evaluation with the help of Axfood. This ensures that the products procured by the company are environmentally safe, and can be made into responsible products for clients. It helps reduce the risks associated with the suppliers and improve the efficiency of procurement, ensuring Axfood's long-term stable business development.



Employees use electronic devices to learn about the safety knowledge

Axstores: Gradually pushing forward supplier management

Axstores is one of the largest retail groups in the Nordic region. It has 380-plus department stores in Sweden, Finland and Norway, serving more than 300,000 consumers per day. Axstores shops and specialty stores mainly provide consumers with fashion, beauty and home products. It has three brands: Ahlens, Lagerhaus and Kicks. Axstores mainly conducts procurement in Asia. It has an office in Shanghai. It currently has more than 20 employees.

In China, enterprises in different regions, with different scale, in different industries or under different development stages have different abilities and resources in fulfilling their responsibilities. How to take different approaches to manage suppliers with different characteristics is what Axstores has been thinking about.

As a merchandise retailer, Axstores has a close contact with thousands of global suppliers. In order to ensure that every

purchase is responsible, the company has developed a global supplier responsibility program. Axstores Shanghai representative office not only implements the global responsibility program, but also gradually raises higher requirements on local suppliers based on the own situation in China and changes in the business environment. It gradually helps beef up sustainability at suppliers.

Gradually improving suppliers' capacity to fulfill responsibility

When initially entering China, Axstores paid more attention to whether the suppliers were able to meet national or local laws and regulations, such as whether they were able to ensure safe production, to meet the basic welfare of employees and to pay wages on time. When discovering that suppliers didn't meet the code of management in many aspects, Axstores did not simply reject them, nor did Axstores require them to meet the requirement immediately. Instead, Axstores offered sufficient time and support, and joined hands with its own CSR team, the management of the suppliers and other stakeholders to discuss how to improve the suppliers' capacity to fulfill CSR. The managers of suppliers at Axstores told suppliers about the CSR policies and expectations of Axstores. The CSR team provided training on CSR for the suppliers and helped them implement the CSR initiatives. The procurement department linked the CSR performance to the mandate given to the suppliers, encouraging the suppliers to boost their capacity to fulfill their social responsibility. With the efforts and help by Axstores, most suppliers are now aware of the sustainable business value CSR can bring. They not only boost CSR efforts to fully meet the requirements on suppliers, but also raise higher requirements on themselves. Now, Axstores is more

concerned about what suppliers do in promoting energy-saving and environmental protection, helping employees strike a work-life balance and offering them care, providing decent wages, and improving the working environment. It prompts suppliers to fulfill their responsibility via codes of conduct, reviews and training. In addition, Axstores decided to move its procurement regions from the East to the West as the industry chains in China shifted from the East to the West. It also made adjustments in management of suppliers. For example, it provided suppliers with training, platforms and information and reminded them of learning from the experiences and lessons in the East for future development.

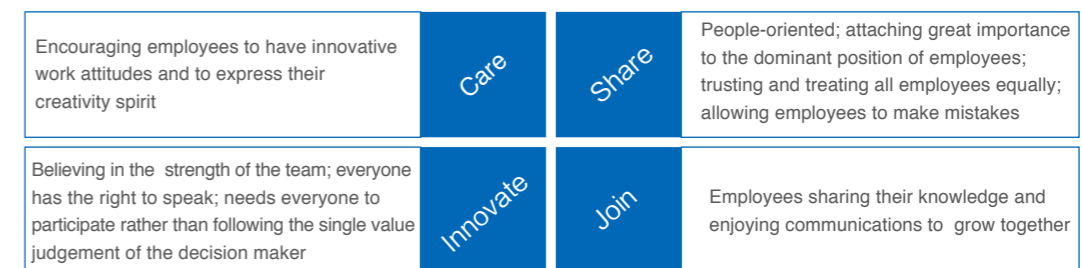
With suppliers paying close attention to sustainability, they have also boosted the reliability and quality of their products, thus laying a foundation for Axstores to obtain high-quality raw materials and bolstering its own competitiveness. From 2008 to 2014, the stability of Chinese suppliers of Axstores rose by about 30%. The proportion of suppliers involved in the evaluation rose from 10% in 2008 to 70% in 2014. The proportion of satisfied suppliers also rose from 30% to 70%.

Respecting employees and collective responsibility

Due to oversupply of labor, employees in China are in a relatively weak position. In order to reduce costs, China's private enterprises and SMEs, which account for half of the country's economy, are unwilling to bear their responsibility for employees. A large part of employees are not entitled to the basic rights. It's not conducive to the sustainable development of enterprises and the society.

Swedish enterprises adopt people-oriented management approaches, give full trust to employees and offer room for their

career development. It makes many Chinese employees willing to work at Swedish enterprises. Some have been working there for more than ten years*. Some Swedish enterprises in China generally uphold respect for employees, provide care, encourage employees to innovate and strive to help employees achieve a balance of work and life. Meanwhile, Swedish enterprises in China have formed competitive workforce. A stable and united employee team helps a company establish a responsible brand image, and has also laid a solid foundation for sustainability.



Inclusive corporate culture of Swedish enterprises

Tetra Pak respects employees' ideas, and encourages employees to speak out through an open and unobstructed channel. Employees can provide suggestions on all kinds of issues regarding business development, organization and individual development. Even not every suggestion and practice is right, Tetra Pak believes that providing sufficient opportunity, taking trial and accepting mistakes are the ways of respecting employees and what make Tetra Pak humanized and charming.

Tetra Pak Greater China Vice President of Human Resources Jenny Sun

Under many occasions, Ericsson employees can design their own career development plans in the company. Ericsson offers various options for career development. Employees can make their decisions based on their own interests and their own personal plans. Employees can also apply for overseas positions. Ericsson's positions all over the world are open to all employees. Employees can go to work in the U.S., Sweden or Singapore if they like.

Ericsson China vice president of human resources Tan Jin

Swedish enterprises give top priority to openness, fairness and care. It is not only a slogan, but also embedded in DNA. In particular, they do excellent work in ensuring equality and respect. It's very hard for Swedish enterprises to lay off employees for poor performance. The great tolerance towards employees results in a very low turnover rate.

