



Swedish Chambers

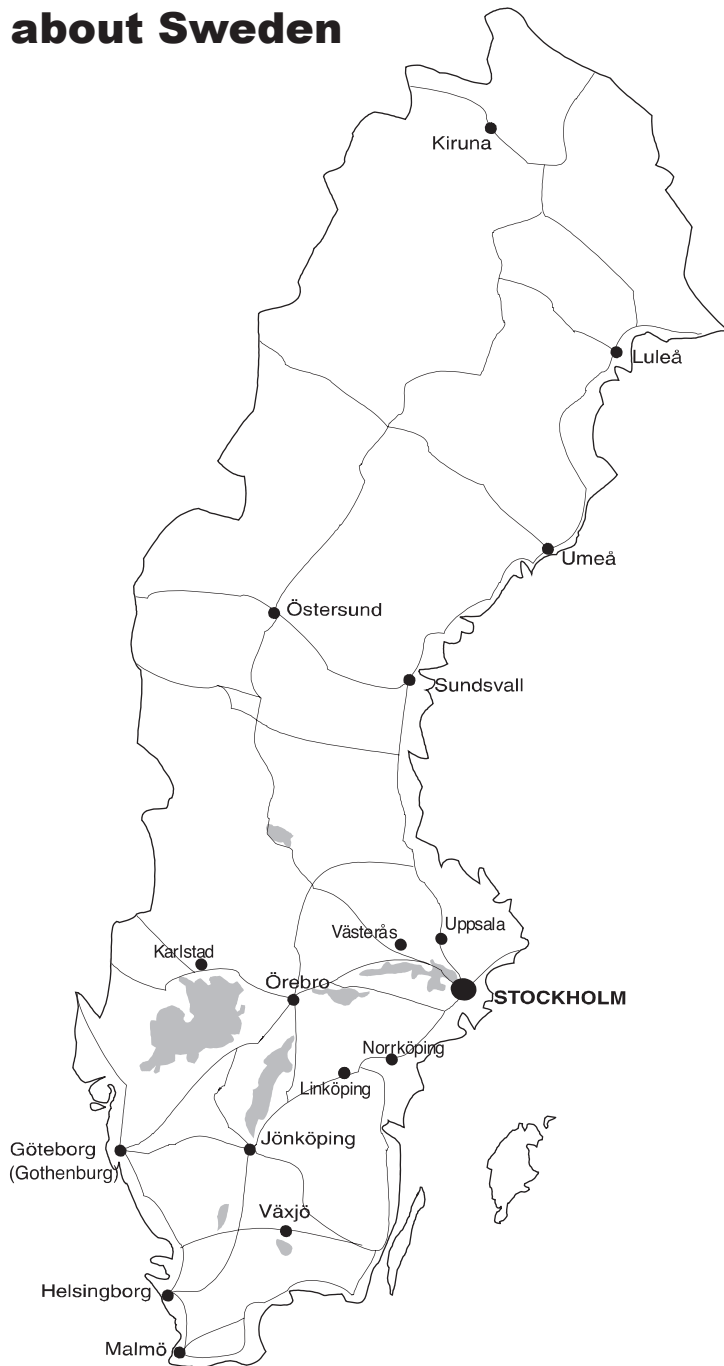


Corporate Responsibility



How to do
sustainable
business?

Facts about Sweden



Area: 449,964 sq.km
Population: 9.4 million

Capital: Stockholm.
Stockholm city: 847.100 inh.
Greater Stockholm: 2 mil. inh.

Business language:
Swedish, English

Religion:
Lutheran

Largest cities:
Stockholm city 847.100 inh.
Gothenburg 513.800 inh.
Malmö 298.900 inh.
Uppsala 197.800 inh.
Linköping 146.400 inh.
Västerås 137.200 inh.
Örebro 135.500 inh.
Norrköping 130.100 inh.
Helsingborg 129.200 inh.
Jönköping 127.400 inh.

Form of government:
Constitutional monarchy,
parliamentary democracy

Some distances:
Stockholm-Malmö 640 km
Stockholm-Gothenburg 490 km
Stockholm-Sundsvall 400 km
Stockholm-Kiruna 1310 km

Currency:
1 krona (SEK) = 100 öre

The European Union

- Austria
- Belgium
- Bulgaria
- Cyprus
- Czech Rep.
- Denmark
- Estonia
- Finland
- France
- Germany
- Great Britain
- Greece
- Hungary
- Ireland
- Italy
- Latvia
- Lithuania
- Luxemburg
- Malta
- Netherlands
- Poland
- Portugal
- Romania
- Slovak Rep.
- Slovenia
- Spain
- Sweden

The EES/EEA area
EU-countries, Iceland,
Liechtenstein and Norway

EFTA
Iceland, Liechtenstein,
Norway and Switzerland



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Corporate Responsibility – How To Do Sustainable Business?

