

Chapter 7

Cultural Diplomacy in the Private Sector: Company Ranking Report

Ranking of the European Private Sector

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1. Introduction

Cultural diplomacy is far from a new practice. Explorers, travellers, teachers and artists can all be considered examples of informal ambassadors or early cultural diplomats. The academic discipline and study of cultural diplomacy and what these exchanges can achieve, however, is a relatively recent concept. With a growing emphasis placed on the role of cultural exchange and with intercultural understanding becoming increasingly important for relations in a globalised world, this research aims to contribute to a growing field in academia. Historically, the exercise of cultural diplomacy is defined by government action and initiatives. This report seeks to look outside the traditional public setting and focus on how private enterprises are engaged in various aspects of cultural diplomacy. As truly international entities - many of these companies have market values rivaling the wealth of nations - the capacity for corporations to become involved in cultural diplomacy is substantial and increasing.

This project aims to show if and to what extent private firms display interest and involvement in the progression of intercultural correspondence and intercultural exchange. Worldwide businesses are not only a significant channel for cultural exchange, but their interests in intercultural correspondence and cross cultural learning should be considered an advantage in developing their own efficiency, actions and processes. This is not a punitive assessment aimed at exposing those companies less involved in cultural diplomacy; rather, this report aims to act as a tool of analysis, fairly identifying wanting areas and hopefully encouraging future investment into these initiatives. While it is necessary to acknowledge the division between appearance of involvement and real commitment, an assessment of cultural diplomacy engagement can be seen as much in a company's policies as it can be in their explicit and direct actions in the field of cultural diplomacy. Ultimately this research considers private firms that promote and are involved in cultural exchanges as important pillars for cultural diplomacy and benchmarking their industry for future involvement by its sector counterparts.

This report bases its understanding of cultural diplomacy on the description offered by the American political scientist and author, Milton C. Cummings;

"[Cultural diplomacy is] the exchange of ideas, information, values, systems, traditions, beliefs, and other aspects of culture, with the intention of fostering mutual understanding".

Translating this into criteria that can be applied to corporations means that the highest achieving companies must demonstrate an explicit recognition and understanding of foreign cultural dynamics and platforms upon which cultural dialogue is exchanged. Furthermore, they must engage in a wide range of initiatives, organise activities independently, and display a commitment to the rights of both its employees and wider community. Considering their sheer size and capabilities, these expectations should not be an overestimation for the companies assessed in this report.

2. Research Design

The cultural diplomacy index outlines corporate involvement in the field of cultural diplomacy as described by the companies themselves. This index is based on various companies' policies and direct cultural diplomacy actions. It assesses activities, projects, co-operation and engagement to evaluate how and to what extent the selected companies are engaged in cultural diplomacy. The Institute for Cultural Diplomacy believes that this initial ranking - one of the first of its kind - will encourage dialogue and motivate international companies to strengthen their activities in the field of cultural diplomacy.

3. Concepts

Cultural Diplomacy

Cultural diplomacy endeavors to (1) create a sounder understanding of values that can accommodate both differences and similarities, and (2) limit the development and spread of cultural prejudices. Therefore communication and respect is intrinsic to the concept of cultural diplomacy. By improving our knowledge and awareness of each other's cultures, we also facilitate interaction and cooperation. In carrying out this research, the ICD hopes to initiate and pave the way for further cultural exchanges.

Until relatively recently, the practice of cultural diplomacy has only been recognised within national government institutions. Some of the more prominent examples include the Goethe Institute (Germany), British Council (UK) and Alliance Française (France). The focus of this research is to extend the concept of cultural diplomacy beyond the borders of its traditional notion, and begin to consider private sector involvement. We hope that the conclusions of this initial research project will have far-reaching effects.

Internally: Company Policy Regarding Cultural Diplomacy

Under our grading system, Company Policy constitutes 30% of the total research model. We calculated this by assessing how much of a company's stated policy relates to different aspects of cultural diplomacy. This includes an overview of existing policies structured within the company which addresses issues of cultural diplomacy. In measuring this, the ICD identified four indicators that would help to provide a clear evaluation of each company's policy as well as its internal activities in relation to cultural diplomacy.

Externally: Company Actions Regarding Cultural Diplomacy

Cultural diplomacy actions make up the remaining 70% of our research model. This is assessed by how much a company invests in different cultural diplomacy initiatives. This section includes eight indicators that measure the amount of money a company allocates to activities like the arts and sports to demonstrate the company's involvement in culturally related initiatives. Equally a company is given greater recognition if the events they are involved in are solely of their own initiative as opposed to collaborations or donations.

4. Methodology

For the creation of the Institute for Cultural Diplomacy private sector index, the following stages formed the methodology used for the analysis:

- **Stage One - Company Selection Methods**
The first stage involved defining 10 diverse sectors within the European private sector. Within these sectors, primary research was carried out to identify the 100 largest companies from the European stock exchanges based on their market value (mechanism described in section 4.1) and were then grouped into 10 industry-specific areas.
- **Stage Two – Parameter Setting**
The second stage involved setting parameters for the assessment. The assessment was carried out with a 30% consideration of existing company policies, and 70% consideration based on the company's cultural diplomacy actions. Various sub-categories formed the assessment for each section. Each sub-category used a scoring system of 0, 0.5 or 1 score, and the sum of these gave a total score for each section.
- **Stage Three – Research and Parameter Application**
In the third stage, data was collected from the official websites of each company and the predetermined parameters were applied. The scores from each subsection were added together and the figures from both sections were added together with the appropriate 30% / 70% weighting. This provided an overall score for each company.
- **Stage Four – Ratio Calculation and Grading**
The fourth step involved converting the scores into a ratio and categorising each company into a score system ranging from A to F based on each company's calculated ratio.

4.1 Stage One & Two – Company Selection Methods & Initial Research

Selecting 10 Sectors

The selection process first required an identification of 10 diverse and economically influential corporate sectors within Europe. These areas were carefully chosen to ensure the inclusion of the most important areas of industry and services in this report. As such, some categories cover a wide range of business so as to not exclude any important areas of commerce. These categories were constructed using the 2011 Financial Times Top 500 European Companies Ranking and are as follows:

- Banks, Financial Institutions and Insurance
- Pharmaceuticals and Chemicals
- Oil and Gas
- Mining (which includes the subcategory Industrial Metals)
- Tobacco, food and beverages
- Energy and utilities (which includes the subcategories Electricity and Gas, Water & Multi-utilities)
- Automobiles and Parts

- Electronics and Information Technology (which includes the sub-categories Software and Computer Services, Industrial Engineering, Electronic and Electrical Equipment, Technology and Equipment, Industrial Transportation, Industrial Engineering, and Technology Hardware and Equipment)
- Telecommunications (which includes the subcategories Fixed-line as well as Mobile Telecommunications)
- Retail (which includes the subcategories Personal Goods, Food & Drug Retail, and General Retail)

Selecting 5 Largest Companies per Sector

Once established, the next process was the selection of the 10 largest European companies in each of these sectors based on their market value. For this, the researchers drew companies from the leading European stock exchanges in each of the fields of industry already specified. To ensure consistency in choice of categorisation, companies were separated into their industry as described by the 2011 Financial Times Top 500 European Companies Ranking. Market value was chosen as an indicator of size due to the fact that it is easy to access reliable and transparent market value information. While many sources contain this type of information, this report used the Financial Times ranking for consistency purposes.¹

Only a few preliminary criteria for inclusion were necessary:

- Every company in the ranking must be listed on one of the Europe-based stock exchanges
- The headquarters of the company must be located in Europe.

Sector	Name	Country	Market Value (in millions)
Automobiles and Parts	Daimler	Germany	\$75,385.2
Automobiles and Parts	Volkswagen AG	Germany	\$72,978.5
Automobiles and Parts	BMW	Germany	\$53,188.5
Automobiles and Parts	Continental	Germany	\$18,130.8
Automobiles and Parts	Renault	France	\$16,370.8
Automobiles and Parts	Michelin	France	\$14,937.1
Automobiles and Parts	Fiat	Italy	\$11,265.5
Automobiles and Parts	Porsche AML	Germany	\$10,060.9
Automobiles and Parts	Peugeot	France	\$9,260.0
Automobiles and Parts	Nokian Renkaat	Finland	\$5,490.9
Banks, Financial Institutions & Insurance	HSBC	UK	\$181,936.9
Banks, Financial Institutions & Insurance	Banco Santander	Spain	\$98,119.8

¹ It should be noted that while Christian Dior has a market value that would merit its inclusion, this company does not appear in the report because the website was down during the time of research. As this report used a uniform reference policy of solely official company websites, this meant that any alternative research methods may question the fairness of the research; as such Metro Group (which had the next highest market value in this sector) was included instead.

Banks, Financial Institutions & Insurance	BNP Paribas	France	\$87,789.0
Sector	Name	Country	Market Value (in millions)
Banks, Financial Institutions & Insurance	Sberbank of Russia	Russia	\$83,576.6
Banks, Financial Institutions & Insurance	UBS	Switzerland	\$69,006.9
Banks, Financial Institutions & Insurance	Allianz	Germany	\$63,872.0
Banks, Financial Institutions & Insurance	Lloyds Banking Group	UK	\$63,388.1
Banks, Financial Institutions & Insurance	Standard Chartered	UK	\$60,865.1
Banks, Financial Institutions & Insurance	Deutsche Bank	Germany	\$54,720.5
Banks, Financial Institutions & Insurance	BBVA	Spain	\$54,559.3
Electronics & Information Technology	SAP	Germany	\$75,209.9
Electronics & Information Technology	ABB	Switzerland	\$55,670.6
Electronics & Information Technology	Schneider Electric	France	\$46,543.7
Electronics & Information Technology	Ericsson	Sweden	\$42,148.2
Electronics & Information Technology	AP Moller-Maersk	Denmark	\$40,926.7
Electronics & Information Technology	Volvo	Sweden	\$37,407.8
Electronics & Information Technology	Nokia	Finland	\$32,072.6
Electronics & Information Technology	Atlas Copco	Sweden	\$31,766.8
Electronics & Information Technology	Sandvik	Sweden	\$22,396.6
Electronics & Information Technology	Deutsche Post	Germany	\$21,823.7
Energy & Utilities	GDF Suez	France	\$91,809.4
Energy & Utilities	EDF	France	\$76,664.7
Energy & Utilities	E On	Germany	\$61,193.3
Energy & Utilities	Enel	Italy	\$59,355.1
Energy & Utilities	Iberdrola	Spain	\$50,697.0
Energy & Utilities	RWE	Germany	\$35,754.8
Energy & Utilities	National Grid	UK	\$33,402.3

Energy & Utilities	Fortum	Finland	\$30,205.7
Energy & Utilities	CEZ	Czech Republic	\$27,507.3
Energy & Utilities	Centrica	UK	\$26,876.0
Sector	Name	Country	Market Value (in millions)
Mining	Rio Tinto Group	UK/Australia	\$106,255.3
Mining	BHP Billiton	UK/Australia	\$85,482.4
Mining	Xstrata	UK	\$69,240.3
Mining	Anglo American	UK	\$67,950.0
Mining	ArcelorMittal	Luxembourg	\$56,539.9
Mining	MMC Norilsk Nickel	Russia	\$50,058.2
Mining	Novolipetsk Steel	Russia	\$26,381.1
Mining	Antofagasta	UK	\$21,507.6
Mining	Severstal	Russia	\$19,764.0
Mining	Eurasian Natural Resources	UK	\$19,331.2
Oil & Gas	Royal Dutch Shell	UK	\$228,128.7
Oil & Gas	Gazprom	Russia	\$190,829.1
Oil & Gas	Total	France	\$143,227.1
Oil & Gas	BP	UK	\$136,848.0
Oil & Gas	Eni	Italy	\$98,502.9
Oil & Gas	Rosneft	Russia	\$96,953.5
Oil & Gas	Statoil	Norway	\$88,366.3
Oil & Gas	BG Group	UK	\$84,230.0
Oil & Gas	Lukoil	Russia	\$60,835.3
Oil & Gas	Surgutneftegas	Russia	\$43,418.2
Pharmaceuticals, Chemicals	Novartis	Switzerland	\$143,633.0
Pharmaceuticals, Chemicals	Roche	Switzerland	\$127,055.6
Pharmaceuticals, Chemicals	GlaxoSmithKline	UK	\$98,600.1
Pharmaceuticals, Chemicals	Sanofi	France	\$92,044.4

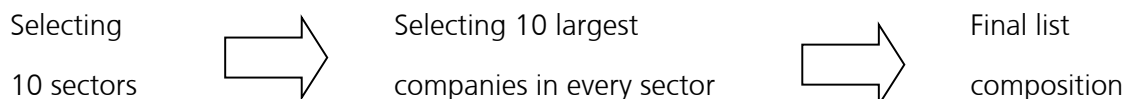
Pharmaceuticals, Chemicals	BASF	Germany	\$79,546.8
Pharmaceuticals, Chemicals	Bayer	Germany	\$64,120.8
Pharmaceuticals, Chemicals	AstraZeneca	UK	\$63,514.2
Sector	Name	Country	Market Value (in millions)
Pharmaceuticals, Chemicals	Novo Nordisk	Denmark	\$61,961.4
Pharmaceuticals, Chemicals	Air Liquide	France	\$37,817.3
Pharmaceuticals, Chemicals	Sygenta	Switzerland	\$30,865.4
Retail	LVMH	France	\$77,612.9
Retail	L'Oreal	France	\$69,898.3
Retail	Inditex	Spain	\$50,083.9
Retail	Tesco	UK	\$49,141.7
Retail	Hennes & Mauritz	Sweden	\$48,531.6
Retail	Richemont	Switzerland	\$30,268.7
Retail	Carrefour	France	\$30,116.6
Retail	The Swatch Group	Switzerland	\$23,587.3
Retail	Hermes International	France	\$23,176.0
Retail	Metro	Germany	\$22,176.1
Telecommunications	Vodafone	UK	\$145,923.3
Telecommunications	Telefonica	Spain	\$114,411.3
Telecommunications	Deutsche Telekom	Germany	\$66,658.6
Telecommunications	France Telecom	France	\$59,428.3
Telecommunications	Teliasonera	Sweden	\$37,443.0
Telecommunications	Telecom Italia	Italy	\$28,759.9
Telecommunications	Telenor	Norway	\$27,273.1
Telecommunications	KPN	Netherlands	\$26,068.1
Telecommunications	Swisscom	Switzerland	\$23,186.6
Telecommunications	BT Group	UK	\$23,094.5
Tobacco, Food & Beverages	Nestle	Switzerland	\$199,406.6

Tobacco, Food & Beverages	Anheuser-Busch InBev	Belgium	\$91,560.1
Tobacco, Food & Beverages	Unilever	Holland/UK	\$87,303.4
Tobacco, Food & Beverages	British American Tobacco	UK	\$79,904.0
Sector	Name	Country	Market Value (in millions)
Tobacco, Food & Beverages	SABMiller	UK	\$56,154.2
Tobacco, Food & Beverages	Diageo	UK	\$47,541.2
Tobacco, Food & Beverages	Danone	France	\$42,382.5
Tobacco, Food & Beverages	Heineken	Netherlands	\$31,514.8
Tobacco, Food & Beverages	Imperial Tobacco	UK	\$31,456.3
Tobacco, Food & Beverages	Pernod-Ricard	France	\$24,710.5

Final Selection Composition

This categorisation and selection provided a data pool of 100 of the largest European companies equally distributed over 10 different sectors. Limiting the list of companies to 100 was necessary in order to ensure the simplicity of the results. Despite the capping of the data in this index, the assessment model allows for expansion and inclusion of more companies in future index compilations.

The selection methodology is simplified in the diagram presented below:



Final List of companies grouped by sector:

4.2 Stage Three – Parameter Setting and Assessment Process

In order to assess each company's involvement in cultural diplomacy, parameters for assessment were set. The assessment for each company focused on two areas: company policies (30%) and the company's direct involvement in cultural diplomacy (70%). Both of these categories were divided into several more precise sub-categories that provided a general overview of what cultural diplomacy is within the private sector.

Company Policy (30%)

The first part of the indicator makes up for 30% of the total score and was defined by existing company policies. The following components constitute the assessment of the company policy section:

Employee Diversity

The promotion of employee diversity is one way to promote cultural exchanges inside a company and can be considered as the first step in the promotion of cultural diplomacy. The measurement of this parameter was based on the level of focus placed by the selected companies on the diversity of their employees. If companies participated in programs that encourage employee diversity or if they had created a Human Resource department that is dedicated to employee diversity, they get 1 point. If no such department or commitment is apparent, they are awarded no points.

International Internship Programme

International internship programmes are a useful insight into how much a company is interested in encouraging international employment mobility and also allows people to work in a multinational environment. Companies received 1 point if they offered international internship programmes and 0 if they did not.

Transnationalism

This indicator measured whether or not each company has international branches. Companies gained 1 point if they have branches worldwide, 0.5 if they have some within Europe and 0 if they have none outside the country in which their headquarters are located.

Promoting Human Rights/ Civil Rights

This indicator measures how company policies encourage or protect human & civil rights. If companies have programmes, charts or codes of conduct that are in favour of these two issues they received 1 point, 0.5 points were awarded if they address just one of these areas and 0 if they do not address either of these areas.

Direct Company Involvement in Cultural Diplomacy (70%) ²

The second part of the indicator makes up for 70% of the total ranking and assesses each company's cultural diplomacy actions.

A number of sub-points are considered in this section. For each point, our objective is to find out whether or not the company is involved in cultural diplomacy, exemplified by the promotion of cultural exchanges. Not all initiatives within an organisation are considered, only those which are deemed to have an international dimension and/or that are likely to encourage cultural exchanges are really relevant to this research.

These are the sub-components which form the assessment of corporate cultural diplomacy involvement:

- **Cultural Exchange Programmes**
(1 point if provided, 0 if not)
- **Grants & Scholarships**
(1 point if provided, 0 if not)
- **Music**
(0, 0.5 if a company cooperates with another on the project or, 1 if it is the company's own initiative)

² The data we collected came from the companies' websites and the CSR reports that most of them publish every year. We focused on the companies actions that date from 2008 to 2011.

- **Visual Arts**
(0, 0.5 if a company cooperates with another on the project or, 1 if it is the company's own initiative)
- **Film Industry**
(0, 0.5 if a company cooperates with another on the project or, 1 if it is the company's own initiative)
- **Sporting Events**
(0, 0.5 if a company cooperates with another on the project or, 1 if it is the company's own initiative)
- **Academic Collaboration**
(0, 1 point if the company collaborates with at least one university on a research programme)
- **Humanitarian Aid**
(0, 1 point if the company has a programme focusing on humanitarian aid or attributes funds accordingly)

4.3 Stage Four – Applying Parameters and Grading System

After working out the parameters, they were converted into quotients (on a scale from 0 to 1, <0.1>). This solution facilitated understanding the ranking and enabled the comparison of individual companies.

The mechanism employed for calculating this quotient is very simple. Upon receiving its total score (named as 'indicator'), the company in question would be subsequently compared with the potential maximum score.

Mechanism:

$$\text{QUOTIENT} = \frac{\text{INDICATOR (Company's score)}}{\text{MAXIMUM INDICATOR (Maximum score, always 6.8)}}$$

Example:

Company's indicator amounts to 5.5

Maximum indicator for the research amounts to 6.8

$$\frac{5.5}{6.8} = 0.808823 \dots \approx 0.80$$

Thus this example amounts to a quotient of 0.80 (in rounded figures to the second decimal place). We can therefore say that here the (example) company meets 80% of the requirements set in the research outlook.

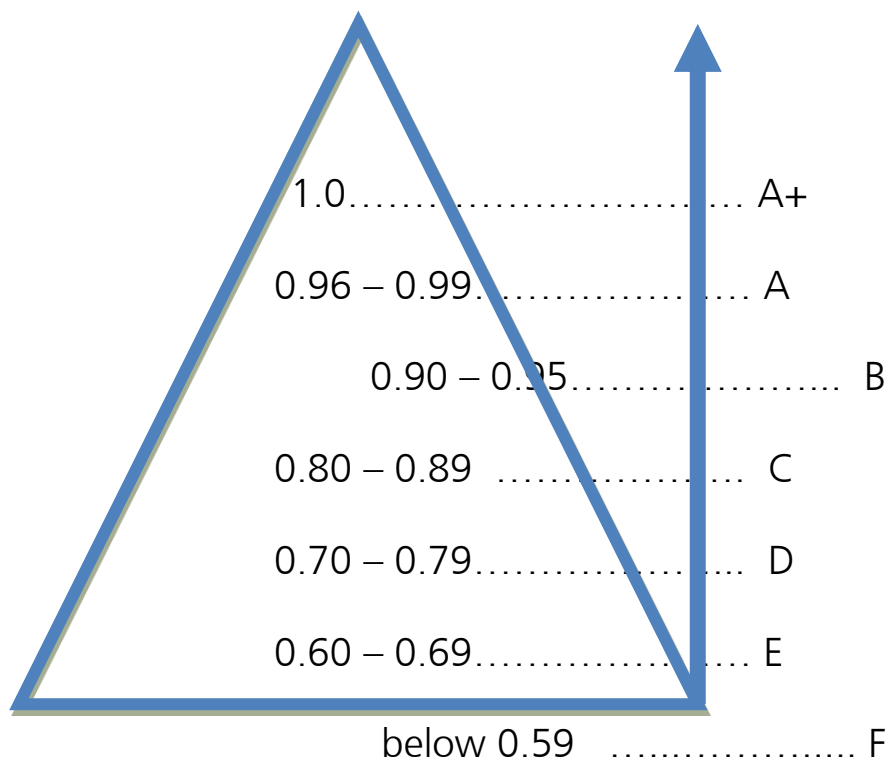
The last step in the assessment process was to attribute a grade to the ratio of each company. According to their ratio, every company received a grade showing the extent to which that company was involved in cultural diplomacy. As the research included checking very basic activities and features of companies it was assumed that every company should achieve a quotient of at least 0.59 - this would translate as a minimum level of involvement, and therefore a grade F.

The whole grading mechanism is presented below. Grade A+ was awarded to companies that have met 100% of the research requirements, which is to say that the company received maximum points in every category.

The grading system may seem demanding but taking into consideration the financial possibilities of companies, as well as the basic criteria of the assessment, it reliably shows real efforts of companies in promoting and investing in cultural diplomacy.

Quotient and Grade Attribution

The diagram below illustrates the attribution of grades to ranges of quotients. If a company were to attain a score of 0.59 or below they would receive an F grade. The grades ascend 0.10 points up to 0.99, at which point any company scoring maximum points receives a grade A+. This allows for the higher achievers to be differentiated and given recognition within the research.



5. Barriers to Research

This research; although unique in its field, faced challenges from the same kinds of barriers that present themselves in any primary research initiative. This section acknowledges these issues and tries to explain how they were dealt with and addressed in order to uphold the simplicity, transparency and reliability of data that this research advocates.

A key obstacle that was faced was inevitably the interpretation of the broad definition of 'cultural diplomacy'. According to Milton C. Cummings Jr. the concept is defined as "... the exchange of ideas, information, art, lifestyles, values systems, traditions, beliefs and other aspects of cultures..." As a concept this may well be clear, but in its application to the private sector and companies, the definition becomes somewhat problematic. Often the researchers faced a situation where Social Corporate Responsibility (SCR) often overlapped into the cultural diplomacy field; as such a more precise definition of exactly what 'cultural diplomacy' entailed was necessary. This developed into a specific understanding with a lot more details and specifications over what should be included and what should be omitted.

The most frequent and extensive barrier that emerged during this research was the potential inconsistency in the analysing of companies regarding their involvement in cultural diplomacy. As some companies had very little to report on their cultural engagement on their official websites, it was extremely difficult, from a research perspective, to determine whether this was a reflection of low level of engagement or poor reporting. However, due to the principles of this project consistency in reliable data was crucial and as such only official websites were employed as a point of reference. Therefore, if a company failed to adequately report their involvement in cultural diplomacy on their website, they would not receive points in that category. Similarly, when data was inaccessible due to copyright restrictions or non-publication due to a lack of obligation to report within the private sector the researchers were forced to withhold points.

Another limitation to the research was represented by a lack of in-depth information. Due to the sheer breadth of the research (covering 100 globally renowned companies based across Europe) and sensitive to the necessity for timeliness and a fair amount of research for each company, limiting research to online sources seemed to align most closely with the principles of the project. This similarly helped to ensure consistency among the data sourced by the different researchers on the project. Equally, companies such as Unilever, Daimler, Nestlé and Sabmiller all have a number of recognisable brands within their overall corporation and as such these brands are often involved in various initiatives independently. This also proved problematic within the research process as it was not always immediately obvious when smaller brands were part of an umbrella organisation. These barriers embody the fundamental difficulty in assessing the private sector. Information, figures and details are not as easily accessible nor are they as transparent in the private sector as they are in the public sector and there is no obligation for companies to publish information over and above financial performance figures. It is for this reason that the indicators used by the researchers to assess individual company involvement were both broad and transparent in order to be able to include and award activities that were reported. The sections within the indicator were set as wide-ranging and one would to some degree expect companies of such size to address.

This research's commitment to clarity and simplicity also yielded difficulties. In awarding points for involvement in sporting activities, for example, a company who sponsors a major sporting event could be awarded as many points as a company who donates money to three employees running the marathon. This is why we introduced the 0, 0.5 & 1 point scoring system, meaning that the researchers could gauge involvement and attribute a 0.5 or 1 accordingly. This method enabled companies to be treated more equally. If one company only invested in a sporting event it received 0.5, if another company only invested in a music festival, it also received 0.5, whereas if a company organised and funded a sporting event or a music festival independently, it received 1 point. This way of awarding points not only distinguished their involvement in

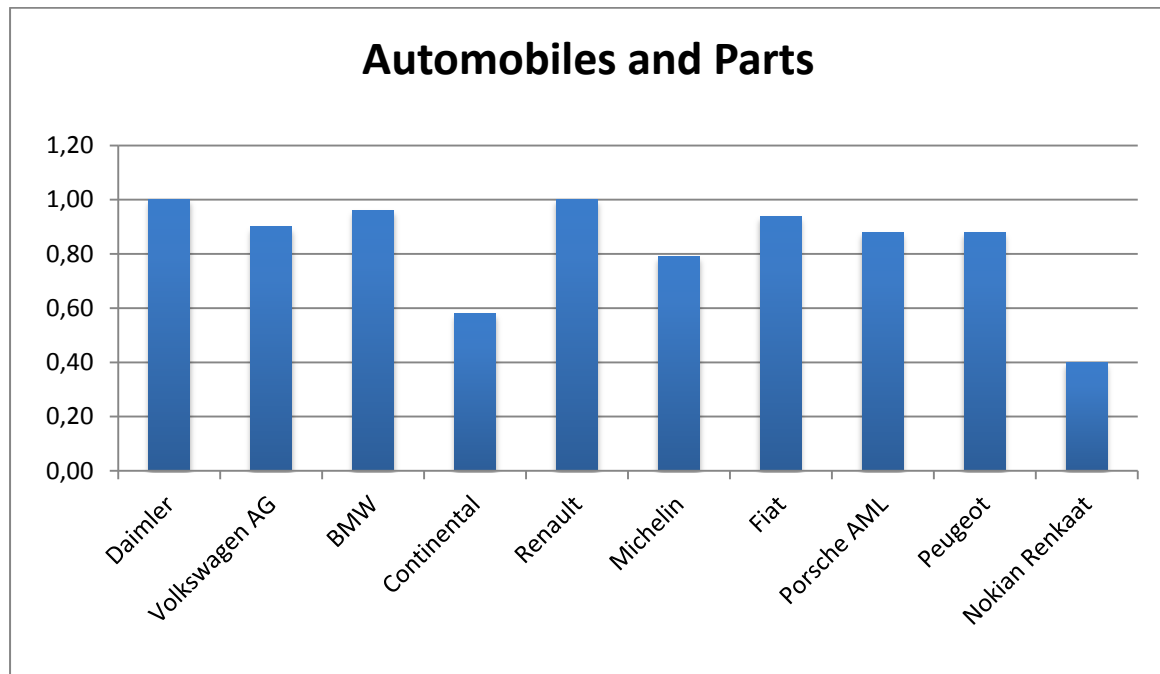
individual activities, but also affected their overall ranking from A-F. This established a clear distinction between a company that used its own initiative to promote cultural diplomacy and a company that only helped with the promotion in an auxiliary capacity.

In order to maintain the accessibility and transparency of the results in this research, an index system was considered less effective than a grading system from A-F. Due to the number of subcategories within the indicator, the weighting of importance between existing company policies, and the weighting of cultural involvement, the maximum score a company could receive was 6.8. As a result, the assessment was split at the top 20% of the scale, giving a better overview of the results and a better understanding about how much companies are involved in cultural diplomacy. The grading system itself, at first glance, may seem somewhat severe - for example a company who is awarded 70% will only receive a D grade. The main reason for this is that the chosen companies are the largest grossing European companies in terms of the market value. This means that as international firms with branches the world over, the research expected a significant involvement with cultural diplomacy. Due to the multinationalism of these companies, they should be achieving higher percentages and as such, better grades.