- SKF China EHS Manager Ma Rongrong

* Liu Wen, Chewei: Development of Swedish enterprises in China drives demand for talent, interview with Mats Harborn, chairman of Swedish Chamber of Commerce in China, International Talent, 2007 vol.6.

Tetra Pak: Inspiring and motivating employees to innovate

Tetra Pak was established in Sweden in 1952, through making progress and innovation through competition, Tetra Pak has now developed into a large supplier providing comprehensive packaging system for milk, juice, soft drinks and many other products. Tetra Pak globally has 23,540 employees, and the net sales in 2014 fiscal year were around 12 billion euro with products available in more than 190 countries and regions. Up to now, Tetra Pak has invested 3.765 billion RMB in China and owns over 1,900 employees. It has set up more than 10 branches in Shanghai, Beijing, Hong Kong and other main cities and has built a customer service network across China. It also has set up advanced packaging materials manufacturing plants in Beijing, Foshan, Kunshan and Hohhot. Tetra Pak China also has established a design conversion centre in Beijing, which is the most advanced center of Tetra Pak globally, and a technology research and development centre and a product development centre in Shanghai.

In order to make the activities meet employees' demand, change the traditional practice of offering limited options to employees, and promote the participation and satisfaction of staff at all levels, Tetra Pak China created the Tetra Pak China Employee Activity Committee on November 8, 2014 via open recruitment. The committee is committed to promoting interaction and communications between internal and external staff, thus enriching their life at spare time.

Tetra Pak China fully authorizes the committee to perform their duties and provide full support so that they can maintain independence when planning activities, as well as obtaining necessary resources and support. For the committee that is openly selected, the HR department will arrange targeted training program to help them quickly understand and master the ways to organize events. Each member of the committee is enthused by the events, and they work jointly to arrange activities after fully consulting with employees, thus greatly narrowing the distance between staff in different regions and levels while receiving positive responses.



Greencarrier: Boosting employees' awareness to fulfill responsibility

Greencarrier Freight Services (Shanghai) Co Ltd is affiliated with Sweden's Greencarrier Freight Services Group. Since the group was founded in 2000, it has become Sweden's youngest and fastest-growing privately owned shipping group. It has operations in 14 countries including Sweden, Denmark, Finland, and China. It focuses primarily on freight forwarding services between the Nordic, Baltic regions and Eastern Europe and China, including maritime, air and sea combined transport as well as air transport. In China, the company is mainly engaged in international air transport and marine transport.

Creating the "Value Day"

At the annual "value day", Greencarrier's HR team shares the CSR philosophy with all employees every year and listens to employees' feedback with an aim to help them have better understanding of CSR. Greencarrier believes that communications can help employees understand and implement these values and work together to improve the company's sustainability environment and bolster its competitiveness. Thanks to the communications, Greencarrier China's employee satisfaction ratio was 80 (out of 100), and the loyalty ratio was 82 in 2013. 97% of the employees were able to understand the corporate values and their influence on daily work.



Greencarrier value day

Frontline employees participate in external CSR activities

Greencarrier China believes that only engaging senior managers in CSR programs is not enough. All employees should fully understand the CSR knowledge so as to integrate CSR concepts and practice into daily management and work and enhance

employees' participation through multiple channels and fields. Therefore, the company actively encourages employees to participate in external CSR activities, such as seminars, forums, and charitable activities and to share their experience with their colleagues.

Engaging in charitable projects in a sustainable way

Greencarrier believes that "no one can do everything; someone can do something" and taps long-term tracking of charitable projects to help employees understand all of their actions and contributions have a positive impact and generate greater value by influencing people around. Greencarrier has long-term cooperation with charity organization Heart to Heart to offer financial support to patients who suffer from congenital heart diseases and cannot afford the cost of the surgery and to track follow-up treatment. In the first half of 2015, all Greencarrier employees in Shanghai, Ningbo, and Qingdao were involved in community activities by donating household products for charitable auctions. In mid-July, all colleagues in the Ningbo office picked grapes for charity auctions. 80% of the employees purchased grapes and shared the information of the activities with others. Eventually, 500 boxes of 5kg grapes were sold with all the money to cover surgery costs.



Greencarrier has long-term cooperation with Heart to Heart and tracks follow-up treatment

Environmental protection and opportunities creation

During the interviews, we found some Swedish enterprises in China have the same environmental philosophy with their headquarters. They believe that there is no conflict between environmental protection and business growth. From avoiding commercial risks, to reducing costs and eventually to creating revenue, these enterprises realized that environmental protection can bring about economic and social benefits. These Swedish enterprises in China are integrating environmental protection into business operations, constantly step up technological innovation, take environmental issues into consideration when conducting product R&D and design, while helping clients reduce energy costs, and address environmental challenges. They improve the efficiency of resource utilization and reduce the negative impact of their own operations on the environment. Due to the improved environmental performance, they won public recognition and better reputation, helping them occupy a favorable position in the market.

Stora Enso: Simultaneously protecting biodiversity and improving forest plantation

Stora Enso is the world's leading provider of packaging, biomass materials, wood products and paper renewable solutions. It is committed to innovating, developing new products and services based on forest and other renewable materials to replace non-renewable materials. Stora Enso has about 27,000 employees in over 35 countries around the world and the sales of the group is 10.2 billion euro in 2014. In 1985, Stora Enso entered the China market. It now employs about 5,400 people in China and is headquartered in Shanghai. It has five sales offices, two paper plants, three packaging plants and a forest-pulp-paper integrated in Guangxi in China now.

As a world's leading provider of biomass materials, paper, packaging and wood products provider, Stora Enso believes conservation of biological diversity is an important part to boost the quality of plantation and also the key factor to ensure responsible and sustainable plantation. Therefore, Stora Enso China is adopting a series of measures to maintain biodiversity in the process of forest management and plantation management.

Since 2010, Stora Enso cooperated with Fauna & Flora International (FFI) and monitors the biodiversity of planted eucalyptus in Guangxi Beihai. This project aimed to learn about the correlation between biodiversity and plantation business and thus raising productivity and enhancing biodiversity conservation. Therefore, Stora Enso has set a series of internal standards on biodiversity conservation, such as restricting burning and whole reclamation, leaving the branches and leaves on the ground to improve soil fertility during mechanized harvesting, setting relief area around the boundary of some forest, conducting natural wood recovery plan on poor soil, designating and protecting high-value forest.