Globalisation is a fact. Sweden is known to be dependent on international trade, due to a relatively small domestic market. Interdependency between countries, companies and people creates endless opportunities but also challenges. Everyone shares the responsibility for a sustainable use of resources. Corporate Responsibility (CR)¹ is a part of this process and is the strategic tool for businesses to take responsibility, but also to make profit through sustainable business practises.

Swedish companies are to a large extent adopting CR as a part of their strategic business plan, and demanding their partners and suppliers to do the same. Therefore, businesses from developing countries and emerging markets can gain financial benefits by adopting CR. There are great potentials for your company if you manage to meet the social and environmental business requirements of Swedish companies, as it not only provides access to the Swedish market but also to the world's largest market area – the EU-27².



¹ In many cases, CR is referred to as *Corporate Social Responsibility (CSR)*, but the term CR is becoming increasingly common. The reason for this is that contributing to a sustainable development involves much more than only the social dimension, i.e. the CSR concept is too narrow to reflect companies' actual work and efforts in the social, environmental and economic areas.

² EU-27 includes the following countries: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxemburg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and the United Kingdom. The reason for this is that Swedish business practises in CR is in accordance with EU regulations.

1. Definition

There is no universally accepted definition of CR. The concept of CR is based on three pillars: social, environmental and economic issues. In other words, it involves how companies contribute to sustainable development, including economic growth, social responsibility and environmental concern. In Sweden, consumer awareness is relatively high and there is a consumer demand for social, environmental and sustainable products and services. Therefore, Swedish companies are also increasingly expected and inclined to take more responsibility for social, environmental and ethical issues than required by law.

Why do businesses work with CR?

CR is not necessarily the same as philanthropy and charity. Instead, it is increasingly considered to be a strategic investment for long-term business development, integrated into the company's business strategy and core operations. Since many Swedish companies both trade with and operate in foreign countries, they are used to different cultures. A multicultural society requires a strategy in how to deal with different norms and values. CR helps to maintain existing relationships with customers, other companies and stakeholders, as well as creating new relationships.

Long-term success of a company is dependent on mutual trust between customers, financial backers, co-workers and the society as a whole. In general, the main goals and driving factors behind companies' social and environmental interest are:

- Customer interest and demand
- Business opportunities
- Attracting new customers
- Strengthened brand
- Good-will
- Competitive advantages
- Improved quality
- Facilitation of recruitment
- Employee and customer loyalty
- Increased production and efficiency
- Increased transparency through media increases the demand for social responsibility
- Generates legitimacy - it is in accordance with international law and norms
- Favorably positioned for future stronger legislation



Important to note is that despite its importance as a strategic tool for business, CR is and should remain voluntary and there is no law on CR in Sweden. Each company is free to choose how the social, environmental and ethical responsibility will take form.

2. Regulatory Framework

Even though each company is free to choose how they work with CR, it is advisable to base the work on internationally accepted laws and norms in order to have legitimacy. There are three regulatory frameworks that constitute the core concept of CR:

1. UN Global Compact
2. OECD's Guidelines for Multinational Enterprises
3. ILO's (International Labour Organisation) eight core conventions

All three frameworks share more or less the same goals: to protect our environment and social capital. More information of each framework can be found in the fact boxes below or in **section 5**.

UN Global Compact

The UN Global Compact is a voluntary strategic responsibility initiative based on ten universally accepted principles within anti-corruption, environment, human rights and labour (Appendix). More than 8,700 businesses and stakeholders from over 130 countries commit to these principles, which have two complementary objectives:

1. Mainstream the ten principles in business activities around the world
2. Catalyse actions in support of broader UN goals, including the Millennium Development Goals (MDGs)

In order to demonstrate a company's commitment, the UN Global Compact also involves accountability and transparency policy, the so-called Communication of Progress (COP).

Joining the UN Global Compact generates value and benefits in terms of having globally recognised business practices, exchanging best practises and experience, entering partnerships, accessing expertise and knowledge in sustainability and development issues and being able to utilise UN Global Compact management tools and resources. If you would like to join the UN Global Compact, you can simply do this by letter or online.

OECD's Guidelines

The Guidelines are recommendations and voluntary standards by governments for corporate businesses, addressing conducts in areas such as human rights, environment, employment and industrial relations, consumer interests, competition, taxation, information disclosure and combating bribery.

The OECD's Guidelines are effective in 34 OECD countries and the following non-OECD countries: Argentina, Brazil, Egypt, Latvia, Lithuania, Morocco, Peru and Romania. It is the governments who commit to the guidelines, providing businesses with a platform for social, environmental and economic progress. The purpose of the Guidelines is to create an atmosphere of mutual confidence between the government, businesses and the community.