One more challenging barrier presented to the authors of this report concerned the human rights and civil rights section of the indicator. While most companies often had a specific policy or made a commitment to certain human rights agreements, some companies within the assessment have been accused of committing human rights violations themselves. Whether exploiting countries with poor labour rights laws or cooperating with known human rights violators, this research found contradictions between internal company policies and outward activity. One such example is BHP Billiton, a company which came under serious questioning from NGOs over the alleged forced displacement of indigenous communities near its Cerrejon Norte coal mine in Columbia. Another example is Total, which was accused by the EarthRights International's 2010 report for employing soldiers (who have murdered locals and used force and unpaid labour) to guard their Burmese natural-gas pipeline in order to keep exports running smoothly. In addition to this, Unilever has been called to answer questions on numerous occasions regarding allegations of mass abuse of casual hiring in Khaneal, Pakistan. There are many more examples within the selected companies, and whilst it is arguable that some allegations go hand in hand with such sizable firms, the ICD believes this is far from excusable. These allegations; while significant and important to recognise, are not always substantiated and as such cannot be fully relied upon to warrant a dismantling of the established framework of this research. As a result, the methodology of this report considers only existing policies and commitments that companies address, and does not have the capacity to verify these claims. This is first and foremost a ranking system based on cultural diplomacy initiatives, not on company ethics. Nevertheless, recognition and the potential implementation of a minus points system for such verified claims could be a possible inclusion for subsequent reports, given more resources and experience researching into this field.

6. Company Profiles

6.1 Automobiles and Parts



Average Quotient = 0.83

GRADE: C

DAIMLER

GRADE: A+

Industry:	Automobiles and Parts
Founded:	January 1886
Headquarters:	Stuttgart, Germany
Area served:	Worldwide (in around 200 countries)
Key people:	Dieter Zetchman (Chairman Daimler AG and Head of Mercedes-Benz Cars)
Products:	Passenger Cars, Trucks, Vans, Buses, Financial Services.
Market value:	US\$75,385.2 million
Employees:	260.100 (at 31 st December 2010)
Website	www.daimler.com

Activities

Daimler is a German corporation that deals principally in the production of automobiles. Many automobile companies can claim to have furthered the evolution of the car in one way or another, but none can rival Daimler in this respect – its founders invented the first automobile as we know it. Gottlieb Daimler and Karl Benz created their first car in 1886, a period of enormous advancement of German industry and innovation. 125 years later, Daimler AG is one of the most successful automotive corporations operating today. Its divisions include Mercedes-Benz Cars, Daimler Trucks, Mercedes-Benz Vans and Daimler Buses; and the company has also diversified into other areas of commerce with Daimler Financial Services. The Daimler Group and

its numerous divisions operate across the globe, and can claim to be one of the biggest producers of luxury automobiles present in world business.

Mercedes-Benz Cars is a division of its parent company, Daimler AG. Mercedes-AMG is the high-performance subsidiary of the Mercedes-Benz Car Group and has headquarters in Affalterbach, Germany.

Engagement With Cultural Diplomacy

Projects in the field of culture and arts:

- Daimler's key automotive department, Mercedes-Benz, highlights music and sports as indispensable elements of its core values. For more than a century the German company has built a strong tradition of supporting music and the arts. Mercedes-Benz incorporates its understanding of the arts into the design and research and development of its production thus creating a unique brand and set of products. Continuous support for culture and the arts demonstrates Mercedes-Benz's pursuit and understanding of the importance and significance of culture in society.
- Mercedes-Benz Australia/Pacific practices corporate social responsibility through a number of different channels that involve arts, social and cultural programmes. One key example of such a programme would be the support of Mercedes Benz Australia/Pacific for the Melbourne String Ensemble orchestra and the work that it produces.
- As the official vehicle sponsor of the 22nd Annual Palm Springs International Film Festival, Mercedes-Benz provided environmentally friendly luxury vehicles for Hollywood's elite. The Festival which took place from 6-17 January 2011 was host to a spectacular array of films, celebrities and red carpet galas.
- Mercedes-Benz Australia is the principal sponsor of the Mercedes-Benz Fashion Festival Brisbane 2011. By promoting Brisbane's ability to stage world-class cultural events, the Festival has enhanced Brisbane's reputation as '*Australia's New World City*'.
- Mercedes-Benz supports the University of Hawaii by sponsoring EuroCinema Hawai'i for their first Awards Gala. EuroCinema Hawai'i is now partnered with the Hawai'i International Film Festival. The thought-provoking and bold nature of films are capable of changing our perception of a cultural issue, country or an individual. Therefore, through the medium of film EuroCinema seeks to provide a greater understanding of Europe and its varied cultures. Founded and incorporated in 2009, EuroCinema Hawai'i is dedicated to the advancement of understanding and cultural exchange among the people of Europe and Hawaii. Education is one of the vital components of the mission of EuroCinema Hawai'i.
- Having been a supporter for 10 years, Mercedes' compact car, Smart has extended its commitment to beach volleyball by securing partner rights to the FIVB Beach Volleyball Swatch World Championships 2011 in Rome. The FIVB Beach Volleyball World Championships sees the world's best 96 women's and men's teams contest for the title of World Champion, with prize money totaling US\$1 million and points to qualify for the 2012 Olympic Games in London.
- In addition, Mercedes-Benz Australia/Pacific also supports numerous organisations through donations and other forms of sponsorship, such as the Starlight Children's Foundation, The Multiple Sclerosis Society and the Ovarian Cancer Research Foundation.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company has about 260,100 employees worldwide in over 150 countries across the world. It also has a diversity policy.

International Internship Programmes: **1/1**

Support the University of Hawaii and education through enhancing cultural diversity by sponsoring EuroCinema Hawai'i during their first Awards Gala.

Daimler offer worldwide internships for students across 5 continents.

Transnationalism: **1/1**

The company has subsidiaries all around the world.

Promoting Human Rights/Civil Rights: **1/1**

Mercedes supports and respects the human rights of its employees as set out in the Universal Declaration of Human Rights. This commitment is embodied in our Corporate Principles and Employment Policy which applies to all our employees and covers human rights as defined by the United Nations Realising Rights and the Business and Human Rights Resource Centre.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

The Society for Australian-German Student Exchange (SAGSE):

Mercedes Benz established The Society of Australian-German Student Exchange over 20 years ago with the intention of providing a viable vehicle through which cultural exchange could take place. By providing young school students with the opportunity to experience alternative cultures, the company feels that it is contributing to cultural exchange in a meaningful way. Each year the company sponsors two high school students, one Australian to visit Germany and one German student to visit Australia.

Grants And Scholarships: **1/1**

Daimler (through Mercedes-Benz) sponsors the Mercedes-Benz U.S. International Scholarship Programme (MBUSI).

Investing In Music: **1/1**

Mercedes-Benz Australia/Pacific passionately believes in the importance of corporate social responsibility and immersing itself in the community through various arts, social and cultural initiatives.

Mercedes-Benz Australia/Pacific has been the principal sponsor of the Melbourne String Ensemble (MSE) for the past 25 years. Formed in 1985, the MSE is a dynamic orchestra comprising of secondary and tertiary students. It seeks to develop the musical leadership skills of its members and the ensemble as a whole.

The partnership between Mercedes-Benz and MSE unites two unique institutions that both share a commitment to excellence and quality. As a result of the agreement between the two

institutions, the musicians, soloists and conductors are transported to and from performances in Mercedes-Benz vehicles.

Investing In Visual Arts: 1/1

The Mercedes-Benz Arena reaffirms the automobile company's continuing commitment and support for the development of culture, arts and sports in China. The Mercedes-Benz Arena in Shanghai, China was home to the Expo Performance Center for 6 months earlier this year and subsequently became an icon of Shanghai. This was a joint venture from Mercedes-Benz; Oriental Pearl Group (OPG) a world-class culture and sports entity; AEG a US-based sports and entertainment presenter and the NBA.

Investing In Films Industry: 1/1

Mercedes-AMG supports the Festival of the Palm Spring International Film Society as a sponsor. As the official vehicle of the 22nd Annual Palm Springs International Film Festival, Mercedes-Benz provided environmentally friendly luxury vehicles for Hollywood's elite. The Festival, which runs from January 6-17, hosted the winter awards with a spectacular array of films, celebrities and red-carpet gala receptions.

Investing In Sporting Events: 1/1

Mercedes-Benz has a significant role in supporting the AMG Miami Beach Polo World Cup through sponsorship. This is the world's biggest polo tournament to take place on a beach. The company provides a limited edition polo shirt to commemorate this unique partnership. The Mercedes-AMG limited edition shirt is designed for car and polo enthusiasts who love the AMG brand and are keen to support a local charity which opens a world of possibilities for thousands of children every year.

Investing In Academic Collaboration: 1/1

Mercedes collaborates with Bachcesehir University in various ventures.

Humanitarian Aid: 1/1

The Daimler employee donation campaign has raised over half a million euros for Japan in the wake of the earthquake disaster. Following Daimler's immediate donation of two million euros as short-term assistance for the earthquake and tsunami victims in Japan, 50 Daimler vehicles representing a combined value of around four million euros have now been made available to the Tokyo-based Japanese aid organisation, the Nippon Foundation. The vehicles are used for aid and evacuation operations, particularly in the tsunami-affected area in northeastern Japan.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 5.6 = 6.8$
 $6.8 / 6.8 = 1.00 \rightarrow A+$

VOLKSWAGEN AG

GRADE: B

Industry: Automobiles and Parts
Founded: 28 May 1937
Headquarters: Wolfsburg, Germany

Area served: Worldwide
Key people: Martin Winterkorn: Chairman of the Board of Management,
Ferdinand Piëch: Chairman of Volkswagen Supervisory Board
Products: Cars (Volkswagen, Audi, Porsche, Bentley, Bugatti, Lamborghini, Seat, Skoda), trucks (Scania), engines (Audi)
Market value: US\$72,978.5 million
Employees: 399.381
Website: www.volkswagenag.com

Activities

The Volkswagen Group has its headquarters in Wolfsburg, and is one of the world's leading automobile manufacturers and the largest carmaker in Europe. In 2010, the Group increased the number of vehicles delivered to customers to 7.203 million which is 11.4% of the world passenger car market. In Western Europe, just over one in five new cars (21%) came from the Volkswagen Group. In 2010, group sales came to 126.9 billion euros and profit after tax in the 2010 financial year amounted to 7.2 billion euros.

The Group is made up of nine brands from seven European countries: Volkswagen, Audi, SEAT, Skoda, Volkswagen Commercial Vehicles, Bentley, Bugatti, Lamborghini and Scania. Each brand has its own character and operates as an independent entity on the market. The product range extends from low-consumption small cars to luxury class vehicles. In the commercial vehicle sector, the product range includes pickups, buses and heavy trucks.

The Group operates 62 production plants in fifteen European countries and a further seven countries in the Americas, Asia and Africa. Around the world, nearly 400,000 employees produce about 30,000 vehicles or are involved in vehicle-related services each working day. The Volkswagen Group sells its vehicles in 153 countries. <http://www.bosch.com/>

Engagement In Cultural Diplomacy

Volkswagen Group India donated a bus for a children's home in Pune, as well as handed over the keys for a brand new school bus equipped with requisite safety features to Mr. Timothy Gaikwad, Director of IMCARES Agape children's village at Paud (Pune). This marks a step forward in Volkswagen's initiatives as a good corporate citizen focused on supporting social projects in communities in and around its production facilities. Equally, Volkswagen South Africa donated 2 million euros for a new youth centre near Uitenhage. In America, Volkswagen offers the Volkswagen Distinguished Scholars Programme Automotive Internships at Oak Ridge National Laboratory and Volkswagen Chattanooga Operations. <http://www.bosch.com/>

Volkswagen sponsor sporting events:

- As a global sponsor of the *Red Bull Air Race*, the German automaker presents itself as an automobile partner of this one-of-a-kind motor sports competition in the air.
- The Professional Golfer's Association has announced that Volkswagen will continue its role as the official motor vehicle of the 2011 Australian PGA Championship in Coolumb, Queensland.

Examples of Volkswagen sponsoring the film industry include:

- The 6th Annual Sundance Film Festival: Touaregs Abound
- The Kinotavr Film Festival, 2010, 2011
- Volkswagen's Lupo sponsored film festival

Audi Australia has also been a sponsor of Sydney Theatre Company since October 2006 when they came on board as the sole and founding sponsor of The STC Actors Company.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Volkswagen group has 399,381 employees worldwide as of the end of 2010.

International Internship Programmes: **1/1**

Volkswagen offers a wide variety of internship options:

- Volkswagen Group of America offer the Volkswagen Distinguished Scholars Program and Automotive Internships at Oak Ridge National Laboratory and Volkswagen Chattanooga Operations

Transnationalism: **1/1**

The company has subsidiaries all around the world (including U.S, Australia and China)

Promoting Human Rights/Civil Rights: **1/1**

Volkswagen supports and respects the human rights of its employees as set out in the Universal

Declaration of Human Rights:

- The Management and Works Council at Volkswagen have renewed a company agreement on partnership in the workplace. A booklet addressing this commitment has been published and large numbers have been distributed throughout the company.
- The HIV Team at VW of South Africa took over complete management of the Aids Care workplace programme from GTZ. Following this, further employees had themselves tested for the HIV virus. To date almost the entire workforce has been tested. The rate of cure for tuberculosis has been increased and it has been possible to reduce the AIDS fatality rates.
- Volkswagen states that it takes care to only work with suppliers and sub-contractors that share its own requirements regarding sustainability. Partners of Volkswagen AG need to provide proof that they conduct their business in line with stringent human rights codes of conduct. Volkswagen runs its own team of experts to investigate into the practices of its sub-contractors to ensure they do not breach these requirements.
- Volkswagen runs a zero tolerance policy regarding all forms of workplace discrimination. The company is prepared to reprimand any division or staff that breach this code, and to dismiss individuals if they deem it necessary. Volkswagen provides training courses for specific target groups of staff.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

VW offer grants and scholarships for Engineers and Auto Technicians.

Investing In Music: **1/1**

Volkswagen supports a number of international music initiatives and sponsors:

- The 9th Beijing International Music Festival.
- The Planeta Terra Festival (big music fest in São Paulo).
- The Volkswagen Music Festival.
- The di Verona Jazz e Music Festival.

Investing In Visual Arts: **1/1**

Volkswagen and the Museum of Modern Art (MoMA), along with its Long Island City sister institution PS1, recently announced a two-year partnership. Volkswagen will be investing millions to bolster education and contemporary art programs at MoMA and PS1.

Investing In Films Industry: **1/1**

Volkswagen sponsor a number of film festivals including:

- The 6th Annual Sundance Film Festival: Touaregs Abound
- The Kinotavr Film Festival, 2010, 2011
- Audi sponsor the 2011 Emmy Awards: the brand has partnered with Hollywood's preeminent television awards show to highlight its premium vogue. Audi of America has partnered with the Academy of Television Arts and Sciences to sponsor the 2011 Emmy Awards telecast which takes place September 18th.

- Volkswagen's Lupo sponsors the FrightFest film festival at the Prince Charles Cinema in Leicester Square.
- Volkswagen sponsored the 2007 Sundance Film Festival

Investing In Sporting Events: 1/1

- As a global sponsor of the Red Bull Air Race, the German automaker presents itself as an automobile partner of this one-of-a-kind motor sports competition in the air.
- Bentley sponsors the Hublot Polo Gold Cup in Gstaad, Switzerland.
- The Professional Golfer's Association has announced that Volkswagen will continue its role as the official motor vehicle of the 2011 Australian PGA Championship in Coolumb, Queensland.
- Audi serves as an official team sponsor and automotive provider of The Foundation Polo Challenge in collaboration with Tiffany & Co.

Investing In Academic Collaboration: 1/1

The Volkswagen Foundation is a German based independent non-profit foundation that funds research in many countries and collaborates with the centre for Central Asian Studies (CCAS) at the University of Kashmir for bilateral academic cooperation. The thematic focus of the projects cover current social and economic developments in Greater Central Asian region.

Humanitarian Aid: 1/1

The Volkswagen Group provided humanitarian emergency assistance to the population of Japan following the catastrophic earthquake and tsunami that recently struck the country. Volkswagen made significant donations to support the people of Japan. Group brands Volkswagen and Audi each donated a million euros of humanitarian aid via organisations such as the German Red Cross.

The Volkswagen Group India also donated a bus for a children's home in Pune.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.2 + 4.9 = 6.1$
 $6.1 / 6.8 = 0.90 \rightarrow B$

Industry:	Automobiles and Parts
Founded:	1916
Headquarters:	Munich, Germany
Area served:	Worldwide (More than 140 countries)
Key people:	Norbert Reithofer (CEO), Joachim Milberg (Chairman of the supervisory board)
Products:	Automobiles (BMW, MINI, ROLLS-ROYCE), motorcycles, bicycles
Market Value:	US\$53,188.5 million
Employees:	94.450 (2010)
Website:	www.bmw.com

Activities

BMW is an automobile, motorcycle and engine manufacturing company from Germany. The company was founded in 1916. At present, the company owns a number of other automobile brands aimed at a range of sectors, such as the Rolls-Royce and Mini brands. BMW is also involved in motorcycle production, and owns the BMW Motorrad and Husqvarna brands. In 2010, the BMW group produced 1,481,253 automobiles and 112,271 motorcycles across all its brands. As a global company, the BMW Group operates 24 production facilities in 13 countries and has a global sales network in more than 140 countries.

Overall, the BMW group produces in excess of 1 million four-wheeled vehicles a year across its numerous brands. These vehicles were manufactured in five countries. The company also produces over 100,000 motorbikes and other two-wheeled vehicles every year.

Engagement With Cultural Diplomacy

Policies and projects in the field of culture and arts:

- BMW's cultural commitment in Asia involves investment in the following events: Wim Wenders photo exhibiton in Beijing; Shanghai Europe Day Open Concert; Korea's The History Jazz Dinner Concert; Korea's Norah Jones concert and Bangkok's International Festival of Dance and Music in Thailand.
- BMW's cultural commitment in Middle East supports the Festival du Jazz in Beirut, Lebanon.
- BMW's cultural commitment in Central/South America invests in Contemporary Art MINI in Buenos Aires, Argentina. They also support the artist and exhibitions of Carlos Guzmán in Havana, Cuba. The Festival de México held in México City is also an annual event that BMW support.
- BMW's cultural commitment in Australia includes supporting the Australian Ballet in Sydney and Brisbane and the Australian Business Arts Foundation (AbaF) in Melbourne and Sydney. They are also title sponsors of the BMW Youth Music Blast in Melbourne and partners of the Pro Arte Chamber Orchestra in Melbourne.
- BMW's cultural commitment in Africa entail being title sponsors of the BMW Group Jazz Clubs in South Africa.
- BMW Cultural commitment in North-America sponsor:
 - Art Basel Miami Beach, Florida, USA
 - South Carolina Children's Theatre, Greenville, USA

- http://www.bmwgroup.com/bmwgroup_prod/e/0_0_www_bmwgroup_com/verant_wortung/gesellschaft/kultur/darstellende_kunst/spartanburg.hSpoleto International Arts Festival, Charleston, South Carolina, USA
- The Art of the Motorcycle, New York, Las Vegas, USA<http://www.bosch.com/>
- BMW Cultural commitment in Europe:
- Literature Award Steyr
- Schubert Festival Steyr
- Jazz Bridge Munich - Prague, Prague
- Photo exhibition "Il était Une fois, la Série Une", Paris
- Opera Ireland, Dublin Radio programme 'Drive-time Classics' on RTE Lyric FM, Limerick
- Bolshoi Theatre, Moscow
- Kunststart BMW Z 4 Inspiration, Bratislava
- Premio de Pintura, Spain
- Cooperation with the Waldermarsudde museum, Stockholm <http://www.bmwgroup.com>

Other cultural efforts that BMW is currently involved in include its many art partnerships, such as with Art Basel. Art Basel, the world-famous fair for Modern and contemporary art takes place in Basel, Switzerland from 15 to 19 June. Works by more than 2,500 internationally celebrated artists are presented at Art Basel by around 300 leading galleries from around the world. The BMW Group has also been involved in the Venice Biennale for 40 years. Further afield, BMW is the first partner of the exhibition "The Art of Enlightenment" at the Chinese National Museum in Beijing.

In terms of social projects, the BMW Group has been working with the Jerusalem Foundation for over two decades. After many years of concentrating on promoting the vocational college programmes in automotive mechanics, in 1999 the group started focussing more on lessons on democracy at Jewish and Arabic schools. The Jerusalem Foundation works toward creating an open, equitable and modern society by responding to the needs of residents and trying to improve their quality of life. Similarly, the Junior Campus at BMW Welt offers 5 - 13-year-olds a place where they can learn and have experiences outside of school. Its concept was developed in cooperation with prominent educators and scientists in German and English.

Since 2005, the BMW Group has also supported reconstruction efforts by aiding tsunami victims in South India. The BMW Group, in close collaboration with the Bavarian State Institute for School Assessment and Educational Research (ISB) developed "The Life Concept." LIFE aims to promote the development and international propagation of intercultural learning. Following a theme of educational support, The *BWM Group Award for Intercultural Innovation in support of the Alliance of Civilizations, under the auspices of the United Nations* (The UNAOC-BMW Group Award for Intercultural Innovation) aims to identify the most innovative grassroots projects that encourage intercultural exchange around the world. This highly competitive selection process has been set in place to guarantee that selected projects are rewarded for outstanding achievement in creativity, excellence and proven positive impact.

Indicator

Ranking System = 30% Company Policy
Employee Diversity: **0/1**

BMW state no specific company policy regarding employee diversity.

International Internship Programmes: **1/1**

There are a number of programmes for interns. BMW Brilliance Automotive Ltd. offers a wide variety of internship options including international internship programs for Chinese students who are studying in Germany.

Transnationalism: **1/1**

The company has subsidiaries around the world (i.e. in U.S.A, Australia, China, etc.)

Promoting Human Rights/Civil Rights: **1/1**

BMW supports and respects the human rights of its employees as set out in the Universal Declaration of Human Rights. This commitment is embodied in its Corporate Principles and Employment Policy, which applies to all BMW employees and covers human rights as defined by the United Nations Realising Rights and the Business and Human Rights Resource Centre.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

The UNAOC-BMW Group Award for Intercultural Innovation in support of the Alliance of Civilizations, under the auspices of the United Nations aims to identify innovative grassroots projects which encourage intercultural exchange around the world.

Grants And Scholarships: **1/1**

BMW and SAE Foundation offer grants and scholarships to US citizens studying in the field of engineering to create a successful pool of engineers for the future. In cooperation with its partners BDI, BMW and SAP, Quadriga University Berlin also offers several scholarship programmes.

Investing In Music: **1/1**

BMW invests in a number of musical projects around the world including:

- Europe Day Open Concert, Korea
- The History Jazz Dinner Concert, Korea
- Norah Jones concert, Singapore, Malaysia
- Bangkok's International Festival of Dance and Music, Thailand
- Lichfield Festival, Lichfield
- BMW Youth Music Blast, Melbourne, Sydney

Investing In Visual Arts: **1/1**

BMW places a high importance on arts programmes across the world:

- Wim Wenders photo exhibiton, Beijing, Shanghai
- Contemporary Art MINI, Buenos Aires, Argentina
- Exhibition of the artist Carlos Guzmán, Havana, Cuba
- Photo exhibition "Il était une fois, la série une", Paris
- Exhibition of Sue Guthrie and Jane Gabrieleades, Hams Hall
- BMW Art Car by Esther Mahlangu at Museum of Arts and Design in New York City.
- BMW is partner of Art Basel, the international show for Modern and contemporary art.

Investing In Films Industry: 1/1

BMW replaced Volkswagen as the official lead sponsor of the Berlinale Film Festival in 2010.

Investing In Sporting Events: 1/1

BMW sponsors two International Biathlon Union events:

- BMW is the main sponsor of the International Biathlon Union (IBU) World Cup and IBU World Championships Biathlon.
- BMW has extended its sponsorship of the PGA Championship at Wentworth until 2014.
- BMW GROUP Malaysia recently announced title sponsorship of the upcoming Malaysian Open tennis tournament in 2011

Investing In Academic Collaboration: 1/1

The University of Berlin offers several scholarship programmes in cooperation with its partners BDI, SAP and Quadriga.

Humanitarian Aid: 1/1

BMW has provided effective support to the surrounding communities by arranging for the training of local doctors as well as traditional healers in AIDS affected regions. The BMW Group has helped spread information as well as medical care in communities. Furthermore, the BMW Group in South Africa continually networks with other companies, government ministries and Non-Governmental Organisations (NGOs) towards the battle against HIV AIDS.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $0.9 + 5.6 = 6.5$
 $6.5 / 6.8 = 0.96 \rightarrow A$

Industry:	Automobiles and Parts
Founded:	1871
Headquarters:	Hannover, Germany
Area served:	Worldwide
Key people:	Elmar Degenhart (CEO)
Products:	Tires, brake systems, automotive safety and communications systems
Market value:	US\$18,130.8 million
Employees:	148.230 (end 2010)
Website:	http://www.conti-online.com

Activities

Continental AG is a leading German manufacturer of tyres, brake systems and other parts for the automotive and transport industries. The company is based in Hanover, Germany. Continental is among the top four tyre manufacturers worldwide, along with Bridgestone, Michelin and Goodyear. It was founded in 1871 as a rubber manufacturing company called Continental-Caoutchouc. After acquiring Siemens VDO, it has become one of the top 5 automobile suppliers in the world.

The Continental brand provides tyres for automobiles, motorcycles, and bicycles worldwide. It also operates a number of sub-brands on a more regional level. Examples of these brands are General, Euzkadi and Barum. Continental can count almost all major automobile, bus and truck companies among its customers. Continental has also been running Continental Automotive Systems since 2001, which it acquired from Daimler-Chrysler, and marked the company's expansion into auto-electronics. The company also purchased German automotive rubber and plastics company Phoenix AG in 2004 and the automotive electronics unit of Motorola in 2006. Additionally, Continental recently acquired Siemens VDO from Siemens AG.

Engagement In Cultural Diplomacy

Continental has contributed to a number of cultural events and projects, both in Germany and in the wider world. The company is involved in the current installation by Michael Sailstorfer on display at the Kestnergesellschaft in Hanover. The company donated 30 inner tubes for use in the installation by the artist. Continental has also donated the 15,000 euro prize money from a recent inter-company football World Cup to five social and cultural projects taking place in Hesse.

Continental has made efforts to widen its influence in the world. When investing in expansion into foreign countries Continental often undertakes student surveys on diversity and how it can be improved. Continental undertakes humanitarian projects as well as social projects; in early 2011 the company donated 150,000 euros to the relief effort following the Japan Tsunami.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

At the end of 2010, the corporation's employees numbered just under 150,000 in 46 countries with around 43,000 in Germany. Compared with the end of 2009 the number of employees increased in 2010 by 13,794 which can be seen as a sign of Continentals on-going growth. On average, Continental's employees in Germany have been working for the company for more than 14 years. This shows the long-term focus of Continental's personnel policy.

International Internship Programmes: **1/1**

Continental offers students the opportunity to get to know a world's leading technology corporation from the inside at an early stage while still involved in their studies. Whether in the form of an internship or in order to finalize a Bachelor thesis, Continental claims that it creates opportunities which offer an in-depth look behind the scenes of the company and allow Students to get good working experience in the field.

Additionally, Continental started a Global Engineering Internship Program (GEIP) where it organizes a program for selected students with international assignments in the form of a cross country exchanges. The internship positions are located Germany, USA, China, Japan, Romania, Sweden and France and last up to 6 months.

Transnationalism: **1/1**

The company has subsidiaries in Europe as well as all over the world (Argentina, Australia, Costa Rica, Asia, Africa, and more).

Promoting Human Rights/Civil Rights: **1/1**

The United Nations Universal Declaration of Human Rights is of utmost importance to Continental. Continental is convinced that a commitment to observing human rights and the strengthening of political freedoms encourage a society's economic development, particularly by improving investment opportunities, freedom of movement and educational prospects for labour. As an international corporation, the management at Continental feel duty bound to actively promote the observation of human rights where they can. As part of their Corporate Social Responsibility policy, Continental has a series of voluntary initiatives, including public-private partnerships, with which they take on responsibility for ensuring that human rights are put into practice. The guiding principle here is that a company and its regional branches can only contribute towards compliance with human rights as a complement to politics, not as a replacement of it. The Corporation ensures that it does not contribute towards any human rights infringements within its sphere of influence, particularly with regard to forced, compulsory or child labour.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

GLOBE (Global Learning Opportunities in Business Education) Programme. Here, the company has committed itself to a three-year \$75,000 educational scholarship programme.

Investing In Music: **0/1**

Investing In Visual Arts: **0/1**

1

Investing In Films Industry: **0/1**

Investing In Sporting Events: **1/1**

Continental has two big sport events under its direct supervision. The company founded the ContiTeamCup in 2008, which is an annual football tournament for the company's workforce to take part in. In this tournament players from over 100 different plants in 25 countries form teams and enter the competition. Alongside this event, Continental also supported the 2010FIFA World Cup South Africa.