In addition to protecting natural environment, biodiversity conservation can enhance the capability of plantation in storage and purification of water, solidification of soil, purification of air and relief of natural disaster. Besides, biodiversity can also control pests and diseases, maintain soil fertility and keep ecological integrity, which would further improve the business sustainability and productivity of the plantation.



Sustainable eucalyptus plantation of Stora Enso

H&M: Water management in the value chain

In 1947, Hennes women's clothing store opened in Vasteras, Sweden. In 1968, the founder bought Mauritz Widforss, a hunting and fishing supplies store, and began selling men's and children's clothing. So the company changed its name to Hennes&Mauritz (H&M). H&M has always been committed to create sustainable fashions for all customers at the best price. It has six independent brands, including H&M, COS, Monki, Weekday, Cheap Monday and Other Stories. In 2007, the first Asian stores were established in Hong Kong and Shanghai. The company owns 3,600 stores across 59 markets worldwide.

As a large clothing retailer, water plays an important role in H&M's entire value chain. In order to avoid the risk water issues bring to H&M's business development, H&M has launched the water stewardship strategy, encouraging all parties involved to reduce the negative impact on water resources along the entire value chain and control operational risks. While maximizing the use of resources, all stakeholders work together to restore and protect the water resources. To achieve this goal, H&M is raising awareness among employees, suppliers and the public in protecting water resources. Meanwhile, it's cooperating with stakeholders to take joint actions.

Organizing training for internal employees

For employees, apart from carrying out training on sustainability for all employees, analyzing water risks in warehouses, factories and stores and installing water-saving equipment, H&M also provides water awareness training specifically for buyers and designers, helping them understand the influence of wet processing for different types of raw materials and different products on water resources in order to make decisions in procurement and design that are more sustainable. In 2014, 14% of H&M's materials come from more sustainable sources, such as organic fibers, recycled fabrics and sustainable cotton. They helped reduce the negative impacts, especially those on water resources.

Evaluating suppliers and drafting cooperation plans

For suppliers, H&M provides water management training, sets strict wastewater treatment standards and reviews the performance of the suppliers. For plants that deal with wet processing and

suppliers located in areas that are short of water, H&M monitors their water use and helps suppliers boost their capacity in water saving, use of chemicals and recycling by setting goals, providing technical support, optimizing internal management and promoting the exchange of experiences. In addition, through cooperation and co-planning, H&M also encourages suppliers to better manage water resources, improve efficiency, and promote sustainable development. Under the Better Mills Initiative ("BMI") in cooperation with Solidaridad, 43 factories, including those from H&M, participate in the program within two and a half years to enhance the management of chemicals, boost energy and water efficiency and bolster wastewater treatment capacity. Since the project was launched, the factories have saved water by an average 3.87%. The top 5 factories saved water by an average 22%. A total of 4,000 tons of sodium hydroxide has been recycled. With condensate treatment and recycling technology, an investment of 500,000 yuan can save 2,931 tons of steam and 64,000 tons of water per year, equivalent to a cost of 630,000 yuan, meaning the investment can be recovered in less than a year.

Guiding consumers to adopt environmentally friendly washing

For consumers, H&M has added the Clevercare tag on its clothing, using different types of indicators to remind consumers of the ways to wash and protect the clothing so as to reduce the impact on the environment, save time and money for consumers, and boost their awareness of environmental protection. Meanwhile, H&M started in August 2013 to carry out an initiative at its China stores to recover old clothes to close the loop on textile products.

Drafting action plan to protect watershed ecosystem

In China, H&M is also cooperating with industrial parks authorities in different watersheds to carry on water conservation initiatives. On one hand, H&M with our partners WWF, joined hands with industrial parks to draft guidelines to improve water management capacity and promote the optimization of the surrounding aquatic environment and ecosystems. On the other hand, it is teaming up with enterprises, governments and NGOs reduce potential risks within the watersheds and maintain their vitality. Under the "Taihu Lake Ecological Civilization Demonstration Project", H&M cooperated with the WWF and the textile industrial park in the Changzhou High-tech Zone to jointly launch improvement plans in water supply, consumption, conservation and drainage within the park in an attempt to tap "company-park-watershed" cooperation and discuss the ways to reduce the impact on water resources.

SKF: Energy efficiency management to boost green production

SKF is the world's leading supplier in bearings, seals, mechanical electronics, services and lubrication systems. In 1912, SKF started to do business in China through sales agents. In 1916, it established the first sales subsidiary in Shanghai. Today, SKF has more than 6,000 employees, 18 production units, a number of sales enterprises and service units, as well as more than 400 dealers in China, providing customers with quality products and services.

SKF Group has set ambitious energy conservation goals. In 2016, it plans to cut the group's total energy consumption by 5% and make it lower than the consumption of 2006. In China market, it has to meet the 5% target regardless of the expansion of the market size and setting up of the plants. In 2014, SKF China adopted various measures to beef up the implementation of energy management with a commitment to achieving the sustainability goals.

Sticking to green production

In the manufacturing process, SKF China strives to minimize the energy use in production and offices, and improves the efficiency of the supply system. SKF China's all manufacturing units, logistics centers and technical centers must follow the ISO 14001 environmental management system. All plants with high energy consumption must obtain the certification under the ISO 50001 energy management system.

Creating green buildings

SKF China requires that all new facilities must be in accordance with the world's leading environmental performance standards of design and construction. All major buildings must use the

Leadership in Energy and Environmental Design ("LEED") standards set by the U.S. Green Building Council ("USGBC").



SKF's green building

Ensuring green transportation

During the transport process, SKF China strives to bolster the loading ratio of trucks and use rail transport as much as possible to reduce carbon emissions. With the continuous efforts of SKF China, it continues to improve energy efficiency management, reduce energy costs and minimize the impact on the environment in the production process. At the same time, energy efficiency management at plants with high energy consumption ensures high-quality and environmentally friendly products can meet customers' requirements for energy saving and help reduce customers' production costs. Under such initiatives, SKF has won the China market share and achieved good economic benefits.