ILO's Conventions

ILO conventions are binding fundamental principles and working rights, aiming to promote better working conditions, social protection and other work-related issues.

1. Freedom of Association and Protection of the Right to Organise Convention, 1948
2. Right to Organise and Collective Bargaining Convention, 1949
3. Forced Labour Convention, 1930
4. Abolition of Forced Labour Convention, 1957
5. Minimum Age Convention, 1973
6. Worst Forms of Child Labour Convention, 1999
7. Equal Remuneration Convention, 1951
8. Discrimination (Employment and Occupation) Convention, 1958

In addition to the eight fundamental conventions, four other conventions are starting to receive the same recognition:

- Labour Inspection Convention, 1947
- Employment Policy Convention, 1964
- Labour Inspection (Agriculture) Convention, 1969
- Tripartite Consultation (International Labour Standards) Convention, 1976

ISO 26000 and Social Responsibility

Another useful tool for translating your good social and environmental intentions into actions is the ISO 26000 standard. The standard provides voluntary guidance on social responsibility (SR)³ for both public and private organisations. ISO 26000 only works for guidance and cannot be used as a certification. The standard contains:

- Concepts, terms and definitions related to SR
- Background, trend and characteristics of SR
- Principles and practises relating to SR
- Core subjects and issues relating to SR
- Integrating, implementing and promoting socially responsible behaviour throughout the organisation and, through its policies and practises, within its sphere of influence
- Identifying and engaging with stakeholders
- Communicating commitments, performance and other information related to social responsibility.

ISO 26000 is also consistent with UN Global Compact, OECD's Guidelines and ILO's labour standards.

Global Reporting Initiative (GRI)

In terms of monitoring and reporting the CR work, it is advisable to use a universally recognised system, e.g. GRI. GRI is a sustainability-reporting framework that measures organisational performance and demonstrate organisational commitment. The benefit of using GRI Reporting Framework is a sign of commitment to sustainable business practises and development. GRI is standardised, which enable organisations to compare the performance over time but also facilitates the use of it in terms of reporting and information gathering.

If you need guidance in how to start using GRI Reporting Framework, contact GRI Learning Services, see **section 5**.

³ The term “social responsibility” (SR) is used as it covers non-corporation as well.

3. Practical Advice

Before entering the Swedish market, the exporter should have a dialog with potential buyers and investors about CR issues. In general, Swedish companies will use their own CR policies as a requirement in business agreements with the exporter. A company that wishes to export to Sweden will most likely benefit from thoroughly reviewing their business and operations, as well as the buyer's expectations.

What are the interests of potential buyers and investors, from both a short and long term perspective? What are their expectations on the market and on you? What are their current and future needs? What is the risk assessment of CR? All these issues should be identified at an early stage of the exporter's planning process. The same dialog is needed with your stakeholders, local residents, your own suppliers, authorities etc.

Conduct a risk analysis on your company and its products where the following areas should be included:

Working conditions

- What are the underlying working conditions throughout the supply chain?
- Do you use child labour or illicit work?
- Can you guarantee that you do not directly or indirectly discriminate or violate human rights or the ILO's core conventions?
- Is the working environment safe?

EU legal requirements and product safety

- Find out what laws and regulations apply to your product
- Do you have the certifications needed for your product? For instance, in order to export a product to Sweden or any other EU country, a CE-mark may be required. The CE mark means that the product is in conformity with relevant EU directive on product safety. Read more about CE marking on the website – see **section 5**.
- How can you guarantee that the R&D, e.g. animal testing and genetic modification, behind the product does not violate national or international rules, as well as ethical rules?

Environment

- How does the production affect the environment? The production throughout your supply chain, including the end use of a product?
- What is the environmental impact of transportation, in terms of transport of products and the carbon footprint? What is done to minimise the environmental impact?

Supply chain management

- On what criteria do you choose suppliers and sub-contractors?
- How to you monitor your supply chain?

Other issues

- Compliance with anti-corruption
- Freedom of association
- IPR (intellectual property rights) and counterfeiting – make sure that you have not copied already protected products
- Impact and interactions with local community. How does the company, e.g the production site, affect the local community? Is the company aware of local citizens' opinion about the company?

All of the above mentioned areas should be monitored and considered not only for your own business but also throughout the supply chain, e.g. you can guarantee that your sub-contractors comply with product safety requirements and do not use child labour.



Code of Conduct

Based on the analysis above, it is advisable to write a Code of Conduct. A Code of Conduct is a translation of your CR policy, including purchasing and sales policies, that serves as a guide for behaviour in every day practice. It can be used to monitor and implement the CR work, but also for communication purpose. The Code of Conduct guides the conduct of your employees and in many cases your suppliers. It is to be expected that potential Swedish business partners will show you their own Code of Conduct as a business requirement.