Furthermore, Continental organises the ContiTrainingCamp, a football project for children aged seven to thirteen. This project has run since 2003 and is closely linked to Eintracht-Frankfurt and several professional Bundesliga players. Exercises in ball skills, coordination, kicking technique, tactics, goalie training, as well as meals and supervision are on the programme at the soccer school. Designed as regional events, these football camps have already been set up at numerous locations in Germany.

Investing In Academic Collaboration: **1/1**

Continental collaborates in several different ways with academic programmes. One example of this is its unusual and original collaboration with Mandela University. The company has set up a modern robot which 'teaches' at the university in South Africa.

Additionally, it cooperates with the University of Karlsruhe where an award is given on behalf of the company for the best research project in the electrical engineering department. Lastly, the company has several initiatives in local schools in Europe where 'Children discover technology'. Aimed at children in 35 elementary schools in Germany and Romania, Continental supports natural science and technology by sending experts to teach the children. Through this initiative, the company pay for a number of experiment kits.

Humanitarian Aid: **1/1**

Continental has been running several initiatives that are aimed at helping people in need. Among others, the company donated \$8000 to the Auburn Hills Firefighters and \$100,000 to victims affected by the catastrophic flooding in 2007 in the Mexican states of Tabasco and Chiapas. Additionally, employees also collected clothing, bottled water and canned food to support those in need.

However, the company's commitment to humanitarian topics is not limited to donations only. For many years, the organisation has demonstrated great commitment to AIDS projects in South Africa. Its activities have included educational measures as well as practical assistance. For instance, employees are thoroughly educated about the AIDS virus in the scope of training sessions. Furthermore, brochures about HIV are also readily available in the plant in Port Elizabeth. Continental also offers its workforce daily dietary supplements that contain healthy minerals and vitamins. This strengthens the body's defences of employees and allows the workforce as a whole to stay more healthy. The project was started in 2003 and has been very well received by the workforce.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.2 + 2.8 = 4$

$$4/6.8 = 0.59 \rightarrow F$$

RENAULT GROUP (Renault - Nissan)

GRADE: A+

Industry:	Automobiles and Parts
Founded:	25 February 1899
Headquarters:	Boulogne-Billancourt, France
Area served:	Worldwide
Key people:	Carlos Ghosn (Chairman of the Board of Management, and CEO)
Products:	Cars: brands include Renault, Nissan, Renault Samsung Motors, Automobile Dacia. Minivans : Kangoo Express Pool vehicles: brands include Clio Société and Twingo Société LCV: Trafic and Master Automotive Financing
Market value:	US\$16,370.8 million
Employees:	121.000
Website:	www.renault.com

Activities

Renault is an automobile producing company from France that produces a number of models of cars and vans; as well as other vehicles such as autorail vehicles, trucks, tractors, vans, buses and coaches. The company's alliance with Nissan makes it the world's third largest automaker. Both Renault and Nissan are heavily involved in the development of electric cars and the technology that this involves. As a result, the company is looking to invest several billion dollars in eight models of electric vehicles in the next three years. Headquartered in Boulogne-Billancourt, Renault owns the Romanian automaker Automobile Dacia and Korean automaker Renault Samsung Motors.

Renault Foundation:

Founded in 2011 and chaired by the group CEO, Mr. Carlos Ghosn, the Renault Foundation's roles are stated as follows:

- to create dialogue between cultures
- to create ties between the company, business schools and universities to promote multicultural management
- to spot young talent for leading future global groups
- to gather together future top managers in a unique international network.

To achieve these objectives, the Renault Foundation takes part in three programmes of French studies in partnership with higher education establishments. Some of the programmes for 2011 are:

- MBA in multicultural management within companies with the Dauphine and Sorbonne universities
- Masters course in "*Transport and Sustainable Development*" with the École des Ponts, Polytechnique and l'École des Mines
- Masters course in "*Mobility and Electric Vehicles*", with the École des Arts et métiers, l'ENSTA, l'École des Ponts and l'École des Mines.

Engagement With Cultural Diplomacy

The Company is engaged in humanitarian and social projects in less developed countries. The

company supports scientific research as well as development opportunities for young scientists and contemporary music and arts. Renault–Nissan encourages employees to interact with local communities to support the projects, and offers financial support through the means of sponsorships and donations.

Projects in the field of culture and arts:

Renault and its Foundations: Founded in 2001, the Renault Foundation supports young talents from all countries and helps them to grow in a multicultural world. It coordinates and funds educational, cultural and high-level research programs with a two-fold aim: to foster sharing between cultures and develop exchanges between France, across Europe and the other countries where the Group is present. The Renault Spain and Renault Argentina Foundations are also active locally in their respective countries.

Renault UK will be an official sponsor for Rihanna's 'The Loud Tour' 2011. Powered by Renault Va Va Voom, Brit Award winner and star of Renault's new Clio Va Va Voom campaign, Rihanna will perform 23 shows across the UK starting in Belfast on the 1st October.

Renault sponsors Music super group Romanz: Romanz is a local group comprised of four young men. Their collective sound is the result of the collaboration of four distinctive voices, each designed to transform Afrikaans into a 'language of angels'. It has been said that Romanz's music is reminiscent of Josh Groban, Il Divo and Westlife.

Renault UK is an event sponsor for the BBC Proms in the Park and the Family Prom in the Park in Hyde Park, London. BBC Proms in the Park in London will feature performances by a host of stars, including The Corrs, Dame Evelyn Glennie and Mexican tenor Ramón Vargas, accompanied by the BBC Concert Orchestra. Highlights of the Last Night at the Proms will be relayed live from London's Albert Hall, via giant screens, to audiences in all the parks.

Renault supports the Visual Arts: Renault is combining its mission of selling cars with support for South African Arts through the launch of the Renault Artists' Programme in Cape Town. The first exhibition was held in March 2010 and focused on two artists from Capetown: Madi Phala and Nkoali Nawa. Each exhibition began with a gala opening where the artists' work was displayed along with the cars in the showroom for two days. A future show will be held in Umhlanga Rocks and will feature the work of landscape painter Mduduzi Xakasa and potters John Newdigate and Ian Garrett. Further exhibitions will follow in other parts of the country including Centurion, Northcliff, Polokwane and Bryanston.

'Renault and Modern Art:' an original partnership between art and cutting-edge manufacturing. This project rendered Renault a pioneer in corporate sponsorship, rather than just another art collector. The public can view the art works in some of the world's greatest art museums.

Launch of Nissan Art Project: The Nissan Art Project, sponsored by Nissan Ireland in association with the Irish Museum of Modern Art, is designed to give artists the opportunity to release new temporary art works to the public domain.

Renault and the film industry: Renault sponsors film festivals across the world, and the official web site has a separate section dedicated to company's relation to the world of film. Past examples of this include the International Istanbul Film Festival, the Renault French Film Festival, the Athens International Film Festival, Turin Film Festival and the Cannes Film Festival. Renault has also supported the British Film Institute since 1995.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The company has a transnational workforce, with around 121,000 employees worldwide.

International Internship Programmes: 1/1

The Renault Group runs an impressive number of programmes for interns in a wide range of fields:

- Grand Prix: Renault F1 offers an international internship program.
- Internships: Renault takes on 2,800 interns (from CAP/BEP professional-certificate level to five years of further education) across all group functions every year in France. This experience is available from 1 month to 1 year.
- Apprenticeships: Renault takes on between 1,000 and 1,500 young apprentices each year in France. This is open to applicants from all levels of education.
- Doctoral Thesis: Every year, Renault takes on 30 doctoral students. The programme is geared towards students studying the sciences.
- Renault's Corporate Volunteer Programme offers graduates with five years of higher education the experience of working abroad. In 2003, Renault recruited 80 candidates. On average the programme lasts 18 months and operates across thirty countries.
- Renault's internship program, the Altran Engineering Academy offers placements at the the Engineering department in a given institution. In addition to this it offers a placement at the company's headquarters in Enstone.

Transnationalism: 1/1

The company has commercial subsidiaries around the world, in Europe, South America, Africa and Asia.

Promoting Human Rights/Civil Rights: 1/1

The signatory enterprises agree to promote and respect human rights in their sphere of influence, and to make sure they are not complicit in human rights abuses. The Renault Group supports and respects the human rights of its employees, in accordance with the Universal Declaration of Human Rights. This commitment is embodied in their Corporate Principles and Employment Policy. The policy applies to all Renault employees, and covers their respective rights in accordance with the United Nations Realising Rights's official definition, and the Business and Human Rights Resource Centre.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 1/1

Founded in 2001, the Renault Foundation supports young talent from many different countries, with the aim of fostering tolerance for a multi-cultural world. The foundation coordinates and funds educational, cultural and high-level research programmes. The aims of these programmes are two-fold; to foster sharing between cultures, and to develop cultural exchanges between in countries where the Group is present. The Renault Spain and Renault Argentina Foundations perform an active role in their respective countries.

Grants and Scholarships: 1/1

Renault offers a scholarship, entitled 'Study of electrical insulation systems used in motor

vehicles.' This is a sponsored PhD Program held in France, and is available to the DELTA department.

The Renault Foundation offers more than 70 grants each year for its 3 programs: the Dauphine-Sorbonne MBA, the Renault Foundation ParisTech Master and the Renault Majors Cycle. The Renault Foundation offers a monthly grant to each student; making it easier for them to afford daily maintenance payments.

Investing in Music: 1/1

Renault is involved with a number of music events and groups including the BBC Proms in the Park, Rhianna and Romanz.

Investing in Visual Arts: 1/1

Renault has a number of initiatives for the promotion of art, including the Renault Artists' Programme in Cape Town. Renault also works with and supports the artists; Madi Phala and Nkoali Nawa Mduduzi Xakasa and potters John Newdigate and Ian Garrett, to name but a few.

Investing in the Film Industry: 1/1

Renault sponsors various film festivals across the world and the official web site has a separate section dedicated to company's relation to the world of film. In the past Renault has sponsored the International Istanbul Film, Renault French Film Festival, Athens International Film Festival, Turin Film Festival and Cannes Film Festival. The company has also supported the British Film Institute since 1995.

Investing in Sporting Events: 1/1

- Renault invests in F1 Motorsport Racing.
- Renault sponsored the 2009 Tour de France; enabling the pursuit of excellence and the quality of SBS's Tour de France coverage.
- Renault is projected to sponsor the Guardian's Fantasy Football platform. Renault will showcase three up-and-coming car launches of its Megane Sport brand.
- Nissan is affiliated to the UCI Mountain Bike World Cup in South Africa. The Nissan UCI (International Cycling Union) Mountain Bike World Cup was held in Pietermaritzburg, and kicked off the 2009 Nissan Europe-sponsored World Cup series. These took between April and October of that year, and was hosting in 13 venues across 11 countries.

Investing in Academic Collaboration: 1/1

- The Renault Foundation confirms that Turkey is now included in its higher education activities with the cooperation with the Universities of Galatasaray and Bosphore in Istanbul, and the university Odtu in Ankara in innovative fields of education.
- Collaboration exists between Renault Foundation and the Dauphine and Sorbonne universities.
- Collaboration also exists between Renault Foundation and with the École des Ponts, Polytechnique and l'École des Mines.
- The Virtual Vehicle Research Center. Renault, the Technical University of Munich, BAST and other new ViF partners work for the funding program K2 – COMET. This programme is projected to last until 2017.
- Renault Nissan Automotive Indoa PVT LTD collaboration with Anna University Trichy

Humanitarian Aid: 1/1

Renault is engaged in a humanitarian rally with Heart of Gazelles, a NGO that first came to existence in 2001. The Heart of Gazelles projects last for 3 years and offers medical support

through the Medical Caravan. It also supports education and tackle the issue of sustainable development.

The 4L Trophy is a car rally with a humanitarian objective which brings together over fifty Renault 4L cars from various French Business Schools, and more than thousand 4L all in all. The main aim is to distribute school stationery to Moroccan children.

Renault donated 10 vehicles and offered scholarships to those affected by the earthquake in Haiti.

The Renault Foundation, represented by its Director, Ms Clare Martin, and the CEO of Renault Venezuela, Mr. Philippe Cornet, presented a number of Renault vans to humanitarian workers in Haiti, during a ceremony at the Ministry for Youth, Sports and Civic Action. This ceremony was attended by the Minister, Evans Lescouflair and the ambassador of France in Haiti, Mr. Didier Le Bret. The tenth vehicle was donated to the Foundation Hope for Haiti Children (Fondation Espoir pour les Enfants d'Haiti), working with children across three schools, an orphanage and a hospital. It will ensure the transportation of these children, including disabled minors, between schools and the care center. Further to this, the Renault Foundation has stated that it will organise training for the maintenance of vehicles.

Scheduled for September 10th, and in partnership with the Foundation Elle, ten scholarships will be offered to young Haitian females for continuing their studies in France.

Renault launched an emergency campaign to help those hit by the environmental disaster in Japan; named the Renault Donate for Japan Earthquake Relief. The company donated around €500,000 (\$700,000) to the Red Cross and encourages its employees to also make donations and promised to match any amount raised by its employees. The money raised was used to provide food, drugs and other vital supplies for people in affected areas, as well as to pay for medical treatment and to organise blood donations.

The Renault 'Fluence' programme was established to organise donations to the Tirumala temple. The company has donated some of the profits of newly-launched "Renault Fluence" car towards Tirumala Tirupati Devasthanams (TTD).

Renault and Nissan's 'Tee up for charity' golf day event was another successful fundraiser. Renault and Nissan showed support for the 'Therapeutic Cancer Care' charity golf day recently held at the prestigious Caldy Golf Club. More than EUR1,000 was raised for the charity which promotes the use of complementary and alternative therapies in the treatment of cancer patients.

Nissan is strengthening its links with the charity Breakthrough Breast Cancer with the second phase of a fundraising and data-capture drive designed to screen women.

Nissan Americas is offering employee pricing and delayed finance payments to victims of the recent tornadoes and floods across the southeastern U.S. The company donated U.S. \$115,000 to the Red Cross to help with the relief efforts.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 5.6 = 6.8$
 $6.8 / 6.8 = 1.00 \rightarrow A+$

Industry:	Automobiles and Parts
Founded:	1888
Headquarters:	Clermont-Ferrand, France
Area served:	Worldwide
Key people:	Eric Bourdais de Charbonnière (Chairman), Michel Rollier (General Partner and CEO)
Products:	Tyres, travel assistance
Market value:	US\$14,937.1 million
Employees:	111,100 (end 2010)
Websites:	http://www.michelin.com/

Activities

SCA *Compagnie Générale des Établissements Michelin* is a tyre manufacturer based in Clermont-Ferrand in the Auvergne région of France. It is one of the two largest tyre manufacturers in the world along with Bridgestone. In addition to the Michelin brand, it also owns the BFGoodrich, Taurus, Riken, Kormoran and Uniroyal tyre brands (in North America). The company is also well-known for its Red and Green travel guides, roadmaps, and the Michelin stars that the Red Guide awards to restaurants for their cooking. For some, the company is most recognisable by its company mascot Bibendum, colloquially known as the Michelin Man.

Engagement in Cultural Diplomacy

Michelin supports several cultural events every year. For example, they sponsor a privately produced Greenville concert series called Larkin's Rhythm on the river. As part of its engagement, the company provides 50 tickets to 17 non-profit organisations. The concert series features mainly 50's Rhythm and Blues music from South Carolina. Furthermore the company sponsors different Art Galleries, Heritage Galleries and has opened a Michelin museum. Michelin is also involved in cultural engagement with the Film Viral Michelin UK sponsorship.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

In 2009, Michelin was awarded a Trophée de la Diversité in recognition of its commitment to diversity. This diversity is reflected in the wide range of employees who take part in the programmes offered and in the mandatory training required for several job functions, notably managers at all levels, as well as recruiters and career supervisors.

International Internship Programmes: 1/1

The Michelin Corporation offer a wide range of internship positions for many students each year across Europe and USA in several different areas.

Transnationalism: 1/1

The company has subsidiaries across Europe as well as in North America. As a multinational company, Michelin is present in several international markets and frequently move people across its international operations.

Promoting Human Rights/Civil Rights: **1/1**

The Group places great importance on accountability, integrity and ethical conduct. These values are set out in Michelin's Performance and Responsibility Charter, which is widely circulated both within and outside the group. The Charter describes how the company endeavours to put into practice its key values of respecting customers, shareholders and general human rights, together with its commitment to protecting the environment and providing transparent information. The company does apply the principles expressed in the Michelin Performance and Responsibility Charter which are applied around the world. For that reason Michelin decided in 2010 to pledge support the United Nations Global Compact, in order to further highlight their commitment to human rights, rights at work, environmental stewardship and anti-corruption in a responsible and sustainable way.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Michelin offers a small number of fully funded scholarships for a Master's degree in France for Engineering. For example, in 2010 the company launched a complete scholarship for four Indian engineering students at a French University.

Investing in Music: **1/1**

Michelin sponsors the Larkin's Rhythm on the River concert series. As part of that sponsorship, Michelin provide 50 tickets to not-for-profit organisations.

The Concert Series consist of 17 weeks of authentic South Carolina "Beach Music" with its roots in 50's Rhythm and Blues. It also promotes South Carolina's official dance the 'Shag'.

Investing In Visual Arts: **1/1**

Since 2006, Michelin has sponsored the Gallery of Industry in the DesBrisay Museum with a long-term sponsorship. Additionally, the company also has its own Michelin museum.

Investing In Films Industry: **0.5/1**

Michelin has different advertisement campaigns which, alongside promoting their own tyres, Michelin advocate sustainable development and increase consumer awareness about environmental pollution, using the motto; "join the fight".

Investing in Sporting Events: **1/1**

Michelin is a prominent sponsor of Formula1, as well as Motorsport GP.

Investing in Academic Collaboration: **0.5/1**

Michelin India collaborates with university representatives from Anna University, VIT Vellore, and Delhi Technological University at Michelin Challenge Bibendum.

Humanitarian Aid: **1/1**

Michelin sent aid to Japan earthquake and tsunami victims. Given the magnitude of the disaster in Japan and in a show of solidarity with the country (with which Michelin has had ties since 1964), the Michelin Group decided to make a donation of one million US dollars to contribute to the recovery, and to support those who have been affected in Japan.

Another point of engagement can be found in the donation of \$500,000 to a wellness centre fundraising campaign. The donation is aimed at bringing the current campaign total past the US\$4.5 million mark.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.2 + 4.2 = 5.4$
 $5.4 / 6.8 = 0.79 \rightarrow D$

FIAT

GRADE: B

Industry:	Automobiles and Parts
Founded:	11 July 1899 in Turin, Italy
Headquarters:	Turin, Italy
Area served:	Worldwide
Key people:	John Elkann (Chairman), Sergio Marchionne (CEO)
Products:	Cars, car parts, financing, newspaper publishing, ad sales
Market value:	US\$11,265.5 million
Employees:	137,800 (end 2010)
Websites:	http://www.fiats.com

Activities

Fiat is an Italian automobile manufacturer, engine manufacturer, financial and industrial group based in Turin in the region of Piedmont. Fiat was founded in 1899 by a group of investors including Giovanni Agnelli. During its more than century long history, Fiat has also manufactured railway engines and carriages, military vehicles and aircraft. As of 2009, Fiat (not including Chrysler) was the world's ninth largest carmaker and the largest in Italy. Fiat SpA, one of Europe's largest companies, is perhaps best known as a manufacturer of automobiles. The company also produces commercial vehicles, construction machinery, thermo mechanics and telecommunications equipment, metallurgical products, engine components, railroad stock, tractors, and airplanes. Fiat has interests in bioengineering, transportation, and financial services companies and also owns one of Italy's leading newspapers, *La Stampa*.

Engagement In Cultural Diplomacy

Árvore da Vida program: the *Árvore da Vida* program is perhaps Fiat Group's best example of support for the social, cultural and economic development of a local community. The program focuses on *Jardim Teresópolis*, a district located near the Fiat plant in Betim, where some 40,000 people live in a high-risk social environment, reflected in high levels of illiteracy, violence, crime and unemployment. *Árvore da Vida* centers around a variety of initiatives: socio-educational, sporting and cultural exchange activities; professional training courses; and the *Cooperárvore* social cooperative. Furthermore, Fiat sponsors Channel 4 music show. The programme was previously sponsored by mobile network Orange but is being relaunched as Evo Music Rooms in conjunction with Fiat's Punto Evo model.

Additionally, *Fiat is one of the sponsors of the Artscape festival* which offers a variety of visual arts. Lastly, the company also sponsored various film festivals, such as *Trento Film Festival*, *Venice International Film Festival*, *Biografilm Festival* in Bologna and *Turin Film Festival*; and is the co-sponsor of the *The Maryland Film Festival*.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Fiat is an Italian industrial group with a strong international presence. Operating primarily in the automotive industry and related services, it is also a major player in other manufacturing activities. Fiat grows and creates value by supplying innovative products and services for maximum customer satisfaction. Its organisation is focused on the empowerment and diversity of its employees.

International Internship Programmes: 1/1

FIAT offers internships of various lengths both in Italy and abroad. These opportunities are primarily aimed at graduates in engineering, management and other technical and scientific disciplines. The "Careers" section of the Group website (www.fiatspa.com) provides information on career opportunities, the selection process, training programmes, etc. It also has an area where applications can be submitted. Additionally, FIAT organises recruiting events at leading universities and business schools both in Italy and abroad. These events aim at being an important opportunity for students to obtain information and become an active member of a network that will help the participants learn more about the Group and be better informed about the industry in general.

The internships and placement experiences within one of the companies in the Fiat Group are aimed at providing the ideal introduction to the challenges and opportunities of the workplace. FIAT offers a wide range of training and professional development opportunities in Sales & Marketing, Finance, Quality, Supply Chain Management, Engineering/Design and Manufacturing. Fiat offers students 6 and 12-month paid internships with the possibility of full employment afterwards.

Transnationalism: 1/1

The company has subsidiaries in Europe as well as in North America, South America and Asia. Fiat cars are built around the world. Outside Italy, the largest country of production is Brazil, where the Fiat brand is a market leader. Additionally, the group also has factories in Argentina and Poland. Fiat also has joint venture operations in Italy, France, Turkey, India, Pakistan, China, Serbia and Russia.

Promoting Human Rights/Civil Rights: 1/1

The Fiat Group has developed clear guidelines regarding health and safety as well as human rights. The Group is therefore committed to respecting fundamental human rights and basic working conditions in all its operations.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: 1/1

Árvore da Vida programme: the *Árvore da Vida* programme centres on *Jardim Teresópolis*, a district located near the Fiat plant in Betim, where close to 40,000 people live in a social disadvantaged environment characterised by high levels of illiteracy, violence, crime and unemployment. The programme offers a variety of initiatives including: socio-educational, sporting and cultural exchange activities, and professional training courses.

Grants And Scholarships: 1/1

Fiat offers a range of university scholarships to students from a variety of countries such as

Poland and South Korea. These scholarships provide a variety of students with ministry opportunities, leadership training and networking. In 2011, the FIAT Foundation awarded \$20,000 in scholarships with a minimum of \$500 per scholarship.

Investing In Music: **1/1**

Fiat's sponsorship relaunched the Channel 4 music show Evo Music Rooms.

Investing In Visual Arts: **0.5/1**

Fiat is one of the sponsors of the Artscape Festival, which offers a variety of visual arts events. Fiat also sponsors the Artscape Gallery Network, which supports upcoming, promising new artists and fosters exchange within the visual arts community.

Investing In Films Industry: **1/1**

Fiat sponsors various film festivals, such as the Trento Film Festival, the Venice International Film Festival, the Biografilm Festival in Bologna, and the Turin Film Festival. It is also the co-sponsor of the The Maryland Film Festival.

Investing In Sporting Events: **1/1**

Fiat is a sponsor of a wide range of sport events, such as the Motorsport GP. Fiat also invests in the football club Juventus Turin and supports the 2010 Flora Women's mini Marathon.

Investing In Academic Collaboration: **1/1**

Fiat collaborates with multiple universities all over the world. Current research projects exist with the following universities: Katho, KHst Lieven; University of Ferrara; University of Gent; University of Leuven; University of Modena and Reggio Emilia; University of Piacenza; Politecnico di Torino; University of Luoyang, China as well as many universities in the U.S.A.

Humanitarian Aid: **1/1**

Following the severe Abruzzi earthquake in 2009, various Group companies provided free vehicles and collaborated with the rescue operations. In the post-emergency phase, Fiat continued its support through the construction of a nursery school.

In 2010, in collaboration with the UN, the International Red Cross and Fondazione Francesca Rava - N.P.H. Italia, the Group supported the rescue operations for the people of Haiti. Fiat provided vehicles and financial assistance equaling approximately €800,000. In particular, Fiat Group Automobiles provided Fiat Fiorino ambulances, cars and specialised technical personnel.

CD Involvement Ranking: $7.5 \times 70\% = 5.25$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.94 \rightarrow B$

Industry:	Automobiles and Parts
Founded:	1931
Headquarters:	Stuttgart, Baden-Württemberg, Germany
Area served:	Worldwide
Key people:	Ferdinand Oliver Porsche, Founder Matthias Müller, CEO Dr Wolfgang Porsche, Chairman
Products:	Automobiles (Automotive financial services, engineering services)
Market value:	US\$10,060.9 million
Employees:	12,202 (2007)
Website:	http://www.porsche.com/

Activities

Porsche Automobile Holding SE, or Porsche SE, is a Germany-based holding company with investments in the automotive industry. Porsche SE is headquartered in Zuffenhausen, a city district of Stuttgart, Baden-Württemberg and is owned by the Piëch and Porsche families, and Qatar Holdings, through the Qatar Investment Authority (10%). The Company was founded as Dr. Ing. h. c. F. Porsche GmbH in 1931 by Ferdinand Porsche.

Engagement In Cultural Diplomacy

Porsche SE is engaged in several cultural events and projects. For instance, in 2007, the company sponsored the television broadcast of a Vatican concert honoring the 80th birthday of Pope Benedict XVI. Porsche is also the leading Sponsor of the Park City Kimball Arts exhibition, which serves as the primary fundraiser for the Kimball Art Center each year and allows the Kimball Art Center to provide free admission to art exhibitions. Finally, Porsche offers free interactive films about Porsche and sport-cars in general on their official website. These films also can serve as tutorials as they cover technological developments and design.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Porsche Automobile Holding SE employees 12,202 people around the world. These employees are provided equal opportunity through as the company also promotes 'Equality and Diversity' through a commitment to the quality of opportunity for all employees regardless of race, nationality, gender, marital status, age, disability, sexual orientation, part time status, religion or belief their employees achieve the best use of resources.

International Internship Programmes: **1/1**

Porsche offers a number of programmes for international interns who are interested in the company. According to their recruiting office, Porsche AG is primarily seeking people who are creative thinkers and from diverse backgrounds.

Transnationalism: **1/1**

The company has subsidiaries all around the world (i.e. in U.S.A, Latin America, Europe, Asia, Australia, and others).

Promoting Human Rights/Civil Rights: **0.5/1**

Porsche AG supports the rights laid out by the International Labour Organization (ILO). The Company also supports the Universal Declaration of Human Rights, The International Labour

Organization's Declaration on Fundamental Principles and Rights at Work, The Rio Declaration on Environment and Development and The United Nations Convention Against Corruption.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

In recent years, Porsche initiated an exchange programme between Germany and the United States, enabling employees to spend a short time working in one of those countries.

Grants And Scholarships: **1/1**

Porsche offers scholarships to talented racecar drivers. There are two £50k scholarships available to rookie racers in Porsche's Carrera Cup GB (Great Britain) series. Additionally, Porsche offers scholarships in different design and innovation contests to promising students. The scholarships range from stipends to full tuition awards.

Investing In Music: **1/1**

In 2007, Porsche sponsored the television broadcast of Pope Benedict XVI's 80's birthday. In collaboration with the South-West German broadcasting company SWR Porsche financed a Radio Symphony Orchestra to play in Rome in front of 10.000 guest, including Benedict XVI himself.

Investing In Visual Arts: **1/1**

Porsche invests in several different Art exhibitions and projects. Amongst others, the company is the main sponsor of the aforementioned Park City Kimball Arts Festival. The Festival raises money to support the Kimball Arts project, which aims to provide a year-round free-of-charge exhibitions and "Art talks." In addition to supporting the Kimball Arts Centre, Porsche supports two Museums: the Porsche Museum and the Museum of Wheels.

Investing In Films Industry: **1/1**

Porsche has a project focusing on films about Porsche, particularly sport cars. Porsche emphasises that some of its productions are award-winning and on the level of a Hollywood production.

Investing In Sporting Events: **1/1**

Porsche focuses on three main sports areas: Tennis, Football and Motorsport.

The company is Europe's longest-standing women's indoor tournament sponsor since 1978 and, since 2002, it has even become the main organiser of the contest. The Company supports other tournaments all over the world like the WTA in North America and the Porsche Tennis Grand Prix. In addition to Tennis, Porsche sponsors the PREMIER GOAL ACADEMY, a professional football coaching academy in association with the British Premier League and the British Ambassador Frank Baker. Finally, regarding Motorsport, Porsche sponsors the Nürnbergring and the European Formula 1.