Tetra Pak: Promoting recycling of packaging

Dr. Ruben Rausing, the founder of Tetra Pak, established the company's operating philosophy "A package should save more than it costs" at the very beginning of the company. Raw materials of Tetra Pak beverage cartons is usually 75% of paperboard, 20% of polymers and 5% of aluminum, which can be recycled 100%. In recent years, Tetra Pak has been committed to continuously increasing the proportion of renewable sources in raw materials, reduce carbon footprint in the whole value chain, promote post-consumer recycling of composite paper packaging, and continue to reduce the impact on the environment. In 1998, Tetra Pak China established a special environment protection team responsible for Tetra Pak's recycling work. As for 2014, a total investment of 234 million RMB had been made. Through providing SMEs with recycling technology, fostering recycling businesses, and carrying out recycling training, Tetra Pak China further promoted the recycling of used beverage cartons and bring the resources back to their origins.

Providing recycling technology for SMEs

The aluminum-plastics separation technology is favored by foreign enterprises in recycling of aseptic packaging as it can boost the value of the recycled products. But the technology features huge investment, so it doesn't apply to domestic recycling enterprises, because these enterprises are mostly small and medium-sized enterprises. To this end, Tetra Pak jointly developed the "China version" of aluminum-plastic separation technology with experts from Liaocheng University in Shandong and Shandong Tianyi Plastics Corp. Tetra Pak China provided full support in engineering, equipment procurement, financial evaluation, environmental assessment, production testing as well as application and promotion.

Fostering recycling business

Since 2004, Tetra Pak has formed close partnerships with recycling enterprises in Zhejiang, Fujian, Beijing and other provinces and municipalities. Tetra Pak provided technical and financial support to help them build or enhance their hydropulping capabilities and aluminum-plastic separation technology standards to improve production processes and expand marketing campaigns. By the end of 2014, there had been almost ten enterprises that specialized

in recycling of used beverage cartons in Beijing, Shanghai, Hangzhou, Shenzhen, and Shandong, which have a recycling capacity of 190,000 tons. They formed a recycling value chain with a vast recycling network and more mature processing technology. This recycling network is open to all beverage carton packaging producers. Comparing to the fact that no used beverage cartons from the whole industry on China's mainland was recycled in 2003, due to years of efforts by Tetra Pak, the amount of recycled used beverage cartons has been increased to 151,260 tons in 2014, with a recycling rate of 26.5%.

Organizing training programs on recycling

In China, the main force in the community recycling system is a large number of cleaners and scavengers. But they lack the knowledge in recycling and an orderly organization. From the end of 2006, Tetra Pak joined hands with large scale recycling enterprises to provide training for these scavengers and cleaners so that they are able to understand the value of recycling these discarded beverage packaging and participated more actively in recycling. In 2009, Tetra Pak China and its partners also launched a campaign to select the best waste pickers of used beverage cartons, acknowledging excellent scavengers and cleaners by offering them awards.

EF: Creating green offices

EF was founded in 1965 and it is the world's leading international education and training company with a mission of "opening the world through education." EF has nearly 500 schools and offices around the world and it has the world's largest online English learning base. EF focuses on language training, overseas study tours, degree programs and cultural exchange programs. EF is committed to taking root in the Chinese market. It served as the language training service provider for the 2008 Beijing Olympic Games. As one of the first education and training enterprises entering the Chinese market, the year 2013 was the 20th anniversary of EF in China. EF is also official language training supplier for the 2014 Winter Olympic Games in Sochi and the 2016 Olympic Games in Rio de Janeiro, Brazil. EF also releases a global English Proficiency Index, breaking geographical restrictions to test the English abilities of adults in different countries globally.

EF believes that "we create the buildings, and the buildings in turn have influence on us." In order to promote the harmony between the enterprise and the environment, EF integrates "green concept" into the design and use of the buildings, and strives to create an ecological environment in the city's steel jungle.

Location selection reducing traffic burden

EF's green office campaign starts from selection of the office sites. EF chooses locations that are convenient in terms of transport instead of remote areas to set up offices. EF hopes that employees can use public transport, such as subway and bus, ride a bike or walk to the office. Thus, it not only encourages employees to make full use of the existing public resources and reduce carbon emissions, but also helps employees to have a convenient commute to the office and thus helps attract talent.

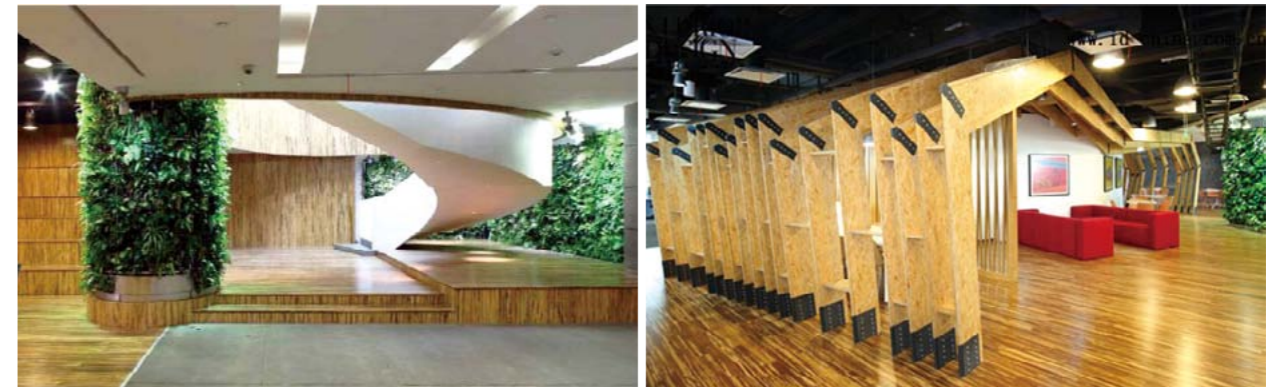
Structure design reducing energy consumption

In terms of the design structure of the office, EF focuses on details with innovation to reduce energy consumption. At the office entrance, the design of double doors with different opening directions not only helps avoid the prolonged running of air conditioners to maintain the indoor temperature, but also prevents the direct convection so as to resist and reduce the airborne dust

and particles. The design of the staircase uses a large number of plants. On one hand, it helps ensure fresh air and reduce the temperature. On the other hand, together with the spiral staircase, such a design encourages employees and visitors to climb the stairs instead of using the elevator.