Remember that frameworks such as UN Global Compact are *not* Codes of Conduct themselves. Instead, they are unique platforms, on which a company can build their own Code of Conduct. Start by going through your domestic legislation and, if applicable, stick to that and use it as a platform for your Code of Conduct and work. If you need assistance, organisations such as Amnesty International offer supports in these matters. Below are examples of elements that can be included in a Code of Conduct.

Example of elements to be included in a Code of Conduct

- Letter from the CEO, explaining company policy, norms and the purpose of the Code of Conduct
- Laws, regulations and norms
- Working conditions and labour rights
 - Prohibition of child labour and illicit or forced work
 - Working environment and health
 - Equality and diversity among employees
 - Non-Discrimination, non-harassment and disciplinary actions
 - Legal working hours and wage
 - Use of the company's property
- Environmental compliance
- Relationship with local community
- Compliance, enforcement and monitoring
 - What is your strategy for monitoring the CR work? Do you, your supplier or a third party performs the audits? Swedish buyers tend to be very thorough in their own monitoring of supplier, i.e. your company (as mentioned in previous section, *GRI* is a universally recognised reporting framework).
 - If you decide to join the UN Global Compact:
In order to demonstrate commitment to UN Global Compact, a company should perform a Communication On Progress (COP). For more information, find link in **section 5**.

Once you have written the Code of Conduct for your business, continuous efforts are required to live up to its content. Without monitoring, the Code of Conduct remains ineffective. ***Communicating your company's corporate responsibility, both internally and externally, is crucial.*** As already mentioned, there is no *right* way to work with CR. Whatever line of work it is, remember that there is always room for improvements.

Find references to different Codes of Conduct in the next case section.

4. Cases

Nowadays, many Swedish companies work actively with CR issues. The type of activity varies, depending on the company's structure and conditions. In this section, you will be able to read about how four Swedish companies engaged in international trade work with CR. This will give you a hint on what is expected of foreign business partners and suppliers when doing business with Swedish companies.



Case Pfizer AB

The information is based on an interview with Mr Bengt Mattson, CSR- and Environmental Manager, Pfizer AB.

Pfizer AB is one of the leading biopharmaceutical companies in Sweden, as well as in the world. They focus most of their resources on science and the development of medicine but also on production, with a production facility in Strängnäs, Sweden. Today, Pfizer has about 600 employees in Sweden and operates in more than 150 countries worldwide.

From philanthropy to health promotion and illness prevention

Corporate responsibility has been a part of Pfizer since it was founded, but earlier only in terms of philanthropy. Today, Pfizer's corporate responsibility takes different forms depending on market segments. The company builds their CR based on the Walderik-Mattson pyramid (Figure 1). In the bottom of the pyramid is the Third World, for which Pfizer's work is still of pure philanthropic nature. Pfizer give assistance to people who cannot afford health care and medicines.

The second stage of the pyramid, Global Access Strategy, involves building business models to allow poor to fight poverty through market-based methods, for example by providing micro loans. The next step in the pyramid, Generics, addresses emerging markets and the importance of low cost off-patent pharmaceutical products. Pfizer's corporate responsibility towards this target group is to ensure that they continue to provide high quality and safe medicines at the same price level as generics.

The next level of corporate responsibility involves health promotion and illness prevention. These efforts are also closely linked to environmental protection, for

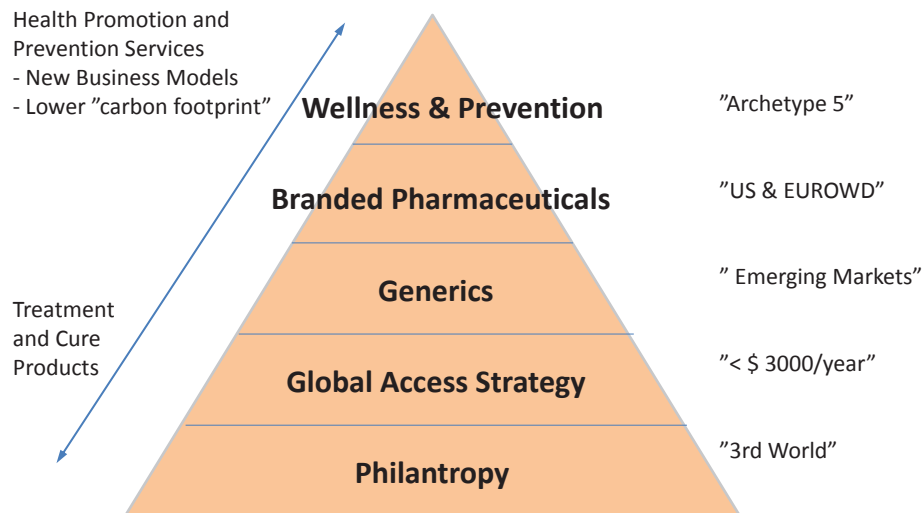


Figure 1. Walderik-Mattson pyramid

instance by lowering the carbon footprint. Pfizer's ultimate goal is to integrate a preventive approach in all corporate responsibility programmes. None of Pfizer's markets have reached that goal yet. However, Sweden is in the frontline of this development. One example of Pfizer's illness prevention work in Sweden is a tobacco prevention project.