Investing In Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

Following the earthquake in Japan in 2011, Porsche AG announced that it would donate half a million euros to assist people in need. This support will take both the forms of financial aid to individuals as well as bigger investments to clean up the area and rebuild the infrastructure.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.05 + 4.9 = 5.95$
 $5.95 / 6.8 = 0.88 \rightarrow C$

Industry:	Automobiles and Parts
Founded:	1810 as a coffee mill company, 1830 as a bicycle manufacturer 1882 as a car manufacturer, 1898 as a motorcycle company 1926 as a separate company
Headquarters:	Legal and Top level Administrative: Ave de la Grande Armée, Paris Operational: Sochaux, France
Area served:	Worldwide
Key people:	Philippe Varin (CEO)
Products:	Cars, vans, cycles and motorcycles
Market value:	US\$9,260.0 million
Employees:	198,210 (2010) PSA Peugeot Citroen 99.000 at the end of 2010
Websites:	http://www.peugeot.com

Activities

Peugeot is a major French car brand, which is part of PSA Peugeot Citroën, the second largest carmaker in Europe. The family business that preceded the current Peugeot company was founded in 1810 and on 20th November 1858, Emile Peugeot applied for its signature lion trademark. The company produced its first automobile in 1891.

Engagement In Cultural Diplomacy

Peugeot is active in several areas of cultural exchange. The Company organises the 4Music Sundays, a music event based around live performances and combined with documentaries and video exclusives. The Company also sponsors the 2nd Caochangdi Photospring in Beijing and the Mori Art Museum. In the latter, Peugeot features the well-known artist Duchamp with his paintings set up around his 'windows' theme next to other up and coming artists. In this exhibition the company supports mainly contemporary French paintings as well as sculptures, installations and photographs.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The PSA Peugeot Citroën is especially committed to diverse employees. In order to achieve this goal, the company launched a "Production Manager Diversity" Programme and participates in the Jobs and Diversity Forum organised by IMS Entreprendre pour la Cité. The event served as the unveiling of "Production Manager Diversity" programme, which is aimed at young and skilled people from diverse backgrounds, particularly from low-income urban neighborhoods. The programme gives them the opportunity to join a management team at a Group production facility in France. Also, as an international company with around 200.000 employees and facilities as well as factories all over the world, Peugeot's employees are quite diverse in general.

International Internship Programmes: 1/1

There are a number of programmes for interns. PSA PEUGEOT CITROËN offers 12-month internships for students who are completing their Bachelor or Master's degree. Additionally, the Stagiaire Programme Peugeot Citroën in the UK offers a range of work experience placement opportunities for students from all over the world. Although the company states they would welcome applications from students from all backgrounds.

Transnationalism: **1/1**

The company has subsidiaries all around the world (i.e. In Europe, USA, Australia, and China, among others.)

Promoting Human Rights/Civil Rights: **0.5/1**

PSA Peugeot Citroën and its corresponding the labour union federations and organisations are committed to ensuring that the fundamental principles and rights at work set forth by the International Labour Organization (ILO) are adhered to. In addition, PSA Peugeot Citroën states the corporation's commitment to adhering to the provisions of the Global Compact set forth by the United Nations (UN).

PSA Peugeot Citroën signed the Global Compact on 9 April 2003, thereby making the commitment to adhere to and promote the ten principles of the Compact, which are based on the Universal Declaration of Human Rights, The International Labour Organization's Declaration on Fundamental Principles and Rights at Work, The Rio Declaration on Environment and Development and The United Nations Convention Against Corruption.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

Peugeot and Citroën offer several scholarship-programmes primarily in the engineering field. The Group also supports students during their internship period at the company as well as provide smaller grants to support attendance at international conferences or workshops.

Investing In Music: **1/1**

Peugeot sponsors the 4MUSIC SUNDAYS festival. At 4MUSIC SUNDAYS different live acts and video exclusives are featured.

Investing In Visual Arts: **1/1**

In April/May 2011, Peugeot sponsored the 2nd Caochangdi Photospring, an international photo exhibition in Beijing, China.

Additionally, the company sponsors a project at Mori Art Museum where the famous Duchamp's 'windows' paintings are shown next to talented newcomer artists. This exhibition mainly focuses on contemporary art, featuring paintings as well as sculptures, installations, and videos made by international artists with a diverse cultural background.

Investing In Films Industry: **1/1**

In 2011, Peugeot sponsored "films on five." All of the short movies featured at this event are based on some of the most popular movies of the modern era, weaving famous scenes around a real life moment involving a car.

Investing In Sporting Events: **1/1**

Peugeot is an official partner of the Rugby World Cup.

Investing In Academic Collaboration: **1/1**

In order to foster academic collaboration, PSA Peugeot Citroën and École Polytechnique

inaugurated “André Citroën Chair”. The “André Citroën Chair” will support not only research, but also teaching by supporting initiatives in the automotive field that will allow students who intern with PSA Peugeot Citroën to participate in industry-specific technological innovation processes. In association with PSA Peugeot Citroën University, for example, the “André Citroën Chair” will pave the way to cooperative programmes with Chinese universities and encourage student exchange programmes.

Humanitarian Aid: 1/1

In New Zealand Peugeot partnered up with the CURE KIDS programme. Among its key partner responsibilities, the company provides vehicles to the charity. It also plans and executes fundraising events.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.05 + 4.9 = 5.95$
 $5.95 / 6.8 = 0.88 \rightarrow C$

NOKIAN RENKAAT

GRADE: F

Industry:	Automobiles and Parts
Founded:	1988
Headquarters:	Nokia, Finland
Area served:	Russia, Kazakhstan, Eastern Europe and the USA
Key people:	Petteri Walldén (Chairman), Kim Gran (President and CEO)
Products:	Vehicle tyres and other parts
Market Value:	\$5490.09 million (2010) ³
Employees:	3.506 (2010)
Website:	www.nokiantyres.com

Activities

Nokian Renkaat (which translates as ‘Tyres from Nokia’) is a Finnish multi-national, tyre production corporation that specifically focused on providing tyres suitable for Northern European weather conditions. The company is a leading innovator of tyres for cars, trucks and special heavy machinery that are particularly geared to handle snow, forests and harsh driving conditions in different seasons. Nokian Renkaat’s product development is consistently aiming for sustainable solutions for safety and the environment.

Nokian Renkaat operates both directly and indirectly in numerous countries across the world. The group has sales companies in Sweden, Norway, Germany, Switzerland, Russia, Ukraine, Kazakhstan, Czech Republic, USA and Belarus.

³ \$21,76 billion according to the exchange rate on 24.8.2011.

Although Nokian Renkaat was founded in 1988, the company's roots go back all the way to 1898 when Suomen Gummitehdas Oy, or the Finnish rubber factory, was established. Passenger car tyre production began in 1932 and the world's first winter tyre was produced in 1934. Nokian Renkaat was listed on the Helsinki Stock Exchange in 1995.

Engagement With Cultural Diplomacy

Social and environmental issues are high on the agenda for Nokian Renkaat, and this is reflected by the manner in which the corporation operates. Nokian Renkaat is the world's first tyre manufacturer to introduce a manufacturing method using only purified, low-aromatic environmentally-friendly oils. In order to improve grip in icy and wet conditions, a renewable raw material, canola oil, is used in the tread mixture. Continuous product development and testing at Nokian Renkaat resulted in technical innovations that improve the tyres' properties and increase the safety, comfort and environmental friendliness of driving.

Nokian Renkaat aims to be a pioneer in the development of the tyre industry and the safety and environmental friendliness of its own products. Examples of this are non-toxic HA (high aromatic) oil-free production and the development of rolling resistance of tyres.

In 2006, in recognition of its development work, Nokian Renkaat received a commendation for its eco-friendly tyres in the Finnish round of the "European Business Awards for the Environment" competition.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **0.5/1**

Nokian Renkaat has 3,506 employees based primarily in Finland and Russia as of 2010.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

Whilst Nokian Renkaat's operations are based in the Scandinavian and Baltic areas, the company has subsidiaries across the rest of Europe, in both Russia and Kazakhstan and in the USA.

Promoting Human Rights/Civil Rights: **0.5/1**

Nokian Renkaat endorses the UN Universal Declaration of Human Rights, the UN Convention of the Rights of the Child, and the key conventions of the International Labour Organization (ILO). The ten principles of the Global Compact charter are the foundation of Fortum's Supplier Code of Conduct.

Company Policy Ranking: $2 \times 30\% = 0.6$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

Nokian Renkaat enable employees to influence their own work and working environment, in addition to supporting management and the work of supervisors across the borders of the multinational corporation. The goal of innovation activities is to encourage employees to

actively participate in the company's operations and in the development of their own work, while also making wide-ranging use of the staff's potential for ideas.

The development and internationalisation of innovation activities made huge progress in 2010, and the activities were also launched in sales companies. Innovation figures improved in the entire Group.

Grants And Scholarships: **0/1**

Investing In Music: **0/1**

Investing In Visual Arts: **0/1**

Investing In Films Industry: **0/1**

Investing In Sporting Events: **1/1**

Nokian Renkaat has been the main partner of the Snow Soccer World Championships for several years, sponsoring the Nokian Tyres Snow Soccer World Championships that take place in Ukkohalla, Finland. This popular annual event attracts widespread support and participation from Finland and further abroad, with 1000 players and 70 teams taking part in the competition. In addition to this, the company offers sports and training programmes for its employees.

Investing In Academic Collaboration: **1/1**

Nokian Renkaat emphasises the development of staff competence by offering tailored training and vocational degrees, as well as training arranged jointly by different networks. A two-year programme leading to a Specialist Qualification in Product Development jointly designed and implemented with experts, educational institutions and co-operation partners, was completed in 2010. Programme participants came from every department within the company and the training received extremely positive feedback. Nokian Renkaat will continue to arrange tailored training, focusing especially on the transfer of tacit knowledge.

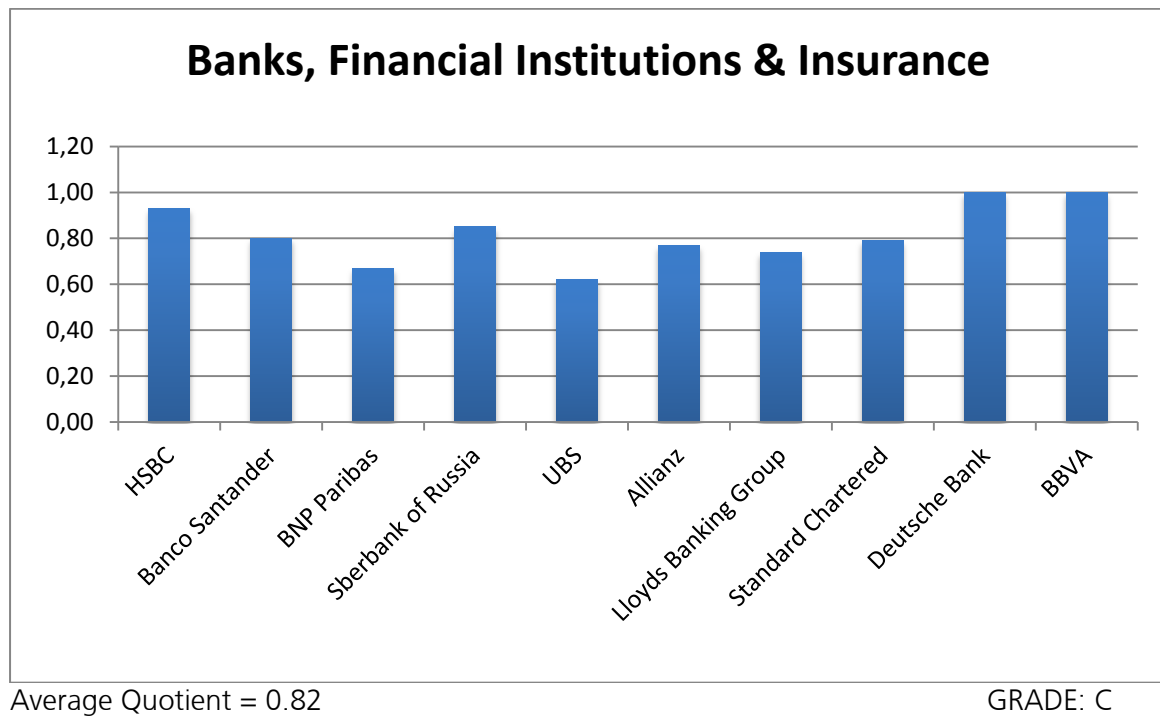
One of the key tools in competence development is the Hakkapeliitta Academy, which today encompasses all of the education offered by the Group, ranging from language and supervisor training to online modules. Hakkapeliitta eAcademy is the company's online portal, whose services are also offered to key customers and co-operation partners outside the organisation.

Humanitarian Aid: **0/1**

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $0.6 + 2.1 = 2.7$
 $2.7 / 6.8 = 0.40 \rightarrow F$

6.2 Banks, Financial Institutions & Insurance



HSBC HOLDINGS

GRADE: B

Industry: Banks, Financial Institutions & Insurance
 Founded: 1865 for HSBC and 1991 for HSBC Holdings plc
 Headquarters: London, United Kingdom
 Area served: Worldwide
 Key people: Douglas Flint, Chairman
 Market value: US\$181,936.9 million
 Employees: 276,300 (2011)
 Website: www.hsbc.com

Activities

HSBC Holdings PLC (*Hong Kong & Shanghai Banking Corporation*) is one of the biggest banking and financial services companies in the world (ranked 2nd). Their activities are divided into four business groups: commercial banking; global banking and markets; personal financial services; and private banking. HSBC counts around 7,500 offices in 87 countries, over 275,000 employees and they have around 100 million customers.

Engagement In Cultural Diplomacy

HSBC's cultural sponsorship comprises a wide range of projects in 22 countries, all of which belong to HSBC's Cultural Exchange Program.

Projects in the field of culture and arts:

- The Prime Minister's Global Fellowship Program (in England, Brazil, China and India). It aims 'to help develop an understanding of the opportunities and challenges in the

global economy by giving young people from England the possibility to debate about Britain's future. Every year, 100 of them embark on a six week journey to Brazil, China or India to face

of culture, language, education, enterprise and the environmental effects of globalisation.”

- The HSBC Group has over 250 sports partnerships in 70 countries (professional and amateur sports).
- In the field of music, the Group sponsors 8 young graduates from the Académie Européenne de Musique.
- The Sunday Times Oxford Literary Festival Oxford, UK (2 - 10 April 2011) welcomes thousands of writers, thinkers and visitors each spring for a week of debates, lectures, seminars and dinners. In 2011, there were more than 550 speakers from around the world at more than 300 events.
- In 2010 HSBC was involved in a celebration of the *“vibrancy of modern Brazil through a series of worldwide events.”* The aim was to provide an insight into one of the world's fastest growing economic regions.
- HSBC International Residency Program aims to give creative individuals the opportunity to discover another culture and share their knowledge with the host community e.g. the sponsorship of a Chinese designer in the UK, a Kazakh poet in Canada, a Hungarian musician in Brazil and a Russian circus performer in Australia.
- Mural on the Wall in Warsaw, Poland which took place over September and October 2010 saw the promotion of Polish artists (painters and musicians).
- *“A History of the World in 100 Objects”* was a 100 part series on BBC Radio 4 in which Neil MacGregor (Director of the British Museum) explored world history from two million years ago to the present day.
- The New Yorker Festival, which took place from 1 - 3 October 2010 featured six of New York's most popular food trucks serving food from around the world, as well as a unique dish that best represented its culinary heritage to be enjoyed by all attended the festival.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

HSBC aims to be an “employer of choice”. HSBC France became a signatory of the Diversity Chart developed by the Institute Montaigne in 2004. Similarly, HSBC France adapted its management training program to include a module focusing on Corporate Sustainability policy and diversity, HR personnel in charge of hiring also receive training on this subject.

International Internship Programmes: **1/1**

HSBC offers undergraduate and post graduate programs in over 30 countries and territories.

Transnationalism: **1/1**

HSBC's international network is comprised of around 7,500 offices in 87 countries and territories in Europe, the Asia-Pacific region, the Americas, the Middle East and Africa.

Promoting Human Rights/Civil Rights: **0.5/1**

HSBC has voluntarily agreed to abide by a number of external codes of conduct, some of which include the UN Universal Declaration of Human Rights since 2004.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

The Prime Minister's Global Fellowship program:

Every year in July and August, 100 young people embark on a six week journey to Brazil, China or India to investigate issues of culture, language, education, enterprise and the environmental effects of globalisation and to learn what a positive role they can play in the world.

Grants And Scholarships: **1/1**

- Under a five-year agreement, the group intends to provide housing scholarships to pupils from high schools located in ZEPs (priority education zones) in Paris and will pay a subsidy to the French association that assists these individuals.
- China Education Now, is an education program supported by HSBC encouraging *"understanding and involvement with Chinese culture and was designed to help students understand the important part that China will play on the world stage in the 21st century."*

Investing In Music: **1/1**

- HSBC orchestra and HSBC Brecon Jazz Festival are just a few examples of the company's involvement in the music industry.
- The Cartagena International Music Festival, sponsored by HSBC's "Premier Division", takes place each January in Cartagena, Colombia, and is one of the most important and high profile cultural events in the country. The programme is made up of concerts and seminars from some of the world's most well-known classical musicians.
- HSBC Classics Music Festival is an annual celebration of classical music. The week-long festival is jointly organised by HSBC Bank Malaysia Berhad and The Kuala Lumpur Performing Arts Centre (KLPac) and aims to showcase renowned musicians as well as nurture young Malaysian talent.

Investing In Visual Arts: **1/1**

There are numerous HSBC sponsorships in the field of visual arts. Some of these such international programs as;

- The Festival Brazil
- Mural on the Wall
- Sunny Art Fair
- Hong Kong Arts Festival

Investing In Films Industry: **0.5/1**

HSBC is a strong supporter of various film festivals and extends its support to wider collaborations. One such example is the 2010 Festival of Brazilian Films.

Investing In Sporting Events: **1/1**

The HSBC Group has more than 250 sports partnerships in 70 countries worldwide, covering professional and amateur sports. HSBC created a Golf Program – but this doesn't extend to the global forum. Therefore it cannot be considered as part of a cultural diplomacy programme.

Investing In Academic Collaboration: 1/1

Abu Dhabi Art 2009 public programme organises a series of engaging talks and lectures. A panel discussion, hosted by New York University entitled Collecting Then and Now saw many reputable individuals in the field come together to exchange views. Faculty members and guests from New York University Abu Dhabi and Paris-Sorbonne University Abu Dhabi contributed to daily events.

Humanitarian Aid: 1/1

To help support the victims of the earthquake HSBC Japan made a JPY20 million (approximately US\$240,000) donation to the Japan Red Cross. They accepted donations from customers who chose to contribute, providing the financial platform necessary to aid this humanitarian effort.

CD Involvement Ranking: $7,5 \times 70\% = 5.25$

Overall Ranking: $1.05 + 5.25 = 6.3$
 $6.3 / 6.8 = 0.93 \rightarrow B$

BANCO SANTANDER

GRADE: C

Industry:	Banks, Financial Institutions & Insurance
Founded:	1857
Headquarters:	Santander, Spain
Area served:	Worldwide
Key people:	Emilio Botin
Products:	Retail banking, commercial banking, investment banking, private banking, insurance
Market value:	US\$98,119.8 million
Employees:	178,869
Website:	www.bancosantander.es

Activities

The 1999 merger of Banco Santander (founded in 1857) and Banco Central Hispano (founded in 1991) followed the merger of Banco Central [est. 1919] and Banco Hispanoamericano.

Grupo Santander is composed of almost 180,000 employees, in 13,390 branches and has 90.1 million customers. 82% of the group's profits are generated by their main activity, retail banking.

The Santander Group is a banking group centred on Banco Santander, S.A. the largest bank in the Eurozone and one of the largest banks in the world in terms of market capitalisation. According to Forbes Magazine Global 2000, it is the 13th largest public company in the world and originates from Santander, Spain.

On 26 July 2004 Banco Santander Central Hispano announced the acquisition of Abbey National plc. Following shareholders' approval at the EGMs of Abbey and Santander (95 per cent voted in favour), the acquisition was formally approved by the courts and Abbey became part of Grupo Santander on 12th November 2004.

Engagement In Cultural Diplomacy

Grupo Santander takes the lead on many CSR initiatives in the field of education, social welfare and culture. Most of the investments are made in Argentina, Brazil, Chile, Colombia and Spain. The Group created the Banco Santander Foundation, the Santander Foundation UK and the Santander Culture Brazil programme.

Banco Santander sponsored the creation of a virtual library in collaboration with the University of Alicante. This library is accessible to 11 countries and enables access to *"the full digitalised text of the key works of the Hispanic cultural heritage."*

Banco Santander spends significant time and money improving the diffusion of the Spanish language. As such, it created training programmes for professors and teachers. The bank collaborated on many programmes in this field; The "Oye Project" for example was set up by the Government of the state of São Paulo and Banco Santander in order to give Spanish language training to secondary school teachers in the public sector in São Paulo.

The Banco Santander Foundation located in Spain organises musical and artistic events, meetings and debates on history and cultural heritage, it also conducts research on health and leads educational projects based on arts.

Indicator

Ranking System = 30% Company Policy
Employee Diversity: **0/1**

International Internship Programmes: **1/1**

It is possible to apply for an internship in many branches of the group over the world. Banco Santander *"recognises enthusiasm and talent, [students] just have to identify the offers that best adapt to [their] education and send [their] application to enter the selection process."*

Transnationalism: **1/1**

Banco Santander operates in Europe, Latin-America and in the US.

Promoting Human Rights/Civil Rights: **1/1**

Grupo Santander created and signed a Code of Conduct which expresses its commitment to human rights. Each branch of the group has to respect it, regardless of location.

The company is also committed to the fight against corruption and also to the health and good working conditions of its employees.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions
Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

Santander's Universities scholarships and study grants were awarded to 14,665 students and academics in 2008 through programmes run by the various universities with which the bank collaborates.

The Scholarships Programme aims to:

- Increase international mobility among students and staff.
- Facilitate access to university for students from lower income households.
- Assist universities with their business initiatives.
- Encourage research and specialist training via post-graduate scholarships.
- Drive the sharing of knowledge and experience across universities.

Investing in Music: **1/1**

- The Banco Santander Foundation sponsored the international 2010 Santander Music Festival and the whole musical season of the Teatro Real in Madrid.
- It also created "Family concerts" that are designed for employees and their families and exposes them to classical music.

Investing in Visual Arts: **1/1**

The Grupo Santander Foundation invests a great deal in the Arts; it has implemented several educational programmes for children in this field, sponsored exhibitions and is a partner of the Guggenheim Museum located in Bilbao.

The company also created the Santander Arts collection. The preservation, management and promotion of Santander's Arts collection is one of the Fundacion Banco Santander's main missions as one of the most important private art collections in Spain. The bank has been collecting art since it was first founded over 150 years ago and today the collection is comprised of 750 works and includes a variety of artistic disciplines.

Investing in Films Industry: **1/1**

Santander Cultural is a program launched in 2001 that focuses on culture and the arts. Film festivals are one of Santander Cultural's initiatives.

- In August 2011, Santander celebrated 10 years of business in Porte Alegre with a film festival screening European films for the whole community. These films included screenings of the French film Petit Nicholas and 10 showings of Cassia Kiss films (a famous Brazilian actress).

Investing in Sporting Events: **0.5/1**

The company organised several similar solidarity sport events.

- The group organised a solidarity race in Chile in 2010 and donated \$53 million to charity based in Chile. More than seven thousand people took part. This was, however, just a local initiative.

Investing in Academic Collaboration: **1/1**

Banco Santander supports over 2,800 teaching, research and technology projects across universities in each area where the group operates.

Humanitarian Aid: **1/1**

- Banco Santander supported 'A Roof for Chile', Foundation for Overcoming Poverty and Caritas organisations during the reconstruction of Chile after the earthquake and tsunami of 27 February 2010.
- The bank also helped the victims of the storm in Madeira in February 2010 by making a €100,000 donation.

CD Involvement Ranking: $6.5 \times 70\% = 4.55$

Overall Ranking: $0.9 + 4.55 = 5.45$
 $5.45 / 6.8 = 0.80 \rightarrow C$

Industry:	Bank
Founded:	2000 (Merger between BNP and Paribas)
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Baudouin Prot (CEO), Michel Pébereau (Chairman)
Products:	Financial services
Market value:	US\$87,789.0 million
Employees:	204,600
Website:	www.bnpparibas.com

Activities

BNP Paribas is the largest bank and largest company in the world in terms of assets, with over \$3.1 trillion according to Bloomberg and Forbes. BNP Paribas's activity is divided into three strategic business units: Retail Banking, Corporate & Investment Banking, and Investment Solutions (Asset Management, custodial banking, and real estate services). The company operates in more than 80 countries and employs 204,600 people around the world.

Engagement In Cultural Diplomacy

Policies and projects in the field of culture and arts:

Regarding museums, *"BNP Paribas Foundation aims to protect and widen knowledge of their wealth."* This is why among BNP Paribas Foundation's main activities are the publication of records about permanent museum collections and restoring masterpieces.

Regarding performing arts, the BNP Paribas Foundation provides assistance to the production, distribution and promotion of shows.

Regarding music, *"The BNP Paribas Foundation helps musicians and composers share their passion with support tailored to individual projects."* Further to this, the BNP Paribas Foundation is one of the few corporate patrons of jazz, supporting musicians for more than a decade. This includes grants for recordings, as well as support for promoting concerts and tours in order to help jazz virtuosos reach a broader audience and win new listeners.

Regarding literature, the BNP Paribas Foundation provides support for the Young Writers Award and the Young French Language Writers Award. Created in 1984, these annual prizes recognize highly imaginative French and French-language writers

Regarding sports, *"In the US, BNP Paribas Taste of Tennis is a prestigious culinary event that brings together chefs and tennis champions for the benefit of the New York City Food Bank"*. In the *"Tennis for all"* programme in Sofia, Bulgarian children with disabilities received regular tennis lessons. BNP sponsors more than 20 international tennis federations, 2,000 clubs and 550 amateur tennis tournaments.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

A translation of BNP Paribas' commitment to preventing discrimination and promoting diversity is available in an open letter written by the Chief Executive, Baudouin Prot, that was sent to all

staff in France in January 2007. BNP Paribas has over 200,900 employees representing 160 different nationalities in over 84 countries around the world and the group received the French Diversity Label in 2009.

International Internship Programmes: **1/1**

It is possible for any student to apply for an internship in any of BNP Paribas branches across the world.

Transnationalism: **1/1**

The company operates in 84 countries across the world.

Promoting Human Rights/Civil Rights: **0.5/1**

BNP Paribas signed the UN Women's Empowerment Principles Charter in 2011 in order to promote the rights of women in society and in the workplace.

Company Policy Ranking: 3.5×30 per cent = 1.05

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

In 2011, BNP Paribas's Indian and French HR departments helped 15 talented students in India by financing part of their studies at the ESSEC business school in Paris.

Investing in Music: **0.5/1**

The BNP Paribas Foundation helps musicians and composers share their passion with support tailored to individual projects. The BNP Paribas Foundation is one of the few corporate patrons of jazz, supporting musicians for more than a decade. This includes grants for recordings, as well as support for promoting concerts and tours in order to help the musicians reach a broader audience and win new listeners. None of these projects however were created by BNP Paribas.

Investing In Visual Arts: **0.5/1**

BNP Paribas is a long-standing sponsor of museums. the BNP Paribas Foundation aims to protect and widen their understandings and appreciates the value of the museum. Accordingly, the Foundation supports the publication of albums on permanent museum collections and the restoration of their masterpieces. However, none of these projects were created by BNP Paribas.

Investing In Films Industry: **0/1**

Investing In Sporting Events: **1/1**

The BNP Paribas "*Taste of Tennis*" is an event held in the USA which invites chefs and tennis champions to work together for the benefit of the New York City Food Bank. In Sofia's "*Tennis for All*" programme, disabled children were regularly taught tennis. In addition, BNP sponsors more than 20 international tennis federations, 2,000 clubs and 550 amateur tennis tournaments.

Investing In Academic Collaboration: **1/1**

BNP Paribas is one of the companies financing the "Ethic and Governance" chair at the Paris Dauphine University in France. The group also finances the chair of Human Resources at the Katholieke Universiteit Leuven for a period of three years (2010-2013).

Humanitarian Aid: **1/1**

After the earthquake in Japan, BNP Paribas made an €885,000 donation to humanitarian aid.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $1.0.5 + 3.5 = 4.55$
 $4.55 / 6.8 = 0.67 \rightarrow E$

SBERBANK

GRADE: C

Industry:	Banks, Financial Institutions & Insurance
Founded:	1841
Headquarters:	Moscow, Russia
Area served:	Worldwide
Key people:	Sergey Mikhaylovich Ignatev (Chairman) German Gref (CEO)
Market value:	US\$83,576.6 million
Employees:	252,398
Website:	www.sbrf.ru/en

Activities

Sberbank was founded in 1841 and has its headquarters in Moscow, Russia. The company has a total Market value of 83,576,600 million US dollars and 252,398 employees. As a global player, Sberbank has branches worldwide.