Materials selection boosting sustainability

During the construction of the office buildings, EF preferred to procure local raw materials in China to reduce the use of imported materials. It not only reduces energy consumption and carbon emissions during the transport of materials, but also helps control costs. Meanwhile, EF extensively uses sustainable materials, such as using the bamboo, which grows quickly, to replace timber, in a bid to protect the shrinking forest resources and ease the shortage of timber. In addition, EF sells waste wood, glass and metal to professional recovery organizations, facilitating recycling of resources and obtaining economic returns.



EF's Shanghai headquarters use the "tree house" concept to design green offices

Decoration using green technology

In the interior decoration, EF also actively uses environmental protection technologies, such as water filtration systems, LED lighting, and sensor-enabled HVAC systems, to beef up energy efficiency. The water management system can filter and purify water to make it reach the drinkable standards. It avoids transport of water for ordinary water machines and reduces the use of materials and plastic water buckets during the transport. Meanwhile, the purified water tastes better. The sensor-enabled HVAC system can automatically adjust the temperature and filter air. It can prevent the temperature from being too low or too high, thus ensuring people have comfortable feelings and fresh indoor air.

Equipment arrangement facilitating environment habits

In the selection and design of office appliances and devices, EF also adopts the environmental protection systems and measures. For example, the sofas use sustainable fabrics and fillers, making

them durable. There is no drawer for the desk, reducing the space for employees to store paper materials. Meanwhile, EF has established a complete network system, making approval and communications processes conducted in an electronic and paperless way. It urges employees to use electronic documents. The printer has a default setting of black-and-white double-sided printing and has enabled a delaying function to avoid misprinting of unnecessary documents.

EF hopes that the design of the office can be both environmentally friendly and convenient. It should not only be conducive to the ecological environment, but also helps business operations and office run quickly and smoothly. It should help increase profits, reduce costs, optimize the office environment, and attract employees, creating values in every aspect. EF Shanghai headquarters is selected by the INC magazine as the world's coolest office. Many employees suddenly fell in love with the office when they stepped in to take their interviews and hoped to work in this green office. That provides a unique advantage for EF to recruit talent.

Serving clients and successful cooperation

Clients are one of the most important resources and the foundation of a company's growth. In order to stand out in the competitive business environment, enterprises must identify customer needs, constantly improve abilities to serve customers, create value for customers, and achieve win-win results.

Some Swedish enterprises in China are keen to discover the customers' needs and give top priority to developing value-added products. They provide clients with solutions instead of just products with tailor-made services to help clients solve their own problems. These enterprises create values for customers, boost their sustainability, win their support and build long-term relationship with them. Eventually, they gain reputation among clients and boost their own competitiveness. During this process, these Swedish enterprises in China joined hands with partners in the industry chain to share market resources. They helped promote the development of the whole industry while helping clients create values.

Scania: Providing training for drivers to aid sustainable transport

Scania is a leading manufacturer of heavy trucks, buses and coaches as well as industrial and marine engines. It aims to provide customers with energy-efficient products and solutions to enhance business efficiency. Its businesses cover around 100 countries and regions. Scania Sales (China) Co., Ltd. was established in 2007 and is headquartered in Beijing. Its technology and training center as well as the warehouse are in Shanghai. It also has offices in Guangzhou and Xiamen.

In the competitive transport sector, freight or passenger transport enterprises with a fleet of heavy vehicles face the challenge in reducing fuel consumption. Drivers play an important role in reducing fuel consumption. Scania has launched training programs on the drivers of its clients by providing tailor-made guidance to help drivers save fuel. Through training on drivers, Scania not only provides reliable energy-saving solutions for clients, but also helps reduce the incidence of road traffic accidents.

New truck, accompanying and upgraded training courses

In China, Scania provides drivers with comprehensive training services, including those for new trucks, accompanying services and upgraded training courses, and helps them reduce fuel consumption. New-truck training can help drivers have better understanding of the vehicle's performance. In accompanying services, trainers sit behind the drivers to make recommendations on how to improve their driving habits. The upgraded training courses are for customers with special needs. Scania provides tailor-made training courses that are the most suitable for drivers in their own fields. In order to improve the effectiveness of driver

training, Scania uses the fleet management system to record drivers' accelerating and braking habits and generates reports. The reports not only provide data to support the driver training program, but also serve as a valuable reference to the daily management of freight or passenger transport enterprises. It eventually helps boost the healthy development of the entire transport sector.

Application of fleet management system

Scania's driver training initiative plays an active role in fostering its relationship with clients to help them create and maintain profitability. Trained driver can save fuel by an average 10%, which brings value to the clients and boosts their trust in Scania.



Scania's training program for drivers

Tetra Pak: Providing whole-industry-chain support and service to the development of Chinese dairy industry

In the early stage when Tetra Pak entered Chinese market, the country's dairy industry faced a myriad of challenges and bottlenecks with regard to sources of high-quality milk, balance between supply and demand, product preservation during transportation, product development and management, public nutrition knowledge and cultivation of consumption habits. With regard to this crunch, Tetra Pak made full use of its international experience and expertise to analyze global dairy trends and China's local situation. It also tapped its own technology and other resources to offer tailor-made help and support to Chinese enterprises.

Since 1984, Tetra Pak has been joining hands with dairy enterprises, trade associations and government departments to train professionals for China's dairy industry. In 1984, Tetra Pak teamed up with its sister company DeLaval to support the establishment of the "China - Sweden Beijing Dairy Training & Product Development Center" (referred to as "Sino-Sweden Dairy Center"). It was the country's first agency dedicated to dairy training and product research since China launched the reform and opening-up campaign. The center provides training on the use of filling equipment and other related technologies. It has already trained more than 1,000 front-line professionals for the dairy industry.

From 1998 to 2001, Tetra Pak cooperated with the China Dairy Industry Association and China Agricultural University to organize three sessions of "Green Leaf Training" programs, training a total of 106 professionals. All the trainees have obtained college degrees and make contribution to the fundamental technology support to the dairy industry. Currently, participants in the project have become the important technology professionals in processing enterprises.

From 2001 onwards, in order to facilitate the development of dairy businesses and improve their management and marketing capacity, Tetra Pak, China Dairy Industry Association, and Dairy

Association of China jointly organized five sessions of "Dairy Star" senior management training courses and invited managers from the country's medium- and large-sized dairy enterprises to participate. The training courses nurtured a number of talented professionals who later served key roles in management, technology and marketing fields in various dairy enterprises.