From words to action

In order to ensure that the goals within corporate responsibility are actually met, Pfizer is a member of Pharmaceutical Supply Chain Initiative (PSCI) and performs assessment and improvement of supplier facilities. Even if a supplier does not meet the requirements, Pfizer does not necessarily turn to other suppliers. Instead, provided that the supplier is willing to adapt a more environmentally and socially friendly work standard, Pfizer assist and help the supplier in improving their work in CR-related issues.

The pharmaceutical industry has been controversial from the start. The driving factors behind Pfizer's corporate responsibility are authorities that place higher requirements for procurement of medicines, but also employee demand, in the hope of changing society's negative perception of the pharmaceutical industry. Consequently, Pfizer has embraced the concept of Corporate Reputation, seeking to improve its reputation in social issues. An important part of this is communication with consumers as well as authorities, and they strive to be transparent in their daily business.

Find out more about Pfizer's corporate responsibility by visiting their website, www.pfizer.com, or their corporate responsibility blog, www.ansvarsblogg.se.

Pfizer Code of Conduct:

www.pfizer.com/about/corporate_governance/corporate_governance.jsp



Case ICA AB

The information is based on an interview with Mr Kebba Colley, Manager Sustainability, ICA AB.

The ICA Group is one of Northern Europe's leading retail companies in the food sector. They operate in Sweden, Norway, Estonia, Latvia and Lithuania, with about 2,200 self-owned and retailer-owned stores. The Swedish registered company ICA AB is a joint venture, 60 % owned by the Dutch Royal Ahold N.V. and 40 % by Hakon Invest AB. As Sweden's largest retailer, ICA AB has a market share of approximately 37 %.

In general, food businesses have multiple impacts on the environment and social conditions. On farm level, the impact occurs in terms of the use of fertilizers, pesticides and water as well as working conditions. But they also have an impact through daily transportation needs, responsibility of product quality and by deciding what products to put on the store shelves, thus promoting a more or less healthy lifestyle.

The people, the profit and the planet

ICA's corporate responsibility vision and strategy is set by Ahold, and is divided into four different areas:

1. Healthy living
2. Sustainable trade
3. Climate action
4. Community engagement

Each area has its own department, working with realisation of its visions. The aim is to create what they call, a "responsible" profit by balancing the interest of the People, the Profit and the Planet – the so-called "Triple P model".

CR issues have more or less been a part of ICA's daily work for 20 years. However, it is only during the past ten years that corporate responsibility has really gained ground and been integrated in the business strategy. In 2003, ICA joined Business Social Compliance Initiative (BSCI), which is a platform for developing social compliance in the supply chain. In 2006, CR was finally implemented on an operational level.

In terms of environmental impact, ICA not only works with reducing but also to compensates the impact. For example, ICA uses CO2 compensations where they offset carbon dioxide emissions from their business travels. They also use

certified palm oil (Roundtable on Sustainable Palm Oil - RSPO) in their own products where they pay a premium that is invested in R&D.

Mapping the performance of suppliers

ICA mainly monitors and engages with suppliers to ensure sustainable production of its own products, so-called private label, from high-risk countries. For the other brands in the store, they rely on each supplier of that brand to take the same responsibility as ICA does for its own products. In 2009, the project “ICare” was launched with the aim to ensure that all suppliers of private labels meet the requirements of quality, environment and social responsibility. The project involves audits, self-assessments, correction action plans, monitoring, coaching, training, guidance etc. In addition, ICA continuously works with improving and clarifying roles and responsibilities internally in order to get CR deeply rooted in the organisation.

The requirements placed on ICA’s suppliers are based on UN Global Compact, human rights and children’s rights, ILO’s core conventions and ICC’s (International Chamber of Commerce) Charter for Sustainable Development.

The driving factors behind ICA’s corporate responsibility are the strong believe the company has on sustainable trade, being a responsible company but also the demands set up by their customers, consumers and shareholders.

For more information about ICA’s corporate responsibility, visit their website www.ica.se.

ICA’s Code of Conduct (see Ahold):
www.ahold.com/about/corporate-governance/code-conduct



Case IKEA AB

The information is based on an interview with Mr Greg Priest, Head of Compliance and Monitoring, Social and Environmental Affairs, IKEA AB.