Engagement in Cultural Diplomacy

Sberbank supported the Russian film industry at the Cannes festival. The company also helped South Ossetian refugees and the Russian victims of forced labour in WWII Germany.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

According to Sberbank, the company has a high rate of employee diversity. As it has offices all over the world and tends to employ people native in that particular country, its employees are as international as the company in itself.

International Internship Programmes: **1/1**

Sberbank offers internship programmes to graduate students from Moscow State University, Financial Academy, HSE, GUU, MESI, Plekhanov Plekhanov, MIPT, Moscow Engineering Physics Institute, Bauman Bauman, MIET, MAI, MATI, MIEM, and MIREA.

Transnationalism: **1/1**

Sberbank has 200,000 branches around the world.

Promoting Human Rights/Civil Rights: **1/1**

Sberbank has their own trade union and ensures decent working conditions. Also, according to the company's website, they help its employees reach their full potential. The company also gave humanitarian aid to South Ossetia refugees.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

Sberbank gave a total amount of 578,780 euros worth of grants to 566 Russian citizens who were forced to work in Frankfurt-am-Main during the Second World War. Sberbank provided MBA loans for the Higher School of Economics students.

Investing in Music: **1/1**

Sberbank supported the Red Rocks festival, the first Russian rock festival, which consists of a unique combination of Russian and foreign music. Sberbank traditionally supports the most unique and significant events in the cultural life of Russia.

Investing in Visual Arts: **1/1**

Sberbank invested in an art gallery and a museum in Russia.

Investing in Films Industry: **0.5/1**

Sberbank was a strategic partner of the Russian pavilion (Russian film representative) at the Cannes festival.

Investing in Sporting Events: **1/1**

Sberbank organizes sport competitions for its employees. The sport competitions are very diverse with football and athletics being but a few examples. In Russia, Sberbank is considered to be extremely engaged in sports sponsorship. Additionally, Sberbank is one of the shareholders of the Mountain Carousel ski resort in Krasnaya Polyana.

Investing in Academic Collaboration: **1/1**

Sberbank collaborates with the Higher School of Economics (Russia) and St. Petersburg State University (Russia). The company collaborated with the Kazan Federal University (Russia) by creating a department of savings and creating a structure of the University Centre for Corporate Training Savings Bank (branch of "Bank of Tatarstan").

Humanitarian Aid: **1/1**

Sberbank provided humanitarian assistance to the refugees from South Ossetia

CD Involvement Ranking: $6.5 \times 70\% = 4.55$

Overall Ranking: $1.2 + 4.55 = 5.75$
 $5.75 / 6.8 = 0.85 \rightarrow C$

Industry:	Banks, Financial Institutions & Insurance
Founded:	1854
Headquarters:	Zurich and Basel, Switzerland
Area served:	Worldwide
Key people:	Oswald Grübel (Group CEO), Kaspar Villiger (Chairman)
Products:	Financial services
Market value:	US\$69,006.9 million
Employees:	64,617 in 2010
Website:	www.ubs.com

Activities

UBS (Union Bank of Switzerland) is a Swiss bank that offers various financial services (Investment Banking, Investment management, Private banking, insurance and mortgages). It operates in over 40 countries and counts more than 64,000 employees.

Engagement In Cultural Diplomacy

Projects in the field of culture and arts:

UBS has 3 foundations that belong to its CSR strategy. Among them, the UBS Culture Foundation focuses on cultural issues and more precisely on the promotion of the Swiss cultural heritage. The UBS Culture Foundation supports and offers grants to "artists of Swiss nationality, foreign artists with permanent residence in Switzerland, cultural projects by professionals that focus on Switzerland as well as the acquisition of significant works and objects by art or cultural-historical museums in Switzerland.

The company also has a sponsorship program that focuses on sports and culture. A few examples of UBS's partners include:

- The Montreux Jazz Festival in Switzerland
- The Zurich Ballet
- Boston's Symphony Orchestra
- Beijing's Music Festival
- Hong Kong's Rugby Union
- Lausanne's Olympic Museum

The company also encourages employees to volunteer their time and skills to contribute to the causes they care about. In 2010, over 11,300 employees spent nearly 81,000 hours volunteering.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

UBS actively promotes employee diversity. It has launched several programs in the past few years in order to promote diversity within the company. Among them are the Women's Business Network Mentoring Program (Switzerland), the Cross-Business Mentoring Program (Germany), the Cross-Business Mentoring Program (Italy) and the Global Equities Mentoring program. The company also implements Diversity awareness training for Managing Directors and Executive Directors.

International Internship Programmes: **1/1**

Everyone can apply for an internship in one of the company's branches worldwide.

Transnationalism: **1/1**

UBS has offices in more than 50 countries

Promoting Human Rights/Civil Rights: **0.5/1**

UBS has a Code of Conduct that everyone in the company has to follow. This code of conduct respects makes special mention of Human Rights.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

The company doesn't have cultural exchange programmes or no data was available on this topic.

Grants And Scholarships: **1/1**

One of the company's foundations, the UBS Optimus Foundation, focuses on giving grants to projects related to education and health. In 2010 the Foundation spent over €15 million in this respect.

Investing in Music: **0.5/1**

The company sponsors many projects and events in the field of music. For example, UBS is a partner of the Beijing Music Festival, the Boston Symphony Orchestra and the London Symphony Orchestra. The company however did not create any music programmes from its own initiative.

Investing in Visual Arts: **0.5/1**

UBS sponsors many artistic projects and organisations. For instance, the company has a long-term partnership with Art Basel which is the most prominent fair for modern and contemporary art, the Art Gallery of NSW in Sydney, Art Basel Miami Beach.

Investing in Films Industry: **0.5/1**

UBS has supported more than 30 open-air cinemas all over Switzerland for many years and UBS Culture Foundation supports the production of cinematic documentaries.

Investing in Sporting Events: **1/1**

UBS is a global partner of Formula 1 and sponsors many sports events over the world.

Investing in Academic Collaboration: **1/1**

UBS is a partner of The Business Innovation Lab which is a long-term initiative aimed at developing a range of seminars and training courses. The seminars and workshops are held at the Center for Innovation at the University of St. Gallen and are aimed at getting adolescents between the ages of 15 and 18 more involved in business innovation.

Humanitarian Aid: **0/1**

CD Involvement Ranking: $4.5 \times 70\% = 3.15$
Overall Ranking: $1.05 + 3.15 = 4.20$
 $4.20/6.8 = 0.62 \rightarrow E$

ALLIANZ

GRADE: D

Industry: Banks, Financial Institutions & Insurance
Founded: 1891
Headquarters: Munich, Germany
Area served: Worldwide
Key people: Michael Diekmann
Products: Insurance, Banking, Asset management
Market value: US\$63,872.0 million
Employees: 151,340 (2010)
Website: www.allianz.com

Activities

Allianz is one of the largest financial groups in the world (ranked 12th). The main activity of the group is insurance. The company is present in over 70 countries and counts more than 180,000 employees and over 60 million customers.

In 2010 the Allianz Group was on possession of a total revenue of over 106.5 billion euros. The five principles that lead the group's management strategy are: the alignment of strategy and communication, the promotion of a high performance culture, a focus on customers, developing employees and building on mutual trust and feedback.

Engagement In Cultural Diplomacy

Projects in the field of culture and arts:

Allianz has set-up the Allianz Cultural Foundation. The foundation has been active in supporting a varying array of projects, such as the 'Residency Exchange' which aims to provide residences for artists; it also allows the opportunity for them to engage in intercultural exchange and stage public presentations. This foundation works in conjunction with the art centres WIELS, located in Brussels, HALLE 14 in Leipzig and MAUMAUS in Lisbon.

Additionally, the foundation supports the Sweet 60s Programme which is a long-term experimental, scientific and educational research project that investigates the revolutionary period of the 1960s from a contemporary artistic and theoretical perspective. Another foundation-supported initiative is the Charlottengrad Project which challenged young adults with a migration background to adapt and develop a 1950s Russian Operette, for which they received support from musical and social education workers. Similarly the Agora project in collaboration with the Performing Arts Forum in Reims, France, seeks to shake up the classical theatre by reinterpreting Sophocles' Oedipus in two versions performed at different times.

Finally, the foundation supports the European History and Literature Translation Programme for Central and Eastern Europe, which is a long-term translation project of the Central and East European Book Projects for international standard works in the field of European literature, history and politics. The objective has been to promote the unrestricted exchange of literature and information across borders between Eastern and Western Europe.

Regarding sports, Allianz has a wide sponsorship programme for events and initiatives such as

supporting the construction of the Allianz Arena in Germany, its most famous football stadium. Allianz, also being a global partner of Formula 1, and supporting athletes who are competing for the Paralympics has demonstrated itself as a committed sponsor of sporting events and programmes.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Allianz takes an active stance on the policy of employee diversity. To advance and complement diversity in the company, Allianz has founded the Allianz Global Diversity Council, which is chaired by an Allianz board member. The Council strives to develop strategies and guidelines for the entire company. It decides on diversity goals, and monitors the progress of women with leadership potential through the Global Gender Scorecard.

International Internship Programmes: **1/1**

It is possible for anyone to apply for an internship in one of the group's branches.

Transnationalism: **1/1**

The group operates worldwide and has customers in over 70 countries.

Promoting Human Rights/Civil Rights: **0.5/1**

Since 2000, Allianz Group has signed a Code of Conduct for business ethics and compliance with a wide variety of guidelines and principles that everyone working within the group has to respect.

In addition, Allianz SE has adopted a "Code of Ethics" for the Board of Management; furthermore this has been made available to the public online.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

In 2011, 30 European Studies students from five cooperating universities came together at the Allianz Summer Academy (ASA) to discuss Europe's ability to compete. The participants had the opportunity to exchange thoughts and ideas through presentations and workshops, and to engage in dialogue, not only with each other but with experts also.

Grants and Scholarships: **1/1**

Allianz has scholarship programs. Every year, Allianz presents scholarships to students who are family members of employees based on academic performance and community services. In 2010, Allianz awarded \$30,000 in scholarships.

Investing in Music: **0.5/1**

The company invested in several projects in the field of music. Some examples include:

- The Music Theatre Project: "Architecture of Rain" by Klaus Lan
- The European Centre for Young Composers provides professional opportunities for young composers with the aim of integrating the young artists and their works into the European music scene.

- The International Composition Seminar in cooperation with the Ensemble Modern of Frankfurt-am-Main, Germany.

Investing in Visual Arts: **1/1**

The company invested in several projects in the field of music. For example, Allianz supported:

- The Sweet 60s Program, which is a scientific and educational research project, analysing the 1960s.
- The Residency Exchange Program that supplements studio residencies for artists, with a phase of intercultural exchange and public presentation.
- The "Opening Our Closed Shops" project in collaboration with Akademie Schloss Solitude, which encourages artistic and literary exchange between five cultural institutions in Eastern and Western Europe.

Investing in the Film Industry: **0.5/1**

Allianz is a partner of the International Students' Film Festival ÁČKO. The Film are produced by Slovak and international students and are screened in the context of this festival.

Investing in Sporting Events: **1/1**

Allianz sponsored many sports events and initiatives. A few examples include:

- The Allianz Arena, Germany's best-known football stadium was built in partnership with Allianz.
- Allianz is a Premium Partner of FC Bayern Munich.
- The company has been involved in Formula 1 since 2000, and stepped up its involvement in 2007 to become "Global Partner of Formula 1".
- Allianz is also a partner of the Paralympic Movement and supports athletes on their way to the Paralympics.

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

The Allianz Direct Help Foundation offers effective and sustainable help in response to catastrophes and natural disasters. For example, the company gave financial support to the victims of the earthquake that hit West Sumatra in October 2009. Donations from Allianz employees and agents in Indonesia, as well as in Taiwan and Germany were matched by corporate donations from Allianz Utama Indonesia, Allianz Life Indonesia, Allianz Singapore and Allianz Direct Help. In all €7,000 were collected to help the earthquake victims.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.05 + 4.20 = 5.25$
 $5.25/6.8 = 0.77 \rightarrow D$

Industry:	Banks, Financial Institutions & Insurance
Founded:	1995
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	Sir Win Bischoff (Chairman); António Horta-Osório (Group Chief Executive)
Market value:	US\$63,388.1 million
Employees:	104,230 (2010)
Website:	www.lloydstsb.com

Activities

Lloyds TSB was founded in 1995 by the union of Lloyds Bank (founded in 1765) and the Trustee Savings Bank (TSB). The company also has its own internship programme for undergraduate and graduate students.

Engagement in Cultural Diplomacy

Lloyds TSB sponsored the Gay and lesbian film festival; furthermore Lloyds TSB has also been ranked as one of the most positive companies towards people with disabilities. Lloyds TSB sponsored the Art Ministry, a charity that provides art therapy for people with mental health issues. Also, the company gave sports scholarships to students and sponsored the National Sports Week in the U.K. in more than 4000 schools.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Lloyds TSB has been ranked first in the 2007 Employers' Forum Disability Standard, ahead of 115 organisations taking part in 2007's benchmarking exercise. The rating was based on the fact that Lloyds TSB employs more people with disabilities than most of the companies ranked.

International Internship Programmes: **1/1**

Lloyds TSB offers international internship programmes for undergraduate and graduate students in Finance, Business, Management, Human Resources, and Corporate Markets.

Transnationalism: **1/1**

Lloyds TSB has branches in Europe, Asia and Africa.

Promoting Human Rights/Civil Rights: **1/1**

Lloyds TSB claims to respect its employees' rights and to offer them at least the minimum wage and bonuses. This statement is supported by the fact that Lloyds TSB has never been accused of any human rights violations.

Lloyds TSB has been ranked first in the 2007 Employers' Forum Disability Standard, ahead of 115 organisations taking part in 2007's benchmarking exercise. The rating was based on the fact that Lloyds TSB employs more people with disabilities than most of the companies ranked, and (as mentioned above) Lloyds TSB also sponsored the 2011 Gay and Lesbian Film Festival.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Lloyds TSB awarded sports scholarships to the students of Bromsgrove School in the United Kingdom.

Investing in Music: **0/1**

Investing in Visual Arts: **0.5/1**

Lloyds TSB funded the Art Ministry, a charity that provides therapy through art (paintings and drawings) for people affected with psychiatric conditions.

Investing in the Film Industry: **1/1**

Lloyds TSB is the sponsor for the 2011 Lesbian and Gay Film Festival.

Investing in Sporting Events: **1/1**

Lloyds TSB organised the National School Sports Week.

Investing in Academic Collaboration: **1/1**

Lloyds TSB collaborated for the National School Sports week with over 44,718 schools in the UK.

Humanitarian Aid: **1/1**

Lloyds TSB has its own foundation that helps a variety of charities achieve a range of goals.

CD Involvement Ranking: $5.5 \times 70\% = 3.85$

Overall Ranking: $1.2 + 3.85 = 5.05$
 $5.05 / 6.8 = 0.74 \rightarrow D$

Industry:	Banks, Financial Institutions & Insurance
Founded:	1969
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	John W. Peace (Chairman of the Board), Peter A. Sands (CEO)
Market value:	US\$60,865.1 million
Employees:	85,231
Website:	http://www.standardchartered.com/home/en/index.html

Activities

The name Standard Chartered comes from the two different banks which merged in 1969: The Chartered Bank of India, Australia and China, and The Standard Bank of British South Africa.

Engagement in Cultural Diplomacy

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Standard Chartered has employees from different ethnical backgrounds and countries such as Indonesia, United Arab Emirates, U.K, among others. In total, Standard Chartered employees span across several continents.

International Internship Programmes: **1/1**

Standard Chartered has an International Graduate Programme where graduate students can work in Standard Chartered's branches in Bangladesh, China, India, Kenya, Malaysia, Pakistan, Taiwan, United Kingdom, Botswana, Hong Kong, Indonesia, Korea, Nigeria, Singapore and the United Arab Emirates.

Transnationalism: **1/1**

Standard Chartered has branches worldwide in Asia, Africa and Europe.

Promoting Human Rights/Civil Rights: **1/1**

Standard Chartered respects its worker's rights and doesn't discriminate against its employees. Standard Chartered's policy on human rights includes:

- The right to life
- The right to legal recognition as a person
- Freedom of thought, conscience and religion
- Freedom of opinion and expression
- Freedom from torture
- Freedom from cruel, inhumane or degrading treatment
- Freedom from slavery and servitude
- Freedom from retroactive penal legislation

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Standard Chartered offers grants to farmers in Nepal.

Investing in Music: **0/1**

Investing in Visual Arts: **1/1**

Standard Chartered organised the Standard Chartered Arts in the Park Mardi Gras in Hong Kong.

Investing in the Film Industry: **1/1**

Standard Chartered owned a lending business specialising in financing films based in Hong Kong.

Investing in Sporting Events: **1/1**

Standard Chartered organised a sports competition in Hong Kong called the Standard Chartered Marathon. The company also owns a sports club in Zimbabwe called the Standard Chartered Bank Sports Club. Standard Chartered supported the Liverpool Football Club for four years. The company also organised the Standard Chartered Marathon in Dubai.

Investing in Academic Collaboration: **1/1**

Standard Chartered collaborates with the Said Business School at the University of Oxford and the University of Chicago.

Humanitarian Aid: **1/1**

Standard Chartered donated US\$40,000 to earthquake relief efforts in Japan.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.2 + 4.2 = 5.4$
 $5.4 / 6.8 = 0.79 \rightarrow D$

DEUTSCHE BANK

GRADE: A+

Industry:	Deutsche Bank
Founded:	1870
Headquarters:	Frankfurt am Main
Area served:	Europe, North America and Asia
Key people:	Josef Ackermann (Chairman and CEO)
Products:	Investment, commercial, retail and private banking, asset management
Market value:	\$55,670.6m
Employees:	more than 100,000 (June 2011)
Website:	www.db.com

Activities

Deutsche Bank is a leading global investment bank offering financial products and services for corporate and institutional clients along with private and business clients. Deutsche Bank has a presence in over 70 countries.

Engagement in Cultural Diplomacy

A three-member team set out on a four-week volunteering project in May to Ethiopia under Deutsche Bank's Corporate Community Partnership (CCP) scheme. Their task is to analyse and recommend Management Information Systems (MIS) solutions to a micro-finance organisation named Poverty Eradication and Community Empowerment (PEACE) based in Addis Ababa.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Deutsche Bank supports its employees regardless of their nationality, religious beliefs, race, sexual orientation, gender, age or ethnic background.

International Internship Programmes: **1/1**

Deutsche Bank offers an Analyst Internship Programme which recruits students from top universities in their final year of academic study for 8-10 weeks. The students take part in classroom study, on-the-job training and intensive mentoring.

Transnationalism: **1/1**

Deutsche Bank has a presence in over 70 countries including the Asia-Pacific region, Central and Eastern Europe, and Latin America. Deutsche Bank has 3,092 branches, 2,082 of them are in Germany.

Promoting Human Rights/Civil Rights: **1/1**

Deutsche Bank has a presence in over 70 countries including the Asia-Pacific region, Central and Eastern Europe, and Latin America. Deutsche Bank has 3,092 branches, 2,082 of them are in Germany. Part of Deutsche Bank value system is the observation of human rights. Deutsche Bank's Code of Conduct requires the corporation and all of its employees around the world to maintain equal opportunities by not discriminating based on age, disability, ethnic background, skin colour, gender, pregnancy, sexual orientation and identity, nationality, religion, civil status, or any other characteristics.

Deutsche Bank has developed a program to support people who live in challenging social and economic conditions to become independent of foreign assistance and to shape their own lives and future as individually and independently as possible.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

Deutsche Bank supported a project which involved 720 students from four London secondary schools who had the opportunity to have a three year learning partnership at the British Museum. The Cultures in Contact programme aims to bring to life the context and history that has led to the development of the modern world.

Grants and Scholarships: **1/1**

Deutsche Bank invests significantly in supporting students with the fewest opportunities and from some of the most deprived areas to reach their potential.

Deutsche Bank in the UK works with a number of different partner organisations and provides employee volunteers to support young people in order to give them every opportunity to succeed in the future.

Investing in Music: **1/1**

The Deutsche Bank Argentina and the Deutsche Bank America Foundations have partnered to create a cultural centre for recreational and educational activities in Las Tunas, an under-resourced neighbourhood in Buenos Aires, Argentina. In April 2011, this centre created a children's orchestra using donated musical instruments

Investing in Visual Arts: **1/1**

Deutsche Bank Foundation, Deutsche Bank Polska in collaboration with Zacheta National Gallery in Warsaw created the project in 2003 called "The Prize for Young Polish Art in Warsaw", whose aim was to award artists with a Prize of €15,000. The works nominated for the Prize are considered the latest trends in the Polish art scene.

Investing in the Film Industry: **1/1**

Deutsche Bank Towers in Frankfurt collaborates with the Globe and the famous London Shakespeare theatre. The resulting events are different kinds of performing arts, such as performance, dance, film, and video. The event series celebrates the reopening of the Deutsche Bank Towers.

Investing in Sporting Events: **1/1**

One of the Social Investments of Deutsche Bank has been supporting the "Palestine Association for Children's Encouragement of Sports" (PACES) which focuses on children and young people in the West Bank. It puts them into groups in which they can learn to play in teams and, especially for talented soccer and basketball players, thus opening doors to professional careers. In 2009, the program assisted 5,775 children in 57 locations, which were largely poor parts of cities, refugee camps, and remote villages. Moreover, it helped generate 459 jobs.

Investing in Academic Collaboration: **1/1**

The Deutsche Bank Prize in Financial Economics honours economists whose work has influenced research in financial economics, leading to fundamental advances in theory and practice. The award has been presented biennially by the Centre of Financial Studies in partnership with the Goethe University Frankfurt, since 2005.

Humanitarian Aid: **1/1**

Deutsche Bank Foundation supports health centres in Haiti that will be set up in cooperation with the German humanitarian aid organisation Johanniter-Unfall-Hilfe (St. John's Accident Assistance)

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking:

$$1.2 + 5.6 = 6.8$$

$$6.8 / 6.8 = 1.00 \rightarrow A+$$

BBVA

GRADE: A+

Industry:	Banks, Financial Institutions & Insurance
Founded:	1999
Headquarters:	Bilbao, Spain
Area served:	Worldwide
Key people:	Francisco González (Executive chairman), Ángel Cano Fernández (President and COO)
Market value:	US\$54,559.3 million
Employees:	100,000 (2010)
Website:	www.bbva.com

Activities

BBVA is one of the biggest finance companies in the world and has branches in over 30 countries globally and more than 100,000 employees. It offers its customer a great range of financial and non-financial products. The bank's management model is very innovative and it focuses on the customer and society in general. Its goals are growth and innovation through improvements in efficiency, profitability and capital adequacy together with competitive advantage.

Engagement in Cultural Diplomacy

BBVA supports arts exhibitions and collaborates with universities and schools. The company collaborates with the Faculty of Arts at the University of the Basque Country towards the organisation of an art gallery. BBVA has organised cultural exchange programmes between Mexican and European students. In addition to this, the company organised spring concerts in Madrid. BBVA is one of the few companies which has its own Latin American art gallery in Madrid. Ruta Quetzal BBVA is a training program declared of cultural interest by UNESCO.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

BBVA has a large level of diversity with regard to its employees; it works against discrimination based on gender or ethnic background.

International Internship Programmes: **1/1**

BBVA offers a variety of internships, for further information visit the website

Transnationalism: **1/1**

BBVA has branches in America, Asia and Europe. BBVA is present in over 30 countries.

Promoting Human Rights/Civil Rights: **1/1**

BBVA claims ethical conduct and personal and professional integrity are a way of understanding and conducting business.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 1/1

BBVA is investing in Ruta Quetzal, a training program declared to be of cultural interest by UNESCO. Through the 8,000 young people BBVA seeks to extend its knowledge and develop a spirit of international cooperation by promoting values of education encouraging effort and mutual respect, promote equal opportunity and helps overcome inequality.

Grants and Scholarships: 1/1

BBVA has its own programme for social integration in Central and South America called Niños adelante. The programme supports 53,140 children from underprivileged families by giving them scholarships for their primary and secondary school education.

Investing in Music: 1/1

For the past several years, BBVA has been organizing a Spring Concert Series in Madrid in collaboration with Escuela Superior de Música Reina Sofía.

Investing in Visual Arts: 1/1

BBVA has its own art gallery in Madrid with a focus on Latin American history.

Investing in the Film Industry: 1/1

BBVA produced a movie called 'Los que se quedan' in collaboration with the Sombra Del Guayabo. The film obtained the Best Latin-American Documentary Prize at the International Documentary Festival of Barcelona, Docúpolis and the Best Ibero-American Documentary prize at the International Documentary Film Festival of Mexico City.

Investing in Sporting Events: 1/1

BBVA Group has been awarded the Grand Sports Marketer of the Year award by NY Sports Journalism.

Investing in Academic Collaboration: 1/1

BBVA collaborated with the Faculty of Fine Arts at the University of the Basque Country for an art gallery. BBVA also collaborates with the Escuela Superior de Música Reina Sofía for organising musical concerts in Madrid.

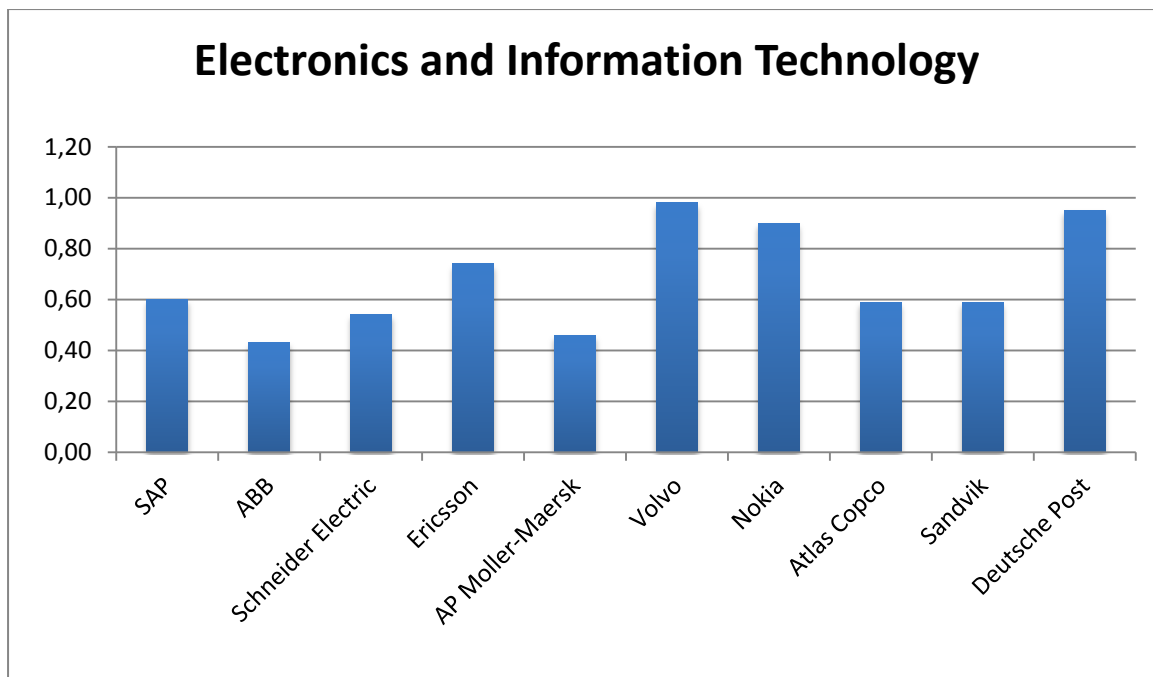
Humanitarian Aid: 1/1

BBVA contributed 1 million dollars to the Haiti earthquake fund raising and opened an account for people to help Haiti.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 4.9 = 6.8$
 $6.8 / 6.8 = 1.00 \rightarrow A+$

6.3 Electronics and Information Technology



Average Quotient = 0.68

GRADE: E

SAP AG

GRADE: E

Industry: Electronics & IT
 Founded: 1972
 Headquarters: Walldorf, Germany
 Area served: Worldwide
 Key people: Bill McDermott (CEO), Jim Snabe (Co-CEO), Gerhard Oswald (COO)
 Products: SAP business suite, SAP ERP, SAP CRM, SAP SCM, SAP SRM, SAP PLM, Sap NetWeaver, SAP Sybase, SAP Business One etc.
 Market value: US\$75,209.9 million
 Employees: 53,513 (2010)
 Website: www.sap.com

Activities

SAP AG is a German global software corporation that provides enterprise software applications and support to businesses of all sizes globally. With Headquarters in Walldorf, Baden-Württemberg, and regional offices across the globe, SAP is the largest enterprise software company in the world (as of 2009). The company's best known products are its SAP Enterprise Resource Planning (SAP ERP) and SAP BusinessObjects software.