Mr. Song Kungang, then President of the China Dairy Industry Association, once said: "The introduction of Tetra Pak's aseptic paper packaging into China was undoubtedly an important watershed in the last 20 years for China's dairy industry." Tetra Pak has committed to "growing together with Chinese customers" and providing whole industry chain support and service, and positively contribute to the rapid development of China's dairy industry.



Tetra Pak positively supports the cultivation of management talent for Chinese dairy industry

Elekta: Enhancing capacity of cancer treatment

Elekta was founded in 1972 and is headquartered in Stockholm, Sweden. It has grown into a multinational medical technology group. It provides clinical solutions in the treatment of cancer and brain lesions as well as in information management of cancer treatment. Its oncology and neurosurgery solutions as well information management software for the treatment of cancer have been applied in more than 6,000 hospitals worldwide. Elekta China has set up branches in Beijing, Shanghai and Guangzhou, with more than 500 employees.

As for radiation therapy in the treatment of cancer, radiation physicists play the most important role. With the gradual increase in the number of tumors and the introduction of high-tech cancer treatment facilities in China, many technologies have already been on par with those in the developed countries. However, the number of physicists grows slowly and there is a big shortage of talent. According to relevant research^{*}, the number of radiation physicists should reach 9,400-12,000 to meet patients' demand, but it only stands at 2,400. On the other hand, radiation physicists vary in their educational background. Those with master's and doctoral degrees account for a small portion while a considerable number of the practitioners have yet to receive professional training so they cannot make full use of the equipment.

Creating training center

Apart from providing cancer treatment equipment and software systems, Elekta China finds that there is an urgent demand of clients for training. Therefore, it has allocated a lot of manpower, materials and financial resources to train professionals. In November 2013, with the deepening understanding of the Chinese market, Elekta China set up the Asia Pacific Learning and Innovation Center in Beijing. It's the second world-leading training and innovation center opened by Elekta globally after its Atlanta Training and Innovation Center. The training center provides Elekta employees in China and professionals in tumors and neuroscience with training programs on the workflow of how to use the advanced equipment. In the field of oncology, a total of 703 professionals have received training after the center was put into use in December 2013. The training center is able to meet the basic training needs of all types of hospitals, only lacking of experience in providing training on clinical operation and patient liaison. In neuroscience, the center teams up with the GammaKnife Center under the Huashan Hospital affiliated to Fudan University to open the "Training Program on New Technologies and Progress in Stereotactic Radio surgery (Gamma Knife)". Since 2013, two sessions have been organized and 50 professionals participated. Among them, 69% are the users of Elekta products while 31% use domestically-made products.

Cultivating professionals

In recent years, Elekta China has joined hand with Tsinghua University and Wuhan University to train professionals in radiotherapy. In 2015, Elekta China also signed teaching and research funding agreements with Tsinghua University and Wuhan University in medical physics. It helped Wuhan University to improve its teaching and research capacity in medical physics. Elekta China also cooperates with several well-known cancer centers overseas, such as the cancer research center in Mannheim, Germany, the Johns Hopkins Hospital in the U.S., Medical College of Wisconsin, and Princess Margaret Hospital in Canada, to set up different platforms to clients to seek training and academic degrees.

Elekta China's training programs have been recognized by medical professionals. In oncology, the satisfaction ratio reached 92.5%. As the participants became familiar with the use of the equipment and related software, it helped improve the overall clinical efficiency. In most hospitals, the number of patients who use the equipment for treatment rose from several dozens in the first few months to more than 100 a year later. In neuroscience, the stratification ratio reached 95% for the first phase of training courses. It hit 100% for the second phase. Participants were able to master the clinical indications and the prescribed dose with regard to gamma knife treatment.

* Status and future of Chinese radiation physicists , Zhang Zhihong, the Chinese Journal of Radiological Medicine and Protection, February, 2015.

SCA: Unique home care

SCA was founded in 1929 and is headquartered in Stockholm, Sweden. It is a multinational hygiene products provider and forestry company, developing, manufacturing and selling personal care products, tissue paper products, printing paper and wood products. It has a lot of brands, including TENA and Tork, as well as Lotus and Libresse. Its products are sold in more than 100 countries around the world. In China, SCA develops and markets adult incontinence care products, baby diapers, and feminine care and tissue products. It's headquartered in Shanghai and offers home care services. It can provide professional home care assessment for the Chinese elderly.

Aging population has become a major social problem in China. The huge number of elderly population brings tremendous economic and social pressure while care for the elderly has become a growing concern. At present, the Chinese elderly mainly rely on nursing homes or home care to live their life. Nursing homes do not take into account the mental well-being of the elderly as well as lack of professional nursing care for the elderly. Thanks to the influence of the Chinese tradition, the elderly in China now prefer home care. However, as family members lack of related knowledge and proper methods, the current development of home care is unable to meet the expectations of the elderly.

SCA China joined hand with the Maqiao community health service center and the Maqiao elderly service center to set up Shanghai's first home care center in October 2013, which provides the elderly with personalized medical, care and housekeeping services. Currently, its home care services include four aspects.

Comprehensive care assessment

Care providers with rich clinical experience conduct comprehensive evaluation of the elderly in breathing/circulation, physical activity/exercise, drug use, skin, nutrition metabolism, excretion, mental status, cognitive awareness, environmental safety and adjuvant therapy with an aim to understand the physical condition, mental status and family situation of the elderly.

Complete care plans

After the assessment, care providers discuss to draft tailor-made plans for the elderly based on their specific situations, including the existing health problems, related treatment plans and measures, and expected results after they receive the care.

Timely feedback on health

The care providers will record the change of the elderly and adjust related measures. They will also provide guidance for the family members of the elderly, such as changing diapers, placing limb correctly, backslapping, changing position, and offering nutrition guidance. That will help the family members know how to address the problems correctly.

Professional care services

Apart from offering professional services to help the elderly physically, care providers also strive to communicate with the elderly through interesting topics. They also download interesting things on the iPad provided by the company to allow the elderly to watch them so as to cater to their mental health. Thus, SCA not only provides the elderly with safe and reliable services, but also supports the elderly to pursue their own lifestyle, do things independently and shore up their happiness.