IKEA Group is one of the world’s largest retail companies, operating all over the world. IKEA’s vision and business idea is to provide functional, high quality and safe home furnishing products at low prices. Ingvar Kamprad founded IKEA in 1943 in Sweden. Today, IKEA has approximately 127,000 employees and operates in 26 countries worldwide.

It is important to take care of the world's natural resources, for a home furnishing company as well as a food business. IKEA believes that sustainability generates innovations, change and success.

IKEA started to work with CR issues in the early 90s, even though the company values have been based on social and environmental responsibility from the start. However, it was a media report on child labour that really spurred the development and the work with CR issues. At first, the focus was on environmental issue, but today, IKEA's corporate responsibility covers all areas: the supply chain, working conditions, product safety, the community and the environment. CR is integrated into the business and the day-to-day activities. It is a part of product development and design, extraction of raw materials, the relationship with suppliers and on all levels of the organisation.

Examples of CR activities:

- Supporting sustainable cotton production
- Working with wood certified as responsibly managed forests
- Ensuring that products are safe, both for humans and the environment
- Lowering the carbon and water footprint
- Turning waste into resources
- IKEA carry a lot of their corporate responsibility in collaboration with partners, such as WWF, UNICEF, Save the Children and Forest Stewardship Council (FSC)

IKEA uses a multilevel approach to make sure that the CR work actually is carried out. They audit all of their own suppliers at least every two years depending on risk assessment, but they also have third party auditors. If a supplier fail in an audit, he is given 90 days to correct the problem. On the whole, IKEA seeks to have long-term relationships with suppliers. In the case of non-compliance, they conduct follow-up visits and action plans.

In terms of concrete results of the CR work, IKEA's code of conduct, IWAY, have increased the efficiency, which in turn has increased quality and profit. Moreover, the corporate responsibility has generated employee loyalty and recruiting benefits.

In the beginning, IKEA worked with CR as a mean to protect themselves and the brand. As time went, CR went from being a risk-based project to a cost-based concept and they realised that there were savings opportunities when working with CR. Today, it is an innovative opportunity. IKEA's CR works in accordance with UN Global Compact.

For more information about IKEA's corporate responsibility, visit www.ikea.com.

IKEA's Code of Conduct:

www.ikea.com/ms/en_GB/about_ikea/our_responsibility/iway/index.html



Case Indiska Magasinet AB

The information is based on an interview with Mrs Renée Andersson, Ethics and Environment, at Indiska Magasinet AB.

Indiska is a third-generation family business in the retail sector. The company was founded in 1901 and today, the company has 700 employees and 88 stores in Sweden, Finland and Norway. Clothing constitutes approximately 60 % of the product range. The remaining 40 % consists of interior decoration. The company has a unique expertise and experience gained from more than 100 years of business relationship with India.

Indiska currently has about 130 suppliers, out of which 70 % are in India. The other production is based in China, Vietnam, Turkey, Greece and Italy. The company has worked with CR related issues since it was founded, but back then they called it “commercial assistance” or “humanism and engagement”.

Focus on respect, mutual trust and improvement

It was not until 1998 that Indiska started to work systematically with CR and established their Code of Conduct, based on ILO’s core conventions. Since then it has been a part of the purchasing conditions. In 2002, Indiska began to visit their suppliers continuously. They emphasise the importance of creating sustainable relationships with their suppliers. Respect, mutual trust and the will to improve are prerequisites for good business.

“It is important that corporate responsibility is not used as means to enforce some sort of new imperialism, where western companies try to impose their own methods and ethics on foreign cultures. Instead, listen and learn about values and norms that exist in your production countries and discuss the existing labour laws that mostly are good but not implemented.”

Development and improvement should be achieved through respect. Indiska put efforts into supporting suppliers in creating good working environment and conditions. In 2006, they also began to go back in the production chain together with their main suppliers and monitor all levels of production, e.g. dyeing, printing and plating, with focus on the environment and sustainable use of water. At non-compliance, Indiska returns to the production unit within 1-6 months, depending on the nature of the improvement needed, to follow up the non-compliance requirements. Indiska has a responsible CR Manager in Stockholm head office that makes all the audits and four production offices in India where quality controllers also have a responsibility to look for compliance of the Code of Conduct.

On the environmental side, Indiska has an environmental policy for the company at home and for suppliers. All suppliers have to strictly follow their Chemical Guide.

Indiska also has organic cotton, in some part of their garment and home textile collection, as well as remake and recycled items in textile and interior design. Their furniture is made of certified wood or remade old furniture. Since many years, the big issue for Indiska is the water issue. They are engaged in different water projects, such as Sweden Textile Water Initiative (STWI), seeking to address the water issues in the production countries such as: consumption of water, treatment of water, waste management and production techniques. The aim of the project is to find guidelines for water in the textile and leather industry.