SAP is the market leader in enterprise application software. Founded in 1972, SAP (which stands for "Systems, Applications, and Products in Data Processing") has a rich history of innovation and growth. SAP applications and services enable more than 109,000 customers worldwide to operate profitably, adapt continuously, and grow sustainably. With revenue (IFRS) of €12.4 billion for the year 2010, SAP has more than 53,000 employees and sales and development locations in more than 75 countries worldwide.

SAP helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device, SAP empowers people and organisations to work together more efficiently and use business insight more effectively to stay ahead of the

competition. They do this by extending the availability of software to on-premise installations, on-demand deployments, and mobile devices.

SAP is listed on several exchanges, including the Frankfurt stock exchange and NYSE, under the symbol "SAP."

Engagement in Cultural Diplomacy

Policies and projects in the field of culture and arts:

- Becoming more accountable and transparent to their stakeholders and to the world at large;
- Making sure the private sector plays a vital role in generating strong economies – creating a level playing field, and building an environment that embraces education, technology, and innovation;
- SAP Helps Drive Opportunity for All: On the way to impacting 1 million lives in a better run world, SAP believes that it will be a primary driver of opportunity for all people. It is an opportunity and even a necessity for building a sustainable future for the world and their company;
- In India, one out of two SAP employees are committed to community projects, improving educational opportunities through tutoring, recruiting new teachers and enhancing school infrastructure;
- In Ghana, SAP has partnered with a leading non-governmental organisation to help women in Ghana create thriving businesses through the harvesting of shea nuts, utilizing their technology and volunteers to provide them with tools and resources to compete more effectively;
- In Haiti, SAP has provided a range of support in the wake of the earthquake of 2010. In addition to immediate aid, it continues to work on long-term solutions that extend beyond charity, enabling the people of Haiti to build their own economic prosperity.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

For SAP, a diverse workforce is not only a reality but the key to sustainable growth, innovation, and success. More than 53,000 employees from more than 120 nationalities contribute to the workforce of SAP, in an environment that values differences in culture, race, ethnicity, age, gender, sexual orientation, gender identity or expression, and physical ability.

International Internship Programmes: **1/1**

SAP offer paid and unpaid internships around the world.

Transnationalism: **1/1**

SAP has more than 53,000 employees and sales and development locations in more than 75 countries worldwide.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

SAP gives grants to various organisations and institutions including universities and higher education Institutions, NGOs, Not-for-profit Organisations and International Organisations.

Investing in Music: **0.5/1**

SAP sponsors the Tribeca Film Festival, located in lower Manhattan.

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0.5/1**

SAP, an industry sponsor of the 2010 Tribeca Film Festival, will be providing a software solution to selected participants of Tribeca Film Institute's Tribeca All Access (TAA) program. TAA, a year-round initiative helps foster relationships between film-industry executives and filmmakers who hail from traditionally under-represented communities. SAP's software will help guide these aspiring filmmakers and producers through the filmmaking process, from pre-production to post-production.

Investing in Sporting Events: **0.5/1**

SAP, a host sponsor of the Sony Ericsson Open, donated \$10,000 for disaster relief in Japan at the "Tennis for Japan" event. In total, the evening raised over \$300,000, which was donated to the Red Cross and other relief organisations to aid Japanese disaster victims, thanks to contributions from SAP.

Investing in Academic Collaboration: **1/1**

SAP signed an agreement with Singidunum University so that it joins the SAP University Alliance, which gives an opportunity to students to use SAP software solutions in education and research.

This is a very significant support that SAP is going to provide to Serbian students, because it is proven that students skilled in SAP have an advantage in employment process and SAP users and partners prefer new colleagues ready to take all contemporary business challenges.

Humanitarian Aid: **1/1**

Direct Relief International relies on software from SAP AG (NYSE: SAP) to provide aid to millions of people through supporting clinics located in 62 countries. Direct Relief uses SAP solutions to anticipate on-location developments, as well as to make important decisions and react quickly to get personnel and supplies to the right locations.

CD Involvement Ranking: $4.5 \times 70\% = 3.15$

Overall Ranking: $0.9 + 3.15 = 4.05$
 $4.05/6.80 = 0.60 \rightarrow E$

Industry:	Electronics & IT
Founded:	1988
Headquarters:	Zurich, Switzerland
Area served:	Worldwide
Key people:	Joe Hogan (CEO), Hubertus von Grunberg (Chairman)
Market value:	US\$55,670.6 million
Employees:	130,000 (end 2010)
Website:	http://www.abb.com

Activities

ABB is one of the largest engineering companies in the world.

Engagement in Cultural Diplomacy

ABB has undertaken numerous reports into researching how to better integrate a number of different cultures and backgrounds in a business environment rather than allow one majority group to dominate in the workplace. This research has led them to introduce Merging Cultures workshops in order to apply the research on integration to their own employee base. ABB has also been active in the field of promoting global culture; the company provided technical equipment to the Museum of Islamic Art in Qatar which opened in November 2008.

The company has been involved in promoting disadvantaged groups through its 'Diversity at Work' programme which has been running since April 2008.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

ABB is strongly against gender based discriminations. The company has a diverse work environment.

International Internship Programmes: **1/1**

ABB offers international internships in technology around the world.

Transnationalism: **1/1**

ABB has branches in the following continents: Europe, America, Asia and Africa.

Promoting Human Rights/Civil Rights: **1/1**

ABB promoted the Special Olympics Deutschland, a sports competition for people with disabilities. ABB claims that it respects its employees' rights.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

ABB has donated 1 million RMB annually to the ABB-New Great Wall Fund for college students. ABB has also donated 40,000 dollars' worth of scholarships towards women engineers.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

ABB Germany has been an official partner of Special Olympics Deutschland, the sports movement for people with disabilities. The new sponsorship agreement runs through 2008 and includes an annual sum of €200,000. Since 2000, ABB supports Special Olympics has a total of more than one million euros.

Investing in Academic Collaboration: **1/1**

From 2007, ABB has collaborated with the Chongqing Mechanism Technician College and the Xiamen Technician School to establish ABB Classes, combining technical education and enterprise demands for skilled talent development.

Humanitarian Aid: **0/1**

CD Involvement Ranking: $2.5 \times 70\% = 1.75$

Overall Ranking: $1.2 + 1.75 = 2.95$
 $2.95 / 6.8 = 0.43 \rightarrow F$

Industry:	Electronics & IT
Founded:	1836, incorporated 1981
Headquarters:	Rueil-Malmaison, France
Area served:	Worldwide
Key people:	Jean-Pascal Tricoire (president and CEO), Emmanuel Babeau (CFO)
Products:	programmable logic controllers, sensors, variable frequency drivers, uninterruptible power supplies, etc.
Market value:	US\$28.195 billion (2010)
Employees:	123,480 (2010)
Website:	www.schneider-electric.com

Activities

In the first part of the 20th century Schneider associated itself with Westinghouse Systems, a major international electrical group. Despite its origins in mutations, motors and locomotives, since the 1980's the company has become active in energy management solutions. The company has been advanced through various acquisitions and mergers with companies such as Veris Industries, MGE UPS Systems; Clipsal; TAC; Nulec; Andover Controls; GET plc and Citect in 2006, to name but a few.

Engagement in Cultural Diplomacy

Schneider Electric Foundation has always tried to support communities wherever the company operates around the world. Its Foundation under the aegis of the Fondation de France is committed to concrete and sustainable training, reconstruction and awareness projects centered on energy management. The company also supports cultural projects driven by its philanthropic commitment. It has on-going projects in Pakistan, Chile, Antarctica, China, North America, Haiti, Russia, Lebanon and Tanzania.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Diversity underpins Schneider's history, culture and identity. That's why the first commitment in its Principles of Responsibility states that: "Schneider Electric employees can all express their cultural diversity and are managed without discrimination".

International Internship Programmes: 1/1

According to Schneider, internships are a critical first rung on the career ladder. With assignments in a wide array of fields, Schneider can offer an exciting internship perfectly suited to any training. Applicants will also benefit from the support and guidance of a mentor.

Transnationalism: 1/1

Schneider has branches worldwide.

Promoting Human Rights/Civil Rights: 1/1

Schneider's '*Our Principles of Responsibility*' has been drawn up based on the major principles Schneider Electric subscribes to (Global Compact, Organisation for Economic Cooperation and Development, Human Rights, and the International Labour Organization).

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Schneider Electric IT Logistics Ireland partners with UCD Michael Smurfit Graduate Business School to offer a scholarship of €42,000 (€21,000 p.a.). Fees of €13,000 (€6500 p.a.) are also deducted and the remaining stipend is paid monthly.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0.5/1**

Challenge partner Schneider Electric and its employees participate actively in the third "Monde des Grandes Ecoles et Universités" competition organised at the Charléty stadium in Paris.

Investing in Academic Collaboration: **1/1**

Schneider Electric's Energy University is raising energy managers using an online education scheme.

Humanitarian Aid: **1/1**

Schneider Electric and its Foundation have been active in development projects in Haiti, seeking to promote training and construction skills.

CD Involvement Ranking: $3.5 \times 70\% = 2.45$

Overall Ranking: $1.2 + 2.45 = 3.65$
 $3.65/6.8 = 0.54 \rightarrow F$

Industry:	Electronics & IT
Founded:	1876
Headquarters:	Kista, Stockholm, Sweden
Area served:	Worldwide
Key people:	Hans Vestberg (president and CEO), Leif Johansson (chairman), Jacob Wallenberg (deputy chairman)
Products:	Mobile and fixed broadband networks, consultancy and managed devices, multimedia technology
Market value:	US\$42,148.2 million
Employees:	90,260
Website:	www.ericsson.com

Activities

Ericsson is a communication and telecommunication systems provider, with a wide technological base. In addition it also works in the field of cable TV, mobile technologies and IPTV systems. Ericsson was also the pioneer of Bluetooth.

Engagement in Cultural Diplomacy

Being based in the telecommunication and technology sectors, Ericsson plays a vital role in cultural diplomacy as facilitating the communication between various groups of people. Ericsson also employs people from across the world and aims to support their workers and build bridges between various groups of people.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Ericsson wants new ideas and diverse points of view. They want people who can challenge the way we think. They are a global company, working across borders, finding competency at its best wherever it can be found around the world. A diverse team where everyone contributes with their unique abilities, skills and experiences can work wonders. Innovation is one of their key strengths and they believe diversity stimulates innovation.

International Internship Programmes: **1/1**

Ericsson offers a multitude of possibilities for recent graduates and experienced professionals. This includes internships and wider career possibilities.

Transnationalism: **1/1**

Ericsson has a staff of 91,500 people from 175 countries. It can also boast over 25,000 patents complimented by 11,000 projects a year.

Promoting Human Rights/Civil Rights: **1/1**

Ericsson has taken steps to involve itself in combatting the problems facing refugees across the world. Mobile telecommunications technology offers a unique way to allow families and groups divided in conflict zones etc. to reunite and remain in touch.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Ericsson has been involved in establishing links with, and supporting three schools in Opoku Ware, Kumasi, Osu Home Junior High School and Boundary Road Cluster Junior High Schools in Accra, all of which are located in Ghana. It also has exchange links with Sidwell Friends School and Arts & Technology Academy (ATA) in Washington DC, Bronxville Public Schools in New York, and New Village Academy in California.

Grants and Scholarships: **1/1**

Ericsson runs scholarships for international students in various educational institutions, such as the Chalmers University of Technology.

Investing in Music: **1/1**

Sponsoring Ibiza Rocks - Sony Ericsson sponsored Ibiza Rocks, a series of concerts taking place on the island.

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0.5/1**

Ericsson racing team - Brad Jackson and Stu Bannatyne have been jointly named Sailor of the Year at the 2009 Yachting New Zealand Excellence Awards. Additionally, Ericsson sponsors the Sony Ericsson Open, a series of tennis championships in Miami.

Investing in Academic Collaboration: **1/1**

Ericsson has signed a partnership agreement with the Indian Institute of Technology Madras (IITM) to carry out research on consumer behaviour.

Humanitarian Aid: **1/1**

Ericsson Response, a global initiative that provides the communication equipment and expertise needed to respond effectively to human suffering caused by natural disasters. Ericsson donates mobile communications system for UN humanitarian operations.

CD Involvement Ranking: $5.5 \times 70\% = 3.85$

Overall Ranking: $1.2 + 3.85 = 5.05$
 $5.05 / 6.8 = 0.74 \rightarrow D$

Industry:	Electronics & IT
Founded:	1904
Headquarters:	Copenhagen, Denmark
Area served:	Worldwide
Key people:	Nils Smedegaard Andersen (CEO) Michael Pram Rasmussen (Chairman)
Market value:	US\$40,926.7 million
Employees:	108,000 (end 2010)
Website:	www.maersk.com

Activities

A.P. Moller-Maersk is one of the biggest oil and gas companies in Europe with revenue of 315.40 billion DKK and 108,000 employees. The company has its headquarters in Copenhagen, Denmark. The key people are Nils Smedegaard Andersen (CEO) and Michael Pram Rasmussen (Chairman). A.P. Moller-Maersk was rated no. 147 on the Fortune Global 500 list for 2010.

Engagement in Cultural Diplomacy

Maersk has made efforts to promote individual cultures and to operate in a responsible and sustainable manner. In 2011 the company joined the World Ocean Council, an institution representing numerous ocean-going industries who want to work in support for a sustainable future for the oceans and the communities that make their livelihoods from it. According to Maersk company executive John Kornerup Bang, they are 'determined to be good citizens of the world's oceans.'

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The main principles of Maersk are treating every employee with due respect and dignity to them and the company will not tolerate discrimination or harassment.

International Internship Programmes: **1/1**

A.P. Moller-Maersk offers internships for graduates.

Transnationalism: **1/1**

Total has branches in over 130 countries.

Promoting Human Rights/Civil Rights: **0.5/1**

A.P. Moller-Maersk was accused of poor labour conditions for their employees in various parts of the world. The company has been accused of non-transparent ethics.

A.P. Moller-Maersk declared that it doesn't tolerate child or forced labour. The company stated that it will not use child labour and force labour and that it will comply with the country of activity's laws.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Maersk offers scholarships for Masters degrees in Logistics and Supply Chain Management at the Cranfield school of Management. The bursary is awarded only for EU MSc students and it consists of a full EU tuition fee scholarship of 7000 GBP.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

A.P. Moller-Maersk collaborates with the Cranfield school of Management.

Humanitarian Aid: **1/1**

A.P. Moller Maersk, Agility, TNT and UPS are part of the World Economic Forum's Logistics and Supply Chain Industry Group which helps the humanitarian sector with the logistics of emergency response to large-scale natural disasters.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $1.05 + 2.1 = 3.15$
 $3.15 / 6.8 = 0.46 \rightarrow F$

Industry:	Electronics & IT
Founded:	14 April 1927
Headquarters:	Gothenburg, Sweden
Area served:	Worldwide
Key people:	Stefan Jacoby (President and CEO), Li Shufu (Chairman)
Products:	Automobiles (trucks, buses, Volvo Penta, Volvo Aero), marine engines, customer finance. Aerospace industry.
Market value:	US\$37,407.8 million
Employees:	2010 the Volvo Group had 88,412 employees and 12,087 temporary employees and consultants
Websites:	www.volvo.com , www.volvogroup.com

Activities

The Volvo Car Corporation is a Swedish car manufacturer founded in 1927, in Gothenburg, Sweden. It is owned and run by the Zhejiang Geely Holding Group. Volvo was originally formed as a subsidiary company to the ball bearing maker SKF. Volvo Cars was owned by AB Volvo until 1999 when it was acquired by the Ford Motor Company as part of its Premier Automotive Group. Geely Holding Group subsequently acquired Volvo from Ford in 2010.

Engagement with Cultural Diplomacy

The company is involved in humanitarian and social projects mainly in under developed countries. It supports scientific research, development opportunities for young scientists and contemporary music and arts. Volvo encourages its employees to play a part in local communities too, supporting their efforts to do this. It supports various projects through sponsorships and donations.

Projects in the field of culture and arts:

- Volvo Cars of North America (VCNA) has, in partnership with Wyland Foundation, organised a large scale Mural Contest, the idea comes from Dinsey's 'OCEANS' and 'One Ocean, One Planet'.
- Volvo has been active in cultivating Swedish artistic heritage, such as the Göteborg waterfront and the opera house.
- Volvo is one of the key partners of the famous annual 'Snowbombing' snow sports event, held in Austria.
- Volvo sponsored WOMAD Festival (World of Music & Arts Festival) located in Marymoor Park in Redmond, WA. This a music and arts festival founded by Peter Gabriel that annually goes to England, Australia, Japan, and some other international destinations.
- Volvo has been the main sponsor of Göteborg Symphony Orchestra (Göteborgs Symfoniker) for many years.
- Mahmoudia Motors (Volvo Jordan) sponsors 'Gaza Graffiti', a photo exhibition at the Jordan National Gallery of Fine Arts.
- Volvo industrial museum in Skövde, Sweden is a comprehensive resource on discovering the history of Sweden.
- The Volvo Museum follows the history of Volvo and its development from 1927 until today. The museum exhibits products from the whole Volvo range, including cars, trucks, buses, construction equipment, marine engines, aero and many more interesting Volvo products. Volvo Buses also has a new exhibition similarly describing their history. Simulators are available for both Volvo Trucks and Volvo Penta IPS.
- Volvo Cars of North America sponsors National Youth Film Festival: Volvo Cars of North America (VCNA) sponsors the National Film Festival for Talented Youth (NFFTY). The festival, in its second year, screens over 70 Films produced by young people from across

- the country. NFFTY also features filmmaking panels, workshops, music and other events all dedicated to the advancement of young artists and their work.
- Volvo sponsors the Cherry Hill Volvo Jewish Film Festival.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The Volvo Group values diversity as a key factor that underpins current and future business. Fostering diversity is an important and explicit element in Volvo corporate strategy.

International Internship Programme: 1/1

The Volvo Group offers a wide range of internship positions for students each year notably in areas such as product development, production, finance and administration:

- Volvo Group primarily offers summer internships during the summer months in Sweden. However, many companies in the group also work in collaboration with various schools to offer internships during the school terms. The idea is that the practical experience will complement the student's theoretical education.
- The Volvo Group International Graduate Programme gives the opportunity of working with many different facets within a world leading global company. Participating countries are China, USA, India, Japan, Singapore, South Korea, Sweden, Poland, Brazil and the United Kingdom.
- The Volvo Group thesis program allows students to work with a particular department during their thesis exercise. This is a fantastic opportunity to meet and cooperate with talented and enthusiastic students with interesting and important topics.

Transnationalism: 1/1

The company has subsidiaries all around the world (i.e. in Europe, South America, Africa, Asia, etc.)

Promoting Human Civil/ Human Rights: 0.5/1

Respect for the individual represents an important component of Volvo Group culture. A great value is placed on supporting and protecting human rights within their sphere of influence. Volvo supports and respects the human rights of its employees as set out in the Universal Declaration of Human Rights. This commitment is embodied in its Corporate Principles and Employment Policy, which applies to all its employees and covers human rights as defined by the United Nations Realising Rights and the Business and Human Rights Resource Centre.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: 1/1

In partnership with the Wyland Foundation, Volvo Cars of North America (VCNA) will be sponsoring a Nationwide Classroom Mural Contest Inspired by DisneyNature's OCEANS and 'One Ocean, One Planet' Tour. The contest gives more than 15,000 students in 30 states the chance to win tickets to watch "OCEANS" at a local theater, as well as limited edition autographed artwork from Wyland and art supplies for the classroom.

Grants and Scholarships: 1/1

- Volvo Trucks North America announced their first scholarship programme, The "Volvo

Trucks Great Minds" scholarships. The one-year scholarships are given to three students entering or already enrolled in college, and whose parent or guardian drives or owns a Volvo truck. The scholarships are for \$20,000, \$10,000 and \$5,000.

- The Volvo Adventure in partnership with the United Nations Environment Programme – is an educational programme that rewards environmental activities and the decision-makers of the future. Projects are judged and the best projects are selected for an all expenses paid trip to Göteborg, Sweden where they can win: 1st place = 10,000 USD, 2nd = 6,000 USD and 3rd = 4,000 USD.
- The Pacific Volvo Scholarship is awarded to a Year 10 student undertaking their studies in Years 11 and 12. The recipient receives \$2000 towards their tuition fees.
- Volvo Grants \$15,000 for public relations internship at the Safety, Health and Environmental Resource Centre International (SHERCI). Volvo's North American divisions provided a grant of \$15,000 for continuation of the Volvo internship in safety, health and environmental affairs at Central Missouri State University. The internship has been funded by Volvo for the past two years. It is designated for public relations activities SHERCI and is awarded to a graduate student in public relations. The award covers a stipend, tuition, books and public relations projects at SHERCI which is being established as a world-wide center that will offer research, retrieval and dissemination of information and resources for accident prevention, health issues and disaster relief.

Investing in Music: 1/1

- Volvo sponsors the Gothenburg Opera - Volvo was a principal patron in the development of the spectacular waterfront Göteborg Opera House, and is now one of the keynote sponsors of the Göteborg Opera itself, a cultural jewel in Sweden's crown.
- Volvo is the sponsor of the European Snowbombing Music and Snow Sports Event: The official 'Best European Festival' and the original and greatest snowboard and music festival in the World. 'Snowbombing' has partnered with design driven Volvo Cars for the second year running, this year announcing a pan-European headline sponsorship deal.
- Volvo sponsored WOMAD Festival (World of Music & Arts Festival) located in Marymoor Park in Redmond, WA. A music and arts festival founded by Peter Gabriel that annually goes to England, Australia, Japan, and some other international destinations. Seattle is its only U.S. destination.
- Volvo sponsored Gothenburg Symphony Orchestra: Volvo has been the main sponsor of Göteborg Symphony Orchestra (Göteborgs Symfoniker) for many years. The orchestra was founded in 1905 and today it has 109 musicians. In 1997 the orchestra was appointed The National Orchestra of Sweden and today it is internationally acclaimed as one of the foremost in Europe.

Investing In Visual Arts: 1/1

- Mahmoudia Motors (Volvo Jordan) sponsors 'Gaza Graffiti' photo exhibition at Jordan National Gallery of Fine Arts
- Volvo industrial museum in Skövde, Sweden, does not only show Volvo's development, but also the industrialisation of Sweden from the mid 19th century until today.
- Volvo Museum follows the history of Volvo and the development from 1927 until today. The museum exhibits products from the whole Volvo range, including cars, trucks, buses, construction equipment, marine engines and many more interesting Volvo products.

Investing in the Film Industry: 1/1

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- Volvo Cars of North America sponsors the National Youth Film Festival for Talented Youth (NFFTY). This festival screens films from young people and allows them access to

- workshops and filmmaking panels.
- Volvo sponsors the Cherry Hill Volvo Jewish Film Festival

Investing in Sporting Events: 1/1

- Volvo Buses and Volvo Penta, on behalf of the Volvo Group has extended its partnership with the Yachting Association of India as the title sponsor of the India International Regatta 2010.
- Sponsoring Göteborg Horse Show: Volvo is one of the sponsors of Göteborg Horse Show in the Scandinavium Arena in Göteborg, Sweden.
- Volvo has been sponsoring golf since 1989 and is the oldest sponsor on the European Tour. This sponsorship commitment is shared equally by the Volvo Group and Volvo Car Corporation. Volvo sponsors and organises the following professional tournaments: the Volvo Golf Champions, the Volvo China Open (including the Volvo China Junior Championship) and the Volvo World Match Play Championship.

Investing in Academic Collaboration: 1/1

- The Volvo Group recently established an academic partnership with Pennsylvania State University. At the Renewable Energy Technology Conference & Exhibition 2010 (RETECH) the Volvo Group announced its first academic partnership in North America. Penn State was chosen as part of Volvo's Academic Partner Program, which was launched globally in 2009 for research cooperation with selected universities.
- INSA Lyon and Volvo Group signed the Academic partner program convention.

Humanitarian Aid: 1/1

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- Volvo has a long term relationship with *Alex's Lemonade Stand Foundation*, founded by Alex Scott, who received an inaugural Volvo for Life award nomination.
- Every member of staff at Volvo has been given a licence by the company to donate SEK 200 to a charity of choice, out of the company's expenses.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.05 + 5.6 = 6.65$
 $6.65 / 6.8 = 0.98 \rightarrow A$

Industry:	Electronics & IT
Founded:	1865
Headquarters:	Keilaniemi, Espoo, Finland
Area served:	Worldwide
Key people:	Stephen Elop (CEO), Jorma Ollila (chairman)
Products:	Mobile phones, Smartphones, Mobile computers, Networks
Market value:	US\$32,072.6 million
Employees:	132,430 (end 2010)
Website:	www.nokia.com

Activities

Nokia is based in the production of mobile devices as well as offering services in the internet and communications industries. Nokia employs some 132,000 people from across the globe with annual revenue of €12 billion. Some of the services offered by Nokia include applications, games, music, maps, media and messaging through its Ovi platform.

Engagement in Cultural Diplomacy

Projects in the field of culture and arts:

- Nokia has taken a level of involvement in offering aid to tsunami-struck Japan.
- Being involved in the telecommunications industry, Nokia is in a prime position to become involved in cultural diplomacy. Billions of people across the world live without access to healthcare or education, transport and up-to-date news, let alone banking or financial services. Nokia is a leader in sector seeking to resolve this problem.
- Nokia takes steps to develop a decent competence of English among all its staff using such things as language lessons, quizzes on English and offers information on higher level and career guidance.
- Nokia has pioneered research and development into helping specific groups, such as Nokia Life Tools, constructed to meet the needs of farmers and rural communities in India.
- Nokia Life Tools, a mobile application service from the Finnish handset manufacturer

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

At the end of 2009, Nokia's total headcount was approximately 55,000 employees from 115 nationalities.

International Internship Programmes: **1/1**

Nokia is always looking for bright minds from universities who are after all the new mobile generation. Whether interested in the Global Graduate Program or an internship opportunity, they hire students with technical degrees in disciplines such as Engineering, Computer Science and Cloud Computing. They also look for students with degrees in non-technical areas such as Management, Finance, Market Research, Human Resources, and Communications.

Transnationalism: **1/1**

Nokia is operating in 120 countries.

Promoting Human Rights/Civil Rights: **1/1**

Telecommunications and internet services are fast becoming a method within themselves to promote and encourage political and civil rights. Moreover, Nokia has a strict internal policy of combating discrimination.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Nokia Trends program was a project created by Nokia in Brazil in 2001 which promotes a cultural exchange between artistic and musical communities.

Grants and Scholarships: **1/1**

Nokia Foundation makes grants and awards available to support the scientific development of information and telecommunications technologies and to promote the Finnish education of the sector. They seek multidisciplinary approaches bridging fields such as social, behavioural, business and services sciences. In 2010, Nokia Foundation granted €369 000 in Nokia scholarships to 75 applicants, the grants in total amounted to €459 300.

Investing in Music: **1/1**

Nokia sponsored Nokia Theatre L.A. This featured a number of sell-out concerts in the 7,100 seat arena.

In 2006/2007, Nokia announced the world's biggest New Year's Eve party for 2006/2007. With live venues in Hong Kong, Bombay, Berlin, Rio de Janeiro and New York, performers included the Black Eyed Peas and the Scissor Sisters. The shows themselves had 1.3 million spectators and had a further 1.3 million viewers tuning in on the television and internet.

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **1/1**

Nokia teamed-up with the Chinese Film Group teams and Sohu on a film production with a 10 million Yuan investment. The project which was announced at the Shanghai International Film Festival (SIFF) will bring in 7 A-list actors, including Liu Ye, Huang Lei and Wu Xiubo, and allow them to make their own short film.

Additionally, the Edinburgh International Film Festival announced a major new partnership with Nokia, encompassing a significant new sponsorship deal and an innovative three day festival event, The Nokia Shorts Weekender. The event consists of a three day celebration of short film including workshops, master classes and premiere screenings of the eight finalists from the Nokia Shorts 2011 competition.

Investing in Sporting Events: **1/1**

Nokia is to succeed rival telecommunications firm Bharti Airtel as the new title sponsor of the Champions League Twenty20 cricket tournament.

Investing in Academic Collaboration: **1/1**

Nokia has strong links with some leading Finnish universities such as Helsinki University of Technology. This is clear through joint research programmes such as the Nokia Research Centre with works in collaboration with the Helsinki University of Technology.

Humanitarian Aid: **1/1**

Nokia works in close cooperation with Save the Children Finland.

Further to Nokia's immediate initial response in the aftermath of the Asian tsunami disaster, the company has developed a longer-term recovery proposal for affected areas in India, Indonesia, Sri Lanka and Thailand, with its €2.5 million education fund.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.20 + 4.90 = 6.10$
 $6.10/6.8 = 0.90 \rightarrow B$

Industry:	Electronics & IT
Founded:	1873
Headquarters:	Stockholm, Sweden
Area served:	Worldwide
Key people:	Sune Carlsson (Chairman), Ronnie Leten (President and CEO)
Products:	Compressors and generators, construction and mining equipment, industrial tools and assembly systems
Market value:	US\$31,766.8 million
Employees:	32,790 (end 2010)
Website:	http://www.atlascopco.com/

Activities

Atlas Copco, founded in 1873 is a Swedish industrial company with its headquarters in Stockholm, Sweden.