The company monitors the services by pre-training, random checks and satisfaction surveys as well as summarizing, in an attempt to ensure the service quality. In addition, community health centers regularly employ third parties to assess the quality of services at the home care centers. From September 2014 to January 2015, the home care centers served 1,209 old people, with a satisfaction rate of 100%. With this regard, SCA China actively explores and improves home care for the elderly Chinese while seeking new business opportunities.

SCA China is not only creating a new market opportunity, but also enhancing the company's brand and sales. It helps promote the development of the home care industry. However, SCA's home care business also encounters some difficulties and challenges. Currently, nursing services for the elderly need appropriate licenses in China. General care and injections also need different licenses, which makes it difficult for SCA to provide the elderly with a complete set of services.



Home care services

SKF: BeyondZero product portfolio

Being a responsible global citizen, SKF strives to act in a way that not only secures strong financial performance but also supports global environmental sustainability.

The strategy for actively reducing the environmental impact is called SKF BeyondZero and it consists of two simultaneous goals:

1. Reduce the negative environmental impact from the enterprise's own operations and those of the suppliers. To date, SKF has been quite successful with the reduction in energy consumption and CO₂ emission.
2. Innovate and offer customers new technologies, products and services with enhanced environmental performance characteristics. In order to quantify, drive and communicate the positive side of SKF BeyondZero, SKF has developed the SKF BeyondZero portfolio, offering products, services and solutions that bring significant environmental benefits to the customers. For example, SKF China provides high-speed permanent magnetic

motor solutions to a Chinese manufacturer of blowers. It helped the customer enhance the efficiency of the blowing machine, bolster the electrical efficiency, reduce energy consumption, and also ease noise pollution. For another example, each roll of SKF can reduce 1.5 tons of carbon dioxide emissions per year. For a normal caster with 400 rolls, it can reduce CO₂ emissions by about 600 tons a year.



SKF ConRo roll line unit

Social innovation and integration into communities

In the interviews with several Swedish enterprises in China, we found that they are actively fulfilling community responsibility, and actively carrying out community activities to promote education and eliminate poverty. When they carry out community projects, they don't simply donate funds and offer relief, but try their best to communicate with the public, media and charity organizations so as to evaluate the need of the community. They engage community members in the initiatives, draft long-term plans for the community projects or combine them with their own advantages, and provide necessary support in human resources, finance and materials to foster the community's harmony.

Axis: Tapping its own advantages to promote social welfare

Axis Communications Ltd was founded in 1984. As the global market leader in network video, Axis has been committed to promoting the shift from the traditional analog video surveillance technology to the digital video surveillance technology in a bid to create a more secure, intelligent and reliable world. Currently, Axis works closely with more than 65,000 partners in 179 countries. After entering the Chinese market in 1997, Axis's operations in China now cover R&D, procurement, manufacturing, sales and after-sale services along the whole industry chain.

As a provider of network video solutions, Axis is committed to promoting video surveillance technology to create a more secure, intelligent and reliable world. Apart from commercial business development, Axis also hopes to use its expertise to contribute to the community. Through daily operations, communications with clients and analysis of resources in need in charity initiatives, Axis finds that some charity organizations have demand for professional equipment and technology with regard to video surveillance, but they lack of channels and resources to obtain appropriate information and products. That is where the advantages of Axis lie. At a charity organization specializing in providing services for autistic children, autistic children may sometimes need to stay alone in a room. The organization's existing video surveillance equipment and systems were vague, which made it difficult for the staff to discover the children's needs or unusual circumstances. At the same time, due to limited funding, the institution was unable to buy a video solution with a higher resolution and smoother signal to ensure monitoring children for their safety. After knowing the situation, Axis took the initiative to donate the best-selling high quality cameras and offered installation and maintenance services, helping the organization's staff clearly monitor reaction and behavior of the autistic children and take appropriate measures. It greatly improved the efficiency and service quality, which was appreciated and highly recognized by the organization.

Polykemi: Motivating the families that receive help

Polykemi was founded in 1968 and is headquartered in Sweden. It is a family-run business and employs 310 people. The company always adheres to the same goal: to produce the world's best customized composite plastic. Polykemi has always been at the forefront of the industry. A variety of proprietary technologies in coloring, reinforcement and modification of engineering plastics have laid the foundation for the company's success. Its customized products use unique and innovative solutions and are the absolute leaders in the industry. In 2005, Polykemi entered the China market by setting up an office in Shanghai. In 2007, it invested to build a factory in Kunshan, Jiangsu Province. So far, it has developed five production lines for plastic particles and one production line for packaging materials. It now employs more than 60 employees in China.

The town where Polykemi's headquarters is located only has about 18,000 people. Polykemi is the largest company in the town. The local community pays close to the company's operations, behavior and environmental impact. Therefore, Polykemi has been committed to the sustainable development of the community where it operates. In Sweden, Polykemi has been supporting the development of sports in their community and helping people improve their health. In China, Polykemi is also caring about the education of children of migrant workers in Kunshan and has launched the "Community Education Charity" Project, hoping to explore an innovative model to improve the education environment for the children of migrant workers in Kunshan.

In 2012, PolykemiChina started to cooperate with a school in its community. Polykemi staff visited the private Xinkun Primary School, where many children of migrant workers study in, and realized that some families were unable pay the tuition fee due to poor economic conditions.

Offering effective material and education support

Based on the list of poor students (single-parent families or parents with disabilities), Polykemi China first offered support in terms of tuition and stationery after verification; Polykemi China also established an employee volunteer team to teach English at the school. They helped students improve their pronunciation and intonation and bolstered students' interest in learning English.

Encouraging the supported families to participate

Apart from providing funds to the poor families, Polykemi China also gives priority to the family atmosphere of the students and encourages parents to support their children in their study. For example, it required parents to ensure their children have sufficient time for study so as to avoid the kids from having to help their parents in their work. Besides, the company has designated employees to track the supporting program and knew the development of the children and their families.

A parent said: "I'd like to offer my sincere gratitude to you! Without your help, my daughter would not be able to sit in the classroom with other children for study." By September, 2015, the company had donated a number of stationery and RMB 58,650, benefiting 39 students. The company offered support to the poor families of migrant workers, eased their economic difficulties and improved the children's learning environment. It also demonstrated the company's care and responsibility for education, which won favor from the community where Polykemi operates.