In terms of social responsibility, Indiska support their suppliers in improving the work environment and terms of employment. Moreover, they are engaged in various social projects, like Peace Trust in Dindugul, India, where they enable children to go to school, teenagers to get vocational training and women groups with handicraft work to become independent. They support a handicap school in Mumbai and are engaged in a watershed project in a village in Tamil Nadu.

An important part of their CR work is also networking with corresponding and relevant organisations, companies and authorities in India. For example the Brand Ethics Working Group where 40 of some of the biggest brands in the world are members and meet regularly in India in order to discuss and improve the work for labour rights. In terms of shipping and transport, Indiska is a member of Clean Shipping Network, working for lowering the environmental impact of transports.

Driving factors have always been the continual improvement for customers, suppliers and the company, in terms of human rights, environment and economy.

Read more about Indiska's corporate responsibility at www.indiska.com.

Indiska's Code of Conduct:

indiska.com/data/upload/Ethics%20May%202008%20Eng.pdf

KREAB & GAVIN ANDERSON WORLDWIDE

Case Kreab Gavin Anderson AB

The information is based on an interview with Mr Peje Emilsson, Executive Chairman of Kreab Gavin Anderson AB and Chairman of Stockholm Chamber of Commerce.

Kreab Gavin Anderson AB is a global communications consultancy, operating worldwide with more than 750 clients. They assist clients with complex communication challenges, offering advice on strategic importance in business, finance and politics. Kreab Group was founded in 1970 and merged with Gavin Anderson & Company in 2009.

The company has been engaged in several social projects and charities related to anti-drug campaigns, Hand-in-Hand, Criminals Return Into Society (KRIS) etc. Besides community involvement and responsibility, Kreab Gavin Anderson works internally with CR by giving priority to be a responsible employer. While not using paper cups and saving energy are important in saving the world's resources, it is of utmost importance to care for their human resources, as they are the foundation of the company and the messengers of responsible business and civic conduct.

Kreab Gavin Anderson also works with CR on a consultancy level. They develop an individual strategy for each client to address corporate responsibility depending on the nature of the business. In general, this involves advising, creating and implementing strategic communication programmes that analyse CR issues and challenges. Moreover, they assist their clients in enhancing corporate reputation through corporate responsibility communication, via media relations and through leadership campaigns as well as building networks within NGO and public affairs.

“Proactive engagement is far better than reactive defence.”

As a service company, corporate responsibility has been a key component of the business strategy from the start. An essential part of consultancy is perceived added value of the customer and mutual trust. The company believes that it is the increased demand of employees, shareholders, consumers and customers on corporate transparency and engagement that has spurred the CR wave during the latest decades. Simultaneously, the ever-present media is a reminder and influences the consumers' purchase decisions. A good CR policy has helped the company attract new top class employees. Moreover, companies with CR programmes are successful in differentiating themselves from the competitors and create a revenue-driving and strong brand.

“We believe that companies in developing countries, in fact, take a greater responsibility than companies in already developed countries. Their culture and traditions are based on social responsibility, and hence, CR is inherent in their everyday practices. Therefore, it is of high value that this does not get lost as they grow and industrialise.”

The keys to successful business and CR policy are communication and transparency. The “Do what you say, say what you do, be who you are” model is the best control and follow up for CR. Kreab Gavin Anderson also believes it is crucial that CR is integrated on the executive level. Communication should also involve engaging consumers/customers with your company's CR programme so that they feel a level of ownership.

For more information about Kreab Gavin Anderson, visit www.kreabgavinanderson.com