Engagement in Cultural Diplomacy

Atlas Copco is dedicated to the furthering of Human Rights; it ensures diversity and equality within its staff and actively discourages discrimination by having a system in place to inform customers and partners about the company's human rights policies. Furthermore, Atlas Copco undertakes many humanitarian projects both locally and internationally. Since 1984, it has supported 'Water for All' which raises funds to bring clean drinking water to villages and communities in need.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Atlas Copco claims to have a no discrimination policy to all of its employees.

International Internship Programmes: **1/1**

Atlas Copco invites students to take part in the Atlas Copco Master thesis/internship programme.

Transnationalism: **1/1**

Atlas Copco has branches worldwide, across Africa, Asia, Australia, Europe and America.

Promoting Human Rights/Civil Rights: **1/1**

Atlas Copco claims to respect human rights and offer equal opportunities to its employees. It also has an anti-corruption page on its website.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Atlas Copco awards scholarships to engineering students.

Investing in Music: **0/1**

Investing in Visual Arts: **1/1**

Atlas Copco Venezuela designed and sponsored a small elevator in the Museo de los Niños in Venezuela, so that children can learn about compressed air in a fun way.

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

Atlas Copco is organising a summer tennis camp.

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

Atlas Copco has a campaign against AIDS/HIV based in South Africa.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.2 + 2.8 = 4.0$
 $4.0 / 6.8 = 0.59 \rightarrow F$

SANDVIK

GRADE: F

Industry:	Sandvik
Founded:	1862
Headquarters:	Sandviken (Sweden)
Area served:	Worldwide
Key people:	Anders Nyrén (Chairman) Olof Faxander (CEO)
Products:	Tools for metal cutting, mining and construction tools, products in advanced stainless materials, titanium, special alloys, metallic and ceramic resistance materials and process systems
Market value:	US\$ 22,396.6 million
Employees:	47,000 employees (2010)
Website:	www.sandvik.com

Activities

Sandvik is a high-technology engineering group and a world-leader in stainless steel alloys, materials technology, mining and construction. Sandvik has developed a multifaceted expertise in the field of materials technology.

Engagement With Cultural Diplomacy

The company is explicitly engaged in having a responsible impact on society, economy and environment, complying with the laws and regulations adopted also by UN and ILO.

The company follows environmental principles like environmental responsibility, precautionary measures to protect the environment and human health. Sandvik also encourages understanding in the societies in which it works, to make a constructive contribution in order to promote the development of the regions where it operates.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

A great percentage of the company's employees work outside Sweden and are from a variety of nationalities and languages. This level of diversity is secured by offering the same rights and opportunities to all employees without considering age, race, color, national origin, religion, sex or disability. The company is also trying to increase the amount of female employees and ensure they are recruited based on their skills and merit.

International Internship Programmes: 1/1

The company recruits students worldwide for international challenges like internships, thesis, or other works regardless if they've graduated or they still have some years left in education.

Transnationalism: 1/1

The company has branches and subsidiaries in more than 60 countries worldwide, collecting a great number of nationalities and different spoken languages.

Promoting Human Rights/Civil Rights: 1/1

Sandvik adhered to the OECD Guidelines for Multinational Enterprises dealing with responsibility to human rights, employee conditions, environment and community involvement. Even the company supply chain is made with respect for human rights and workers' rights;

there is also a regular basic training to cover the company's core values, policies and risks regarding human rights and labor legislation.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 0/1

Grants And Scholarships: 1/1

The company offers "material scholarships" for some technical universities in order to award the best researchers.

Investing In Music: 0/1

Investing In Visual Arts: 0/1

Investing In Films Industry: 0/1

Investing In Sporting Events: 1/1

The company has acted as a sponsor for sports clubs and local initiatives, donating some of Sandvik's products, like San Marco bike saddles. The company also sponsored one of the last editions of the Kentucky Motor Speedway.

Investing In Academic Collaboration: 1/1

The company has developed a good understanding of how the world of academic research works through their collaboration with the University of Johannesburg. They supervise postgraduate students and give them the chance to participate in research projects. Sandvik is also collaborating with schools and universities to offer degree projects and to develop educational programs.

Humanitarian Aid: 1/1

Sandvik is pursuing a policy of sustainable development and encourages its employees to participate in community programs and group commitments. These include educational programs, donations to schools, charity organizations, orphanages, collaborations with NGOs, assistance to unemployed to find a job or an educational program, donations to severe natural disasters such as the earthquake in Japan, blood donations and HIV helping programs.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.2 + 2.8 = 4$

$4/6.8 = 0.59 \rightarrow F$

DEUTSCHE POST

GRADE: B

Industry:	Logistic, distribution
Founded:	1995
Headquarters:	Bonn, Germany
Area served:	Worldwide
Key people:	Wulf von Schimmelmann (Chairman of the supervisory board), Frank Appel (CEO), Lawrence A. Rosen (CFO)
Products:	Post delivery, express mail, freight forwarding, third-party logistics
Market value:	\$ 21,823.7 million
Employees:	421,270
Website:	www.deutschepost.de

Activities

Deutsche Post AG is the largest logistics company of the world, with branches in more than 220 countries and territories worldwide. The logistics company took over from the German mail authority Deutsche Bundespost, which was privatized in 1995. Since its privatization, Deutsche Post has significantly expanded its business area through acquisitions. Among the most successful business activities it is worthy to mention its acquisition of shares in DHL since 1998, until 2002 when it completed the purchase. The following year Deutsche Post acquired Airborne Express and integrated it into DHL, later renamed DHL Express. In 2005 the company agreed on a € 5.5 billion takeover with the British logistics company Exel. Deutsche Post is listed in the DAX stock market index.

Engagement in Cultural Diplomacy

Deutsche Post is committed to a variety of projects and sponsorships related to cultural diplomacy at a local and international level in order to promote and encourage education.

- The GoTeach program of Deutsche Post DHL aspires together with experienced partners in the field of education, to give all children the opportunity to attain an excellent level of education. In September 2010 the company set up a partnership with Teach for All. This is a network of 19 national partner organizations with the common aim of increasing the quality of education and improving educational systems around the world.
- Since February 2009, the GoTeach program has financed the non-profit organization Teach First Deutschland, whose basic raison-d'être is to invite prominent university graduates to work in secondary schools as "Fellows" for two years. Since the launch of this new project Deutsche Post DHL has begun a long-term commitment to non-profit organizations as its founding partner and largest corporate supporter.
- A 10-day girls' soccer camp pilot program was held in 2010 where 68 girls from the ages of 11 to 16 took part. The soccer training was complemented with work on the relationship between sports and journalism, media, sports health, design and choreography.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Being a worldwide company, with around 470,000 employees around the globe, discrimination on the basis of their nationality or ethnic background, gender, religious or personal beliefs, age,

sexual orientation and identification or disability is not an issue concerning it.

In 2010, 36.5 % of the Deutsche Post global workforce were women and the proportion of female managers at the senior level was 14.6 %.

International Internship Programmes: 1/1

Deutsche Post DHL has been collaborating with AIESEC since 1996 and in 2000 confirmed its partnership with an agreement, so that until today a great deal of employees from all the company branches have supported the worldwide exchange of interns. AIESEC offers students the opportunity to get an internship in the areas of economics, IT and social issues, providing them intercultural training, workshops, and national and international courses.

Transnationalism: 1/1

Deutsche Post has about 470,000 employees in more than 200 countries, establishing a global network focused on service, quality and sustainability and becoming for this reason one of the top 10 largest employers of the world.

Promoting Human Rights/Civil Rights: 1/1

Deutsche Post is a partner of several international organizations, most of which promote the protection of human rights:

- Deutsche Post DHL is a subscriber of the United Nations Global Compact- UNGC "Caring for Climate" statement
- The DHL Disaster Response Team has set up a partnership with the UN Office for the Coordination of Humanitarian Affairs (OCHA)
- It collaborates with the United Nations Development Programme (UNDP) which is active in improving living conditions and sustainable development. It also promotes a project called "Get Airports Ready for Disaster" (GARD)
- The corporate code of conduct is based on international agreements focused on the protection of human rights, including the Universal Declaration of Human Rights, the conventions of the International Labour Organization (ILO) and the Global Compact of the United Nations. The basic principles of the code of conduct are observance of human rights, equal opportunity, transparency and fight against discrimination, bribery and corruption.

Deutsche Post's code of conduct is also aware of civil rights and thus grants a fair working environment to all employees. The company strives to involve colleagues in its projects and decision-making processes in order to achieve common goals with reliability and commitment. In fact all relations between directors, managers and employees of all stages are based on mutual respect, openness, honesty, trust and cooperation.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 1/1

- The DHL Connecting Cultures expedition started in 2005 with the first journey in the Al Hajar Mountains of Oman as part of an educational initiative aimed at promoting cross-cultural understanding among the youth of the world.

Grants and Scholarships: **1/1**

- UPstairs is the new scholarship program for employees' children around the world. UPstairs helps them to achieve a higher school-leaving qualification or a degree. This scholarship programme is going to be extended to Indonesia, Mexico and Romania with a total of 50 scholarships in order to support employees' children and to increase their educational opportunities. The company intends to further widen the program to 600 scholarships by 2014.

Investing in Music: **1/1**

- In 2006 DHL became a member of EMI Music France's ensemble. Since then it has been responsible for orchestrating the logistics for EMI's CDs, DVDs and POS1 advertising materials. The DHL Exel Supply Chain transported thousand of EMI albums around the globe.
- In 2007 DHL entered into a new multi-year contract with Hard Rock International. Through this agreement, DHL provided its shipping services to all Hard Rock Cafe location situated all over the world.
- In March 2011 DHL has been official logistics partner of the Gewandhaus Orchestra Leipzig. It has been responsible for the delivery of more than 100 musical instruments of the Leipzig Gewandhaus Orchestra during its concert tours to Asia and across Europe in 2011.

Investing in Visual Arts: **0.5/1**

- In 2004 DHL was responsible for the transportation works for the exhibit entitled "The Art of SPIEGEL Magazine Cover Illustrations - 5 Decades". The exhibit presented more than 200 art pieces made for illustrations for the German news magazine "Der Spiegel". DHL Trade Fairs & Events is the specialist arm responsible for exhibition logistics, not only by managing the transport but also by offering logistical support to the exhibit designers.

Investing in the Film Industry: **1/1**

- In 2007 the DHL corporate film was awarded a gold medal and the Grand Award at the New York Film Festival in the "International Film & Video Awards" competition in the category Corporate Image. The previous year the same film had won the German Corporate Film Award (Deutscher Wirtschaftsfilmpreis).
- In 2010 DHL made public that Technicolor Cinema Distribution awarded DHL Express and DHL Same Day with the Technicolor "Vendor of the Year" award. DHL Express has been in charge of the international shipping of films for Technicolor from distribution centres in Southern California to destinations in American Samoa, The Bahamas, Bermuda, Guam, Puerto Rico, and Saipan. DHL Same Day delivered film prints between theatres for Technicolor and sent film shipments for special screenings.

Investing in Sporting Events: **1/1**

- Deutsche Post's Speed Academy was founded in 2004 and it is now become the institution for sponsoring the growing talents of German motor racing.
- The girls' soccer camp was held by Deutsche Post in cooperation with the German Football Association, while the educational part of the camps was organized by the German Sport University Cologne and the German Child and Youth Foundation.
- DHL has become the Official Logistics Partner to the Rugby World Cup 2011. It will be in charge of the ticket distribution as well as Rugby World Cup Limited (RWCL)/International Rugby Board's (IRB) express cargos and international and domestic railway movements.

- Deutsche Post is the main sponsor of the German Touring Car Masters.

Investing in Academic Collaboration: 1/1

- Deutsche Post collaborates with different universities in Europe, America, Asia and the Middle East, offering guest lectures and workshops, where Deutsche Post DHL employees give students explanations about specific jobs as well as about concrete problems from the world of business.
- With the ProLog Award program, the company awards the achievements of university students, graduates and academics who are committed and have already made a positive contribution to the area.
- Together with AIESEC, the biggest international student association represented at more than 50 universities in Germany, DHL offers a worldwide exchange of interns.

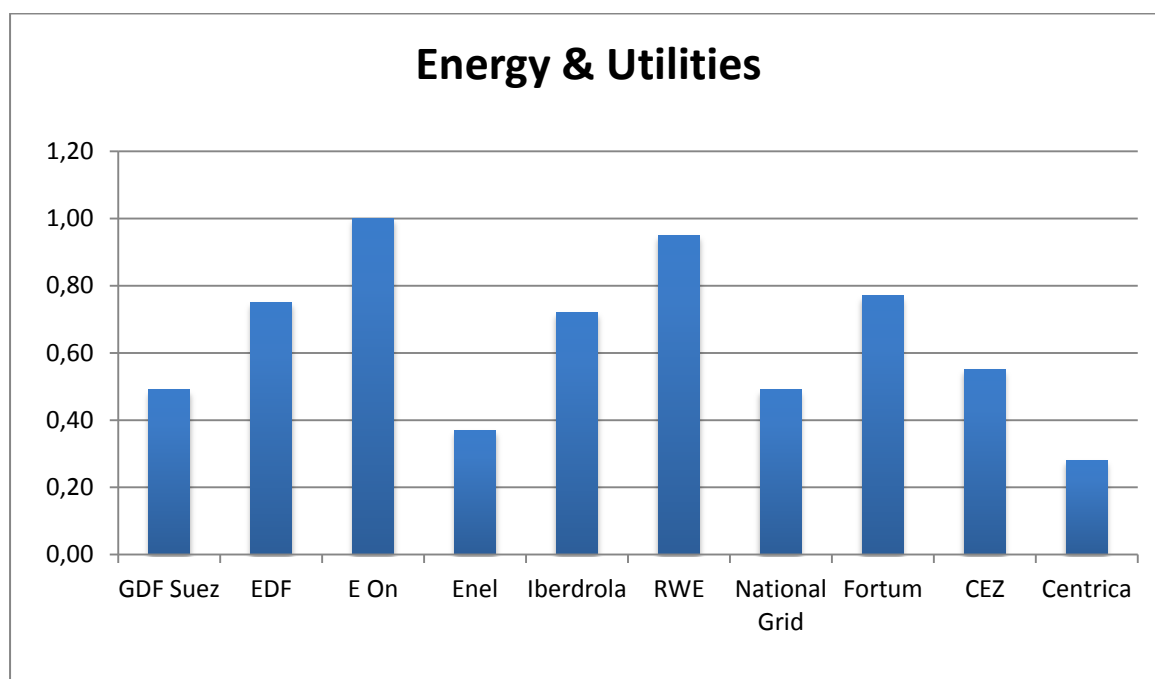
Humanitarian Aid: 1/1

- The Teach for All project consists of the recruitment of prominent university graduates from a range of disciplines and employs them as teachers for two years in schools with high educational needs. The Teach for All network trains teachers to improve students' level of education during their two-year commitment.
- DHL Disaster Response Team (DRT) is responsible for supporting logistical efforts such as warehousing, ensuring that there are essential supplies, such as food, medicine and hygiene kits, will arrive to their destination even under the most difficult circumstances. The teams form a network covering most regions of the world that are affected by natural disasters on a regular basis. The Office for the Coordination of Humanitarian Affairs (OCHA) is the Deutsche Post's partner for the work provided by the DHL Disaster Response Teams since 2005 and coordinates humanitarian aid with national and international partners. Having the common aim of providing efficient and immediate disaster relief, UN OCHA and Deutsche Post DHL have extended their partnership until the end of 2013.
- Deutsche Post DHL established a partnership with the United Nations Development Programme (UNDP) to develop the "Get Airports Ready for Disaster" programme. GARD was launched in 2009 and implemented in disaster-prone regions in order to help prepare the local for unpredictable events.
- In December 2010, the company partnered SOS Children's Villages which is an independent, non-governmental child welfare organization providing care for orphans and abandoned children, supporting families in need and promoting education in the communities of more than 130 states.

CD Involvement Ranking: $7.5 \times 70\% = 5.25$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.95 \rightarrow B$

6.4 Energy and Utilities



Average Quotient = 0.64

GRADE: E

GDF SUEZ

GRADE: F

Industry:	Energy & Utilities
Founded:	22 nd July 2008
Headquarters:	8 th Arrondissement, Paris
Area served:	Worldwide
Key people:	Gerard Mestrallet (Chairman and CEO) and Jean-Francois Cirelli (Vice-Chairman and President)
Products:	Natural gas production, sale and distribution, electricity generation and distribution, hydroelectricity, wind power, energy trading.
Market value:	US\$91,809.4 million
Employees:	236,120
Website:	www.gdfsuez.com

Activities

GDF Suez stems from six business lines: Energy France which supplies natural gas and electricity to private customers, professionals and businesses throughout France; Energy Europe and International which is engaged in the production of electricity and the distribution and supply of gas to Europe, North and Latin America, Middle East, Asia and Africa; Global Gas and Liquid Natural Gas (LNG) which includes exploration-production, supply, sales and liquid natural gas (LNG) project-related activities; Infrastructures which operates the transport, supply and storage of natural gas and the regasification of LNG; Energy Services which provides consulting services for the design and construction of electrical, nuclear, gas and industrial facilities; and Environment specialising in the provision of water, waste treatment and recovery.

Engagement in Cultural Diplomacy

The company is committed to the goal of sustainable development and thus engages in sustainable development projects all over the world. GDF Suez also has a number of international partnerships. Furthermore, for nearly 20 years, GDF Suez has been committed to

strong, lasting sports partnerships. GDF aims to engage in international projects in order to push the idea of sustainable development to the forefront of the world stage.

Sustainable Development Projects:

- The aim of GDF Suez in Brazil is to support sustainable development in an emerging country. The Group contributes to developing the countries' energy capacities by favouring renewable energies. It is also involved in numerous actions supporting local populations and protecting biodiversity.
- The aim of "*Biodiversité & Climat*" is to create propitious conditions for fauna, flora and living creatures to develop harmoniously and fight the consequences of climate change.
- The aim of "*Habiter Demain*" is to encourage global reflection on sustainable towns; support social and cultural projects and eco-habitat initiatives; and to contribute towards the preservation and conservation of our heritage.

International Partnerships:

- The EU-DEEP partnership together with GDF SUEZ contributes to developing technologies and services that will meet the challenges of tomorrow.

Sports Sponsorships:

- GDF Suez sponsors sports that are popular and respectful of the environment with strong international growth potential, such as soccer and women's tennis. Its aim is to contribute to the growth of the sport by supporting sports authorities; creating and promoting events; assisting athletes at every stage of their careers; encouraging a community focus and a local presence; stimulating the socio-economic life of communities; and building social integration through sports.

Other Projects:

- The aim of "*Enfance et Jeunesse*" is to support actions for access to education for the very poor, equal opportunities, prevention of early academic failure, healthcare for destitute children, the development of preventive methods and further the fight against AIDS, and to help young people in difficulty to integrate into the employment sphere.
- The aim of "*Energy Solidarity*" is to support projects for energy access for the very poor, the reduction of energy insecurity, and to support for solidarity projects established by Group NGOs to facilitate access to essential services.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

GDF Suez has roughly 236,120 employees working in nearly 70 countries worldwide. The Group has established employment assistance measures for various groups, including the underprivileged, the disabled, and young people in difficult situations. Its commitments extend beyond social solidarity to human rights and the fight against corruption. It works to fight any form of discrimination, and to promote equal opportunity.

International Internship Programmes: 1/1

GDF Suez offers international internship programs in all areas of expertise.

Transnationalism: 1/1

The company has subsidiaries around the world (North America, South America, Africa, Asia and Europe).

Promoting Human Rights/Civil Rights: **1/1**

GDF Suez's principles of action are rooted in international reference models, in particular the Universal Declaration of Human Rights, the standards of the International Labour Organization (ILO), the Guidelines for Multinational Enterprises laid down by the Organisation for Economic Co-Operation and Development (OECD) and the United Nations Convention against Corruption. GDF Suez also addresses the issue of civil rights with the GDF SUEZ Ethics Charter which is addressed to all employees of the Group and its entities, permanent or temporary everywhere in the world as well as any individual seconded to a group entity by an outside company.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

GDF SUEZ, E&P Norge granted five scholarships to young talents as a part of their 150 year anniversary celebrations.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

The company is very committed to sponsoring soccer and women's tennis. As a partner in women's tennis, GDF SUEZ has worked together with the French Tennis Federation (FFT) and France's Fed Cup team since 1992. The Group supports its partnership with the FFT by sponsoring 14 regional leagues. The company is also an official sponsor of the French national football team.

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

GDF SUEZ is socially committed to improving community access to its services and products and supporting local economic development. To these ends, GDF SUEZ offers financial and logistical support to employee volunteer associations such as Aquassistance, Codegaz and Energy Assistance. Created in Belgium in 2001, Energy Assistance has 210 volunteer members who work in the field of electricity access.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $1.2 + 2.1 = 3.3$

$3.3/6.8 = 0.49 \rightarrow F$

Industry:	Energy & Utilities
Founded:	1946
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Henry Proglio (Chairman and CEO)
Products:	US\$76,664.7 million
Employees:	158,842 (2010)
Website:	www.edf.com

Activities

EDF (Electricité De France) is the world's largest utility company and a leading nuclear energy company. The company is specialized in the global electrical process, from engineering to distribution. In 2010, it had around 37 million customers in the world and a worldwide workforce of 158,842 people, of which 110,000 are based in France. EDF's headquarters are in Paris, France and the company operates in Europe, the Americas, Asia and Africa. In 2003, it produced 22% of the European Union's electricity, primarily from nuclear power. Until 2004, EDF was a state-owned corporation, but is now a limited-liability corporation. The company is listed on the French CAC40 index.

Engagement in Cultural Diplomacy

In 2004, EDF was the Official partner of Lille's cultural events. The French city was the scene for 500 artistic and cultural events. Since the success of Lille's year as European Capital of Culture, Lille's cultural and artistic events are grouped under the "lille3000" program of which EDF is also a partner. EDF provides lille3000 with competitive ways of producing events in an energy efficient way in order to protect the environment.

EDF is a major partner and sponsor of national and international sporting events. A few examples are the EDF Swimming Open, the EDF Disabled Sports Meetings, the H Cup and the Amlin Cup (rugby). EDF is also an official partner of the London Olympics 2012 and has partnerships with the French canoeing, kayaking, rowing and swimming federation.

The EDF Sustainable Design Challenge, launched in 2010 brings together students from 10 schools from all over the world. Its goal is to inspire innovative work related to energy-conscious attitudes in the future. The selected projects will be exhibited at the EDF Pavilion at the London 2012 Olympic and Paralympic Games.

The EDF Foundation, created in 2007 supports activities of public interest and aims to preserve nature and cultural heritage. For instance, the EDF Foundation sponsors and helps to protect monuments, sculptures and places (like the grotto of Lascaux) that belong to French cultural heritage.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

EDF has signed the Diversity Charter and in 2008 the group's commitment in the field of professional equality was recognized with an Equality Award presented by the French Ministry of Social Cohesion and Equality.

International Internship Programmes: **0/1**

Some internship offers in France and in the UK are posted on the group's website but there is no international internship program that could allow people to apply easily in any EDF branch in the world.

Transnationalism: **1/1**

EDF operates in Europe, Americas, Asia and Africa.

Promoting Human Rights/Civil Rights: **1/1**

EDF signed an Ethical Chart that relies on several texts regarding human rights, among them was the Universal Declaration of Human Rights. In 2007, the company created the Monitoring Center for Quality of Life in the Workplace that aims to provide the workforce, stakeholders, and service providers truly excellent and inclusive working conditions.

In 2004, EDF expanded its ethical approach by implementing an Ethics Alert system. This scheme allows employees with questions, issues, or complaints of an ethical nature to meet with an Ethics Advisor to discuss their concerns.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

The EDF Group encourages research into the energies of tomorrow by supporting professorships, Masters Programs, and scholarships but there is no information about how many people are concerned and how much they received.

Investing in Music: **1/1**

The EDF Foundation is a partner of the Studio 13/16 located in Beaubourg, a Parisian museum. It is a place dedicated to teenagers where they can meet and discuss about arts and culture.

The company also created the EDF Orchestra which is composed of EDF employees. They organise around 10 concerts each year that aim to promote music within the company.

Investing in Visual Arts: **0.5/1**

EDF is the main partner of the EDF Electopolis Museum (Mulhouse, France) which is the biggest European collection dedicated to electricity. Opened in 1987, the museum has 40,000 visitors each year.

The "*Mékong, histoires d'hommes*" (Mekong, the stories of mankind) exhibition by photographer Lâm Duc Hien was exhibited at the Luxembourg Gardens in Paris from 19 September 2009 to 20 January 2010, thanks to EDF's sponsorship.

Investing in the Film Industry: **0.5/1**

EDF supported the production of the French movie "Oceans" directed by Jacques Perrin and Jacques Cluzaud. This movie is a documentary on the marine environment and climate change. It was very successful in France, Japan and the United States. Through this partnership, EDF showed its commitment to the conservation of water and biodiversity.

Investing in Sporting Events: 1/1

EDF is a major partner and sponsor of national and international sporting events. For example, The Company sponsors the EDF Swimming Open, the EDF Disabled Sports Meetings, the H Cup and the Amlin Cup (rugby). It is also an official partner of the London Olympics 2012. EDF partners with the French canoeing and kayaking federation, the French rowing federation and the French swimming federation.

In 2009, EDF created the EDF Team which is composed of 22 athletes. It is committed to the preparation of the 2012 London Olympic and Paralympic Games and includes disabled and non-disabled athletes, such as Alain Bernard and Arnaud Assoumani, young athletes like Camille Muffat and Yannick Agnel, and landmark champions of their disciplines like Émeric Martin and Sébastien Jouve.

Investing in Academic Collaboration: 1/1

The group has strong links with the international scientific community, notably through its partnerships with leading organizations such as the French Centre for Scientific Research (CNRS) and the Electric Power Research Institute (EPRI), as well as the main French and European engineering colleges and universities.

EDF also finances the the Nuclear and Renewable Energies Chair. It was created in 2009 at Ecole des Mines in Nantes in partnership with the Ecole Polytechnique and the EDF-HEC Chair of New Business Models in Energy.

Humanitarian Aid: 1/1

"*Electriciens sans frontieres*" is an NGO created in 1986 by EDF employees working on a voluntary basis. ESF operates internationally to promote access to energy and to support local development policies. In 20 years, more than a million people in 35 countries have benefited from its services. ESF is also involved in humanitarian aid in crisis-hit regions. After the seismic disaster that hit Haiti in 2010, EDF and ESF helped to repair medical facilities. They also provided 7 tonnes of electric material and made a donation of €300,000.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $0.9 + 4.2 = 5.1$
 $5.1/6.8 = 0.75 \rightarrow D$

Industry:	Energy & Utilities
Founded:	2000
Headquarters:	Düsseldorf, Germany
Area served:	Europe, United States
Key people:	Johannes Teyssen (CEO and Chairman of the executive board), Werner Wenning (Chairman of the supervisory board)
Products:	electrical power, natural gas
Market value:	US\$61,193.3 million
Employees:	85,105 (2010)
Websites:	http://www.eon.com

Activities

E.ON AG is an integrated energy services provider with interests in electricity and gas distribution. E.ON AG was formed in June 2000 by the merger of VEBA and VIAG. The Company operates in five areas.

- Central Europe: provision of energy services with operations in Germany, Netherlands, Hungary, Slovakia, Czech Republic, Switzerland, Austria, Italy and Poland
- Pan-European Gas: sale and distribution of natural gas with annual sales of approximately 600 bn kilowatt-hours.
- UK: provision of power and gas services to approximately 8.8 million customers in the UK
- Nordic: generation, distribution, marketing and delivery of gas and electricity in the Nordic region
- US Midwest: provision of regulated gas and electricity services in Kentucky

Engagement in Cultural Diplomacy

The company is involved in humanitarian and social projects mainly in under developed countries. It supports scientific research, development opportunities for young scientists and contemporary music and arts. E.ON AG encourages its employees to play a part in local communities and supports their efforts to do this. It supports concrete projects through sponsorships and donations.

Projects in the field of culture and arts:

- E.ON have invested in László Vass Collection of Veszprém's Modern Art Gallery, where E.ON Hungária and its German parent company have sponsored the works of such exhibiting artists such as Rupprecht Geiger and Günther Uecker.
- The Veszprém Festival: the E.ON Group has been sponsoring one of Hungary's truly great festivals, the Veszprém Festival, since 2004 and as a main sponsor since 2009.
- E.ON has been a committed sponsor of the Győr Ballet, the nationally and internationally renowned dance troupe led by János Kiss, since 1995 and E.ON devotes particular attention to supporting the Ballet Pécs.
- E.ON plays an active role in supporting the Heritage Festival
- E.ON is a committed sponsor of the Kavosvar International Chamber Music Festival.
- E.ON Invested in the City of Painters Festival
- E.ON's most recent sponsorship project is the City of Painters Festival in southwestern Hungary.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The company has about 85,000 people working in Europe and USA. Diversity is one of E.ON's 11 strategic fields of action within its groupwide people strategy "OneHR". The groupwide "Equal Opportunity and Diversity" framework approved by the E.ON Board of Management in 2006 forms the basis the work of the initiative.