Polykemi China employees teach a lesson for students



Polykemi China employees visit poor families

Atlas Copco: "Water for All" campaign for the society

Atlas Copco is the world's leading provider of sustainable productivity solutions. It provides clients with innovative compressors, vacuum solutions and air treatment systems, construction and mining equipment, power tools and assembly systems. Atlas Copco is committed to developing products and services that feature productivity, energy efficiency, safety and human engineering. The company was established in 1873 and is headquartered in Stockholm, Sweden. Its business covers over 180 countries and regions all over the world. In 2014, Atlas Copco chalked up revenue of 94 billion krona (10.3 billion euro) and employed over 44,000 people. Currently, its China headquarters is in Shanghai, and it has more than 30 subsidiaries in China, with building technology, industrial technology, compressor technology as well as mining and rock excavation technology all settling in China. It has been striving to develop a comprehensive after-sales service market. By the end of 2014, it had more than 6,300 employees and more than 300 services and sales subsidiaries and offices in China.

Atlas Copco strives to become a quality, reliable corporate citizen. It has taken deep roots in the communities where it operates business. Community engagement is a long-term activity, including offering support to schools or universities to boost education capacity, ensure safety for children and help people battle against diseases.

In addition to supporting and participating in local community activities and charitable projects, the Group also encourages enterprises to provide support in the event of natural disasters and humanitarian disasters. This is a short-term activity, which usually involves providing financial support or products. Atlas Copco has a community project that has been lasting for more than 30 years: "Water for All". The campaign is designed to address shortage of safe drinking water and irrigation water in the communities and to improve health and family sanitation within the communities. The Group will match the amount employees donate to encourage and support such a employee-driven initiative. The "Water for All" project, under the management of employees, is a major supporting measure. More than 1.5 million people all over the world benefited from the "Water for All" project with clean drinking water.

In China, the "Water for All" project has been successfully implemented in Longde County in Ningxia, Xixiang County and Jia County in Shaanxi and Guangnan County in Yunnan. With a total investment of US\$511,913, it provides clean drinking water to 30,000 Chinese people who lack of such water resources. In China, Atlas Copco worked together with Plan (China) to establish a community-driven development model.

Raising awareness of community residents

Atlas Copco helped raise the awareness of community residents on water conservation and environmental protection via training, helping them cultivate a good habit in using water. Community members learned to consider their own responsibility for the community and neighbors and learned to protect public resources. In the Guangnan project, the project team joined hands with the

local village committee to organize a series of training programs related to drinking water sanitation regularly in all villages, such as water conservation and using proper methods to wash hands. As of August 2015, a total of 2208 people had been trained in the events organized by the project team.

Guiding residents to participate

When implementing the project, the project team discussed the operating mode with the residents in a community group for the project, encouraging their participation, actively introducing the expected results and significance of the project and arousing their interest. In the Longde Country project, in order to allow community residents to participate in planning the project, the "Water for All" project team offered training on community residents, including knowledge about water environment and technologies for water sanitation projects. The team also discussed the land location carefully with the community group, promoted the operational model of the project, and increased the participation of residents in building the channels and reservoir. During the implementation

of the project, community residents also independently discovered the garbage issue in the river that needed to be cleaned up. They worked together with the project team and the government to establish a mechanism to maintain management of the river.

Through the "Water for All" project, Atlas Copco enables residents to get rid of water scarcity or pollution problems, improves the water sanitation awareness of community residents, encourages residents to participate in the planning and construction of the project, enables them to discover problems by themselves, helps the community to improve living standards, and taps social responsibility initiatives to create an excellent brand image.



The project in Guangnan County in Yunnan

EF: Tapping corporate resources to benefit the community

A company's development is inseparable from the recognition and support from the local community. Therefore, the company must use its own resources to meet the need of the community and fully integrates itself into the community to realize sustainable operations.

Offering venues for community activities for free

EF realizes that its offices are usually idle during evenings and weekends while its classrooms are usually idle during day time. On the other hand, a variety of organizations or businesses cannot find places with appropriate locations and costs to organize activities. Thus, EF takes advantage of these offices and classrooms, allowing organizations to use them for free, such as holding charity events, celebrations, TED lectures, environmental design exhibitions, volunteer training, makers' design show, hackers' marathon, and Girl Scouts activities. Currently, for 2 to 3 weekends every month, EF provides spaces ranging from conference rooms that can host 20-some people to lecture halls that can host 2,000 people for industry associations like the Swedish Chamber of Commerce, charity organizations like Stepping Stones, and Girl Scouts.

EF believes that because the spaces are leased during non-working hours, offices are open 24 hours and there is around-the-clock security, it won't affect the daily operations. On the other hand, it helps the surrounding communities and organizations find the places to organize activities, especially those who are shortage of capital.

Engaging in community activities and cultural exchanges

Apart from providing free spaces for the organizations, EF also holds special events on holidays, such as inviting residents in neighboring communities to celebrate the Children's Day, Thanksgiving, Halloween-themed activities in the Swedish way. Not only in China, EF's offices and schools all over the world also actively integrate into the communities and tap their own advantages to meet the demand of the communities. Take the Boston office as an example. The office has a park, where an EF Friday movie night is held every month. Neighboring residents are invited to the open-air cinema to watch movies and have picnic, creating a closer relationship within the communities.

By taking advantage of its idle resources to meet the demand of the communities, EF keeps good interaction with the communities without impacting its own business operations. It has established an amicable and responsible image and improved its interaction with the communities. It is also in line with EF's main business and teaching methods. The initiative has won the welcome and support from the community.

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Postscript

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Axfood Sweden Co., Ltd. Shanghai Representative Office

Axstores

CCR CSR

Crem International

EF China

Elekta Instrument (Shanghai) Ltd. Beijing Office

Embassy of Sweden

Ericsson China

Greencarrier Shanghai Ltd

H&M China

IKEA (China) Investment Co., Ltd

KMT Precision Grinding Technology (Beijing) Co., Ltd

LKAB Trading (Shanghai) Co., Ltd

OneMed Co., Ltd. Shanghai Representative Office

Oriflame Cosmetics (China) Co., Ltd

Polykemi Compounds (Kunshan) Co., Ltd.

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Scania China

Shanghai Axis Communication Equipment Trading Co., Ltd.

SKF China

Stadium

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