5. Links

- Amnesty – www.amnesty.org or www.amnesty.se
- Business for Social Responsibility – www.bsr.org
- Business Social Compliance Initiative (BSCI) - www.bsci-intl.org
- CE mark – ec.europa.eu/enterprise/policies/single-market-goods/cemarking/
- Clean Shipping Network - www.cleanshippingproject.se
- CSR Sweden – www.csrsweden.se or www.screurope.org
- Communication On Progress (COP) - www.unglobalcompact.org/COP/communicating_progress.html
- Confederation of Swedish Enterprises – www.svensktnaringsliv.se
- Criminals Return Into Society (KRIS) - www.kris.a.se
- Ethical Trade Initiative – www.ethicaltrade.org
- Fair Trade – www.fairtrade.net
- Forest Stewardship Council (FSC) - www.fsc.org
- Global Reporting Initiative (GRI) – www.globalreporting.org
- Greenpeace - www.greenpeace.org/international
- GRI Learning Services - www.globalreporting.org/LearningAndSupport/
- Hand in Hand - www.hihseed.org
- ICA AB – www.ica.se
- ICC Charter for Sustainability - www.iccwbo.org/policy/environment/id1309/index.html
- IKEA AB – www.ikea.com
- ILO – www.ilo.org
- Indiska AB – www.indiska.com
- International Chamber of Commerce (ICC) - www.iccwbo.org
- ISO 26000 standard – www.iso.org/sr
- Kreab Gavin Anderson AB - www.kreabgavinanderson.com
- OECD – www.oecd.org
- Pfizer AB – www.pfizer.com
- Pharmaceutical Supply Chain Initiative (PSCI) - www.pharmaceuticalsupplychain.org
- Round Table Sustainable Palm Oil (RSPO) - www.rspo.org
- Save the Children - www.savethechildren.org
- Swedish Trade – www.svenskhandel.se
- Sweden Textile Water Initiative (STWI) - www.swedishwaterhouse.se
- Swedwatch - www.swedwatch.org
- The United Nations Children’s Fund (UNICEF) - www.unicef.org
- Transparency International – www.transparency.org
- UN Global Compact - www.unglobalcompact.org
- UN Global Compact The Ten Principles - www.unglobalcompact.org/aboutthegc/thetenprinciples/index.html
- World Wildlife Fund - www.wwf.org

Appendix

The Ten Principles of the UN Global Compact

There are four main areas that cover the Ten Principles of the UN Global Compact; human rights, labour, the environment and anti-corruption. The Ten Principles are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the rights to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

For more information about each principle, see UN Global Compact The Ten Principles in **section 5**.

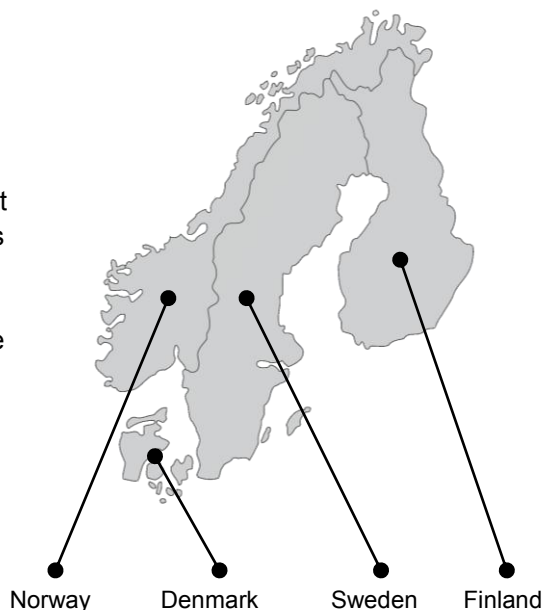
The Nordic Market

There are many similarities among the Nordic countries with regard to culture, language, political and social systems etc. Also when it comes to consumer behaviour and product preferences you find many similarities.

When entering one of the Nordic markets it therefore might be relevant to consider the possibilities in the other countries as well.

Three of the Nordic countries work with trade and import promotion activities. Below you will find contact details of the import promotion organisations in Finland, Norway and Sweden.

Population:	Denmark	5.5 million
	Finland	5.4 million
	Norway	4.9 million
	Sweden	9.4 million



Denmark

As from January 2010, Denmark has no trade promotion programme. The earlier programme (DIPP), which was financed by Danida (the Danish International Development Assistance), ended on 31 December 2009.

Norway

Department of international trade cooperation (DITC) is established according to an agreement between NORAD (Norwegian Agency for Development Cooperation) and HSH (Federation of Norwegian Commercial and Service Enterprises). DITC promotes imports from developing countries.

Contact details:

HSH – Department of International Trade Cooperation (DITC)
P.O. Box 2900 Solli,
NO-0230 Oslo, Norway
Phone: +47-2254 1700
E-mail: cgj@hsh-org.no
Internet: www.hsh-org.no

Finland

The Finnish business partnership programme, Finnpartnership, provides advisory services for business activities of Finnish companies in developing countries and financial support in the planning, development and implementation phases of a project.

Contact details:

Finnpartnership - Finnish Business Partnership Programme
c/o Finnfund
P.O. Box 391
FI-00121 Helsinki, Finland
Phone. +358-9-3484 3314
Fax +358-9-3484 3346
Internet: www.finnpartnership.fi

Sweden

The programme is carried out in cooperation with Sida (Swedish International Development Cooperation Agency). It focuses on business contacts, market information, training and extended contacts in order to promote export from developing countries.

Contact details:

Swedish Chambers of Commerce
Trade Promotion
P.O. Box 16050
SE-103 21 Stockholm, Sweden
Phone: +46-8-555 100 00
Fax: +48-8-566 316 30
E-mail: info@chambertrade.com
Internet: www.swedishchambers.se



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Swedish Chambers of Commerce

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