International Internship Programmes: 1/1

E.ON offers programmes for interns from all over Europe. An internship at E.ON Energy Trading or at E.ON Ruhrgas AG is: "Enriching your education with practical work experience". E.ON. AG offers students practical experience and the opportunity to work independently on projects.

Transnationalism: 1/1

The company has subsidiaries around Europe and in the USA, (i.e. Netherlands, Hungary, Slovakia, Czech Republic, Switzerland, Austria, Italy Poland).

Promoting Human Rights/Civil Rights: 1/1

E.ON consider it within their responsibility to raise awareness of human rights issues among their employees and to encourage them to safeguard these rights. This is why they work together with suppliers, contractors, employees and managers to increase their ability to protect human rights. In brief, as laid down in the Human Rights Policy Statement of the E.ON Group which came into force in November 2008, they ensure:

- diversity and equality in the workplace;
- the provision of a good and safe working environment;
- freedom of association and collective bargaining;
- the exclusion of child and forced labor;
- the protection of local communities and indigenous peoples.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 1/1

- E.ON Bulgaria sponsor the 20th edition of the International Biennial of Humor and Satire
- E.ON Bulgaria supported the implementation of the National competition "Madara horseman – a symbol of the historical past and the European future of Bulgaria" in Shumen
- E.ON Bulgaria supported the competition "Word and Tint" in Targoviste (Romania)
- E.ON Bulgaria are the sponsors of the project "The Wedding – unity and variety"
- E.ON Bulgaria is a sponsor of the IV International festival "Danube theatre fest" held in the town of Ruse
- E.ON Bulgaria supports the campaign "Smile – cheer up someone else" of the "Institute of Contemporary Art and Therapy", Libera
- E.ON is involved in the children's "You can do it too" programme at the Múcsarnok art gallery. The program's goal is to teach children about culture, develop their creative skills, and encourage them to think independently.
- E.ON UK also has a commitment to empowering women, by recognizing and developing women's talents.

Grants and Scholarships: 1/1

- E.ON Ruhrgas scholarship programme in economics, law and political science: The objective of the E.ON Ruhrgas programme is to strengthen the ties between Norway and Germany in the fields of economics and business administration, law and political science by enabling a greater number of Norwegian and German advanced students, doctoral students, post docs and researchers to complete a stay at a host institution in Germany or Norway.
- E.ON Hungary provides a scholarship programme in Music, Economics and Technology
- The E.ON Energy Experience UK is a major new programme to help young people explore the theme of energy.
- E.ON UK also runs plugin2engineering which gives young people aged 11-16 the chance to find out what it is really like to work in the energy industry.
- The Power Discovery Zone, developed by Central Networks, teaches children about the science of electricity.

Investing in Music: 1/1

- The Veszprém Festival: the E.ON Group has been sponsoring one of Hungary's truly great festivals, the Veszprém Festival, since 2004 and has been the main sponsor since 2009.
- E.ON has been a committed sponsor of the Győr Ballet, the nationally and internationally renowned dance troupe led by János Kiss, since 1995 and E.ON devotes particular attention to supporting the Ballet Pécs.
- E.ON plays an active role in supporting the Heritage Festival
- E.ON has been a committed sponsor of the Kavosvar International Chamber Music Festival.
- E.ON Bulgaria sponsored a benefit concert with George Michael in support of Bulgarian nurses.

Investing in Visual Arts: 1/1

E.ON has been focusing a great deal of attention on the Centre for Modern and Contemporary Art (MODEM), which opened to the public in autumn 2006. MODEM is a large art gallery and supporting it falls in line with the company's cultural strategy, E.ON made a choice in 2009 to sponsor this unique and outstanding initiative to help promote Hungarian and international contemporary artists and collections and introduce them to a wider audience. Other initiatives include:

- E.ON's most recent sponsorship project is the City of Painters Festival in southwestern Hungary.
- E.ON believes it is important to support today's creative artists, especially contemporary art. As a result, E.ON works closely with major Hungarian museums and galleries to support the exhibitions of both contemporary Hungarian artists and internationally renowned artists. One venue for such cross-border cultural events is the László Vass Collection of Veszprém's Modern Art Gallery, where E.ON Hungária and its German parent company have sponsored the works of such exhibiting artists as Rupprecht Geiger and Günther Uecker.

Investing in Films Industry: 1/1

E.ON Bulgaria was one of the main sponsors of the international film festival "Love is folly", which is held annually in Varna. It attracts an audience of 15,000, including the cultural and the

political elite of Bulgaria, representatives from the local authorities and journalists. Additionally, E.ON Bayern sponsors the Film Festival: "NaturVision".

Investing in Sporting Events: 1/1

- E.ON invests in Family Football Programmes – They support the next generation by supporting football initiatives.
- E.ON Hungary remains the Diamond Main Sponsor of the Hungarian Olympic Team during the 2009-2012 Olympic cycle.
- E.ON UK: In 2005, through Powergen, E.ON UK sponsored Ipswich Town Football Club, Rugby Union's Powergen Cup and Rugby League's Challenge Cup. Also The FA Cup was sponsored by E.ON.
- E.ON Bulgaria supported a beach volleyball tournament for young boys and girls in Albena.
- E.ON Bulgaria - General Sponsor of the Sports Dancing Town Championship in Varna.

Investing in Academic Collaboration: 1/1

- E.ON cooperates with the Budapest University of Technology and Economics: E.ON has long-term cooperation agreements with the Budapest University of Technology and Economics.
- The company also cooperates with the Franz Liszt Academy of Music: E.ON has a commitment to classical music and has therefore devoted particular attention over the past ten years to its partnership with the Franz Liszt Academy of Music.
- E.ON donates to the Andrassy University of Budapest: E.ON donated a 2,500-volume library to the Andrassy University in 2006. The company is sponsoring the lectures of renowned Hungarian and foreign guest professors in 2009.
- E.ON cooperates with the University of Pécs: E.ON and the University of Pécs, the biggest university in southwestern Hungary, have pledged mutual assistance to one another.

Humanitarian Aid: 1/1

Supporting vulnerable groups:

- E.ON donated 500,000 Euro to the victims of the floods in Romania in the summer of 2005.
- E.ON has a long-standing relationship with Age UK (formerly Age Concern), delivering community energy projects to older people as well as a new partnership with Action for Children helping families to get energy fit and reduce their fuel bills.

Working with Action for Children:

- E.ON has a new programme called Energy Counts which has been created as part of the new charitable partnership with Action for Children.
- E.ON Bulgaria built a platform for facilitating access to the building of a House for mentally challenged children in Rudnik village
- Working within communities – E.ON support the charities that mean the most to its colleagues through its Employee Community Fund and in 2010, they focused on fundraising activities at their sites with a Charity of the Year.
- E.ON Bulgaria donated a digital camera and home electricity appliances to the Ministry of Health's House for medical and social care for children in Varna.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2+5.6 = 6.8$
 $6.8/6.8 = 1.0 \rightarrow A+$

ENEL

GRADE: F

Industry:	Energy & Utilities
Founded:	1962
Headquarters:	Rome, Italy
Area served:	Italy, Spain, France, Belgium, Greece Bulgaria, Slovakia, Romania, Russia, USA, Chile, Nicaragua, El Salvador, Panama, Costa Rica, and Brazil
Key people:	Fulvio Conti (CEO), Paolo Andrea Colombo (Chairman)
Products:	Natural gas and electricity generation and contribution
Market value:	US\$59,355.1 million
Employees:	78,310 (2010)
Website:	www.enel.com

Activities

Enel is Italy's largest power company, and Europe's second listed utility by installed capacity. It is an integrated player which produces, distributes and sells electricity and gas. After having completed its international expansion, Enel is now actively engaged in consolidating the acquired assets and further integrating its businesses. The Enel Group has a presence in 40 countries over 4 continents, has over 97,000 MW of net installed capacity and sells power and gas to more than 61 million customers. Listed on the Milan stock exchange since 1999, Enel is the Italian company with the highest number of shareholders, some 1.5 million retail and institutional investors in 2010. Enel is also the second-largest Italian operator in the natural gas market, with approximately 2.9 million customers.

Engagement in Cultural Diplomacy

This company has very little to report on cultural diplomacy initiatives.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

In its processes of selecting, managing, and developing its personnel, Enel avoids any kind of discrimination of its employees and ensures the same opportunities to all of them. All decisions are based on the correspondence between the profiles expected and the profiles of the employees on the basis of the results achieved.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

ENEL have branches in Italy, Spain, France, Belgium, Greece, Bulgaria, Slovakia, Romania, Russia, USA, Chile, Nicaragua, El Salvador, Panama, Costa Rica and Brazil.

Promoting Human Rights/Civil Rights: **0.5/1**

The defence of human rights is one of the principles upon which Enel's actions are based and is constantly promoted in all the countries in which the Group operates and in every new company that becomes part of the Group.

Company Policy Ranking: $2.5 \times 30\% = 0.75$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **0/1**

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0.5/1**

The purpose of the "Barrier Free Sport Day" event, held on June 22, in the Sad Janka Krala Park in Bratislava, was to teach the children that, even in sports, healthy and physically handicapped people are equals.

Investing in Academic Collaboration: **1/1**

Enel founded a university focused on training, promoting internal growth and supporting the company's evolution in a context which is increasingly multinational.

Humanitarian Aid: **1/1**

Enel and the World Food Program worked together for development. Enel Trade also supply high efficiency kitchen stoves and its expertise in order to aid households in developing countries.

CD Involvement Ranking: $2.5 \times 70\% = 1.75$

Overall Ranking: $0.75 + 1.75 = 2.5$
 $2.5 / 6.8 = 0.37 \rightarrow F$

Industry:	Energy & Utilities
Founded:	1 st November 1992
Headquarters:	Bilbao, Spain
Area served:	Worldwide
Key people:	Ignacio Sanchez Galan (Chairman and CEO)
Products:	Electricity generation and distribution, renewable energy, natural gas production, sale and distribution, telecommunications.
Market value:	US\$50,697.0 million
Employees:	31,340
Website:	www.iberdrola.com

Activities

IBERDROLA is Spain's leading energy group, one of the top five electricity companies worldwide, and global leader in wind energy. This has been possible thanks to a solid, long-term industrial project that has created value, founded on a sustainable growth strategy and the efforts of a multicultural workforce of 33,000 professionals in 40 countries. With 30 million customers, they are working towards providing the cleanest energy on the planet.

Engagement in Cultural Diplomacy

IBERDROLA maintains a strategy based on strong involvement in the communities where it operates. This commitment to the creation of social value is perfectly aligned with the Company's corporate strategy defined in their Business Plans. Most of the social actions take place through mechanisms of collaboration with relevant public administration and civil society institutions.

Cultural diplomacy initiatives include:

- World Environment Day. Every year, IBERDROLA joins the celebrations of World Environment Day, a major commemoration in which all can participate.
- IBERDROLA Acts against climate change. To continue working towards a more sustainable world, IBERDROLA's commitment is to maintain the emissions per kWh at least 20% below than the European electricity sector in 2020.
- IBERDROLA Green Mobility. In line with IBERDROLA commitment to the Environment and sustainable mobility, IBERDROLA has been implementing a novel initiative which offers an all-round mobility solution with zero emissions by combining an electric vehicle with IBERDROLA Green Energy.
- In its on-going commitment to sports, IBERDROLA has become the new official sponsor of the Spanish National Football Team.
- At the 33rd America's Cup in Valencia, IBERDROLA organized a number of initiatives that made this sport available to sailing enthusiasts.
- IBERDROLA has celebrated its first Open Day at its facilities in Larraskitu (Bilbao). Schoolchildren aged 12 and 13 were invited to visits to various installations and to participate in several activities. The children got to know first-hand how energy is generated and distributed, how renewable energies work, and what we can all do to contribute to caring for the environment. The schoolchildren can also participate in the video contest "*How can you save energy at school?*"

- IBERDROLA Environmental Forum is an innovative initiative in Spain involving a workgroup which brings together external experts and managers of the Company's principal areas. The objective of this meeting is to promote dialogue over environmental topics in order to obtain knowledge of perceptions and opinions regarding IBERDROLA actions. In the 2008 edition, the Environmental Forum focused on biodiversity conservation, in 2009 it focused on the strategy for combatting climate change, while the last edition held in November 2010 was dedicated to energy efficiency.
- IBERDROLA, Bancaja and the Chamber of Commerce of Valencia are collaborating in the preparation of this Guide, which seeks to contribute to the development of Corporate Social Responsibility among small and medium-sized enterprises. The Guide consists of two Work Journals ("Prior Diagnosis and Action Plan in CSR" and "Communication in CSR") and a specific CSR web page located on the website of the Valencia Chamber of Commerce.
- Sponsored by IBERDROLA and with a preface by Ignacio S. Galán, the Sustainable Mobility Guide for Responsible Companies presents the measures available to companies for developing sustainable mobility policies aimed mainly at employees, customers and suppliers.
- IBERDROLA participates in five of the main projects established by UNICEF for the protection of children: *"Immunization and More"*, *"First Years of childhood (child's survival and development)"*, *"Basic Education and Equality between Genders"*, *"Children's Protection against Violence, Exploitation and Abuse"* and *"HIV/AIDS and Children."*

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The IBERDROLA workforce has grown significantly over the last decade, with 30,000 people in 40 countries after the integration of Scottish Power and the acquisition of the US company Energy East (now IBERDROLA USA).

International Internship Programmes: **1/1**

Internship programs are offered to current college students who want to explore challenging opportunities within their chosen educational field; create positive, working relationships and work with an established and respected utilities' provider.

Transnationalism: **1/1**

The company has subsidiaries in Latin America and the USA, and also in Scotland (partnership with Scottish Power).

Promoting Human Rights/Civil Rights: **0.5/1**

In 2002, IBERDROLA became a member of the United Nations Global Compact and in 2004 was a constituent member of the Spanish Association for the Global Compact (ASEPAM), today called the Spanish Network for the Global Compact. As a member of the Spanish Network for the Global Compact, IBERDROLA is under the obligation to submit an annual monitoring report on the progress of the commitments undertaken.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

- Baluarte foundation. The purpose of this institution is to promote cultural activities to be carried out primarily at the Navarre Conference Centre and Auditorium, so that it becomes the cultural powerhouse and benchmark of the Navarre region, and also to raise its profile abroad. The Fundación IBERDROLA supports the programmes promoted by the Baluarte Foundation, specifically those which enable achievement of its goals at the Baluarte Palace.
- Hispano-Brazilian cultural foundation. The mission of this institution founded in 2001 under the auspices of the Brazilian Embassy in Spain and the University of Salamanca is to "promote and develop Brazilian culture in Spain, by funding and sponsoring academic, scientific and cultural activities".
- Rei Afonso Henriques Hispano-Portuguese foundation. With offices in Zamora and Braganza, it seeks to boost cooperation between Spain and Portugal as regards cross-border and institutional development, as well as to channel social, economic and cultural promotion initiatives in the Hispano-Portuguese Duero basin.

Grants and Scholarships: **1/1**

The company has a program of scholarships for postgraduate studies in energy and the environment at academic centers in the United Kingdom and the United States, and also offers grants and scholarships to researchers and PHD students.

Investing in Music: **0.5/1**

- Through its collaboration with the Calderón Theatre foundation, the Fundación IBERDROLA supports the promotion and dissemination of theatre, musical, choreographic and performing arts in general at the Calderón Theatre in Valladolid.
- IBERDROLA collaborates with the Murcia region symphony orchestra foundation. This collaboration contributes to promote musical activities in the Murcia autonomous region through support for concert organization, publications, composer promotion, music education, training of young audiences, and dissemination of the musical wealth of the Murcia Region.
- IBERDROLA also work alongside the Bilbao choral society (Bilboko Koral Elkarte). This musical society was founded in the 19th century with the aim of promoting the knowledge and dissemination of music in general, and of choir songs in particular. The Bilbao Choral Society all participate in group singing, combining voices and harmonizing feelings in a common effort to reach others by conveying beauty and emotions through music. The aim is for both the singer and the listener to enjoy the experience.

Investing in Visual Arts: **0.5/1**

- Supporting the activities carried out by the Ramón Gaya museum and more specifically the preservation of the collection of the artist Ramón Gaya IBERDROLA helps with the organization of activities for disseminating his work. These activities include; book presentations and the organization of lectures, among others. This year they also collaborated in the activities commemorating the centenary of his birthday.

- The Fundación IBERDROLA and the Prado Museum reached an agreement whereby the Foundation becomes a sponsor of the Museum's Restoration Program, a project of acknowledged international prestige.

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0.5/1**

Sponsor of the Spanish national football team and of the 33rd America's Cup in Valencia, IBERDROLA organized, a number of initiatives involving sailing enthusiasts.

Investing in Academic Collaboration: **1/1**

IBERDROLA has celebrated its first Open Day at its facilities in Larraskitu (Bilbao). Through visits to various installations and several activities, the children learned first-hand how energy is generated and distributed, how renewable energies work, and what can be done to contribute to caring for the environment. The schoolchildren can also participate in the video contest "How can you save energy at school?"

Humanitarian Aid: **1/1**

The Company collaborate with; the Spanish Red Cross Foundation, Victims of Terrorism Foundation and the International Solidarity Foundation.

CD Involvement Ranking: $5.5 \times 70\% = 3.85$

Overall Ranking: $1.05 + 3.85 = 4.90$
 $4.90 / 6.8 = 0.72 \rightarrow D$

RWE

GRADE: B

Industry:	Energy & Utilities
Founded:	1898
Headquarters:	Essen, Germany
Area served:	Worldwide, main focus on Europe
Key people:	Jürgen Großmann (President and CEO) Manfred Schneider (Chairman of the supervisory board)
Products:	Oil, gas, power
Market value:	US\$35,754.8 million
Employees:	70,000
Website:	http://www.rwe.com

Activities

RWE is Germany's biggest power producer, 3rd biggest in the Netherlands and the UK. The company was founded in 1898 in Essen, Germany and since then the company has been spreading across Europe. RWE has several subsidiary companies operating in their own geographical or industrial business areas. The company invests copiously into the field of renewable energy. Germany took the decision to abandon nuclear power by 2022, so renewable energy is a very attractive market within Germany, making RWE extremely relevant in the modern energy market.

Engagement in Cultural Diplomacy

RWE AG takes pride in its investment in arts and culture. Ruhr, the region where the company was established, maintains its operations there, helping the region transform from an industry-heavy community, to a modern, urban area with a number of city centres. RWE has been helping with this process. The majority of the company's external investment is directed to contemporary art. RWE sponsors several museums and also owns and manages the operations of a number of its own, the Electricity and Life Museum in Recklinghausen, Germany is just one example. The company also invests in several cultural projects in its region, and sponsors artists taking part in the Ruhr Festival every year.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

RWE places a special emphasis on diversity management within its very international working environment. The company has more than 70,000 employees, all with different cultures and backgrounds; something RWE considers a definite benefit of multinational operations. The company has operations in 17 countries and the workforce comes from 30 different nationalities.

International Internship Programmes: **1/1**

For recent graduates, RWE offers an 18-month graduate programme which is focused on renewable energy. The interns can practice their language skills at the company's international sites and get the chance to experience the world of renewable energy technologies. The most graduate programme posts are for engineering graduates.

Transnationalism: **1/1**

Most of RWE's operations are concentrated in Germany, but it also has a strong presence in other European countries and also outside Europe.

Promoting Human/Civil Rights: **1/1**

RWE is a part of the UN Global Compact since the compact started in 2004. RWE endeavours to promote and respect human rights and the environment in all of its operations. The company aims for its values to apply to all of its stakeholders and it offers its employees a responsible and fair environment in which to work.

Company Policy Ranking: $4 \times 30\% = 1.2\%$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

RWE offers its employees the chance to discover cultures through travel while working for the company. For its apprentices, RWE offers a chance to work at the firm's many sites instead of remaining in one country for the entirety of the apprenticeship period. In this respect, RWE aims to give apprentices more value from their experience.

Grants and Scholarships: **1/1**

The RWE foundation provides support (especially in the Ruhr region) to many causes including support in the fields of education and culture.

Investing in Music: **1/1**

RWE sponsors local musicians in the Ruhr region, who wish to perform at the Ruhr Festival. The company also supports musical activities internationally; the RWE Music Foundation in Norway is one such example.

Investing in Visual Arts: **1/1**

When it comes to sponsoring arts, RWE's main focus is on contemporary arts. The company holds several exhibitions in its own premises both in Essen and Dortmund and has a strong partnership with Folkwang Museum in Essen, supporting the museum's collections.

Investing in the Film Industry: **0.5/1**

In the Czech Republic, RWE sponsors a film festival called Karlovy Vary Film Festival as a part of its engagement to sponsor cultural activities at its international sites of operations.

Investing in Sporting Events: **1/1**

RWE is actively participating and sponsoring in sports events. In 2011, the 49th RWE Marathon is organised in Essen. RWE have also sponsored a number of sports clubs, such as cricket clubs in Britain among other places since 2001. RWE Npower in the UK also sponsors Npower Football league.

Investing in Academic Collaboration: **1/1**

RWE invests in energy education across all age groups. The company funds special courses to promote awareness of what energy is for young people but also organises international conferences bringing together people from several fields, also from academic sphere, to hear about their new innovations and the development of the energy industry.

Humanitarian Aid: **1/1**

The RWE group is very engaged into humanitarian aid. The group takes part in several initiatives, for example they campaign for clean water in areas of scarcity, and has sent donations to natural catastrophe areas, such as Szechuan, China, after the area suffered a severe earthquake.

CD Involvement Ranking: $7.5 \times 70\% = 5.25\%$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.95 \rightarrow B$

NATIONAL GRID

GRADE: F

Industry: Energy & Utilities
Founded: 1990
Headquarters: London, UK
Area served: UK, US
Key people: Sir John Parker (Chairman), Steve Holliday (Chief Executive)
Products: Electricity and gas
Market value: US\$33,402.3 million
Employees: 27,000
Website: <http://www.nationalgrid.com>

Activities

In the UK, National Grid provides gas and electricity delivery systems nationwide. In the US, the company provides electricity in the north eastern states of the country. The company's current aim is to grow and expand its business with medium-term strategies rather than long-term plans. National grid is engaged in providing electricity and gas efficiently, safely and reliably to its customers. National Grid services almost 14 million customers in both the UK and the US.

Engagement In Cultural Diplomacy

National Grid is mostly focused on its core business operations and providing its nearly 14 million customers with electricity and gas. Next to this, the company also sponsors some cultural initiatives and education in its field. The company sees employee diversity as a strong point and goes to great lengths to operate with respect to human rights.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

National Grid welcomes employees with diverse backgrounds and abilities. National Grid promotes open communication within the organisation and wants its diverse workforce to correspond to the company's customer base.

International Internship Programmes: **0/1**

National Grid does not provide an international internship programme per say, but some of the employees who take part in the graduate programme have the chance to travel depending on what kind of projects they work with.

Transnationalism: **1/1**

For the main part National Grid operates in the UK, but it has expanded to the north eastern states of the US.

Promoting Human Rights/Civil Rights: **1/1**

National Grid promotes good business ethics in all its actions. The company actively updates its human rights statement and encourages its employees to respect human rights. National Grid also aims to provide its employees with an ethical working environment and promises to respect the employees' rights in all aspects of its operations.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

National Grid is involved with the Green Education Foundation that promotes education for different energy sources and sustainability for children and young people aged 4 to 18. National Grid has also developed its own interactive website for classroom use for children aged 5 to 13 to enhance energy efficiency awareness.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0.5/1**

National Grid was awarded the Beyond Sport 2010 Corporation of the Year award for its tight collaboration and sponsoring of the Special Olympics Great Britain.

Investing in Academic Collaboration: **1/1**

National Grid collaborates with three different universities in the US to reach students from different age groups and backgrounds. Its focus is on projects concerning sustainable energy research.

Humanitarian Aid: **1/1**

At the beginning of September 2011 National Grid gave the Red Cross a donation of \$835,000 for disaster relief efforts. The company also helped in the reconstruction in the western New York State area in 2006 after a strong storm hit the area destroying homes and infrastructure.

CD Involvement Ranking: $3.5 \times 70\% = 2.45$

Overall Ranking: $0.90 + 2.45 = 3.35$
 $3.35 / 6.8 = 0.49 \rightarrow F$

Industry:	Energy & Utilities
Founded:	1998
Headquarters:	Espoo, Finland
Area served:	Scandinavia, Baltic areas, Poland and North-West Russia
Key people:	Tapio Kuula (CEO)
Products:	Electricity production & distribution
Market Value:	\$30.21 billion (2010) ⁴
Employees:	10.585 (2010)
Website:	www.fortum.com

Activities

Fortum is a Finnish multi-national corporation that specialises in the production and distribution of electricity for users in many of the surrounding countries. It was formed in 1998 as a result of the merging of the electricity company Imatran Voima Oy and the oil company Neste Oy. It operates in 14 countries globally.

Fortum's strategy aims for continuous development of existing businesses and for market-driven growth in hydro, nuclear and combined heat and power (CHP) production. In addition to Fortum's technical competencies, the company's expertise and proven track-record in operating in competitive energy markets has a central role when pursuing growth opportunities in existing markets and in the rapidly growing markets of Europe and Asia.

Fortum define their mission as creating energy that improves life for present and future generations. They work to provide sustainable solutions that fulfil the needs for low emissions, resource-efficiency and energy security, and endeavour to deliver excellent value to our shareholders. The mission embodies Fortum's responsibility for the environment, society and its financial performance in accordance with the three areas of sustainability.

Fortum lists its four core values as being accountability, creativity, respect and honesty. According to Fortum, these values reflect how they work with their customers, partners and co-workers. They see these values as being key to helping them achieve the goals set for their operations, to develop, to shoulder responsibility, and to work for sustainable development.

Engagement in Cultural Diplomacy

In recent years Fortum has made progress in becoming a more environmentally sustainable institution in order to reflect its commitment to social and environmental values in line with maintaining sustainable development. Fortum's work on promoting sustainability and climate change mitigation has received two important international recognitions: Fortum was ranked the best utility in Carbon Disclosure Leadership Index (CDLI) scoring 97/100 points and was the only Nordic company included in the index. Fortum was also listed in the Dow Jones Sustainability Index DJSI World for the ninth consecutive year.

Sponsorship is one way the Fortum brand reinforces its key messages, and this technique is one way the company hopes to achieve its aim of making Fortum a next generation energy company. Important aspects in this strategy are to be a responsible corporate citizen and excel in sustainability and these are also the guiding principles in the company in terms of sponsoring. Therefore environmental and social responsibility is incorporated into the Fortum sponsorship program.

⁴ \$21,76 billion according to the exchange rate on 24.8.2011.

Fortum selects its sponsorship partners carefully to meet the criteria of their sponsorship guidelines. The key company focus is on long-term sponsorships limited in number. The present partners are in the areas of social and environmental responsibility and high profile organisations in the field of sports and culture, as these institutions are believed to share Fortum's aims of sustainability alongside development.

Fortum has been involved recently in cultural events in and around the company's headquarters in Espoo, Finland. Recent cultural co-operation between the company and the city came in conjunction with the celebrations marking the 30th anniversary of Fortum's Head Office tower. Fortum organised an Open House for Espoo residents in honour of the occasion. Espoo presented a future vision for the Tapiola - Otaniemi - Keilaniemi area. Starting in 2007, the cultural collaboration between Fortum and Espoo culminated with Poweria!, an outdoor, family concert during the week-long Espoo Festival.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Fortum has 10,585 employees worldwide as of 2010.

International Internship Programmes: **1/1**

Fortum features in the Universum Student Survey 2011 Top Ten Ideal Employers in Finland, an accolade that has been granted partly as a result of their internship programmes. The company offers summer jobs through its pan-Nordic Summer Energy programme to young people looking for experience in a producer and distributor of electricity. Fortum also offers opportunities to those looking to study theses and to take part in internships, as well as offering a Fortum Ambassador programme for members of staff to liaise and build connections with one another.

Transnationalism: **1/1**

Whilst the base of Fortum's operations is in the Scandinavian and Baltic areas, the company has subsidiaries across the rest of Europe and in Asia. Among the countries the company operates in are the United Kingdom, the United Arab Emirates and Belgium.

Promoting Human Rights/Civil Rights: **0.5/1**

Fortum endorses the UN Universal Declaration of Human Rights, the UN Convention of the Rights of the Child, and the key conventions of the International Labour Organization (ILO). The ten principles of the Global Compact charter are the foundation of Fortum's Supplier Code of Conduct.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Fortum offers both project scholarships and the more flexible individual scholarships. Project scholarships may be awarded for research, development and other projects related to the energy area, for conferences, education and for buying laboratory equipment. A personal scholarship can be awarded for undergraduate studies (M.Sc. or similar) done at a university or technical university in Finland, although the area of study must meet the Foundation's purpose.

Investing in Music: **1/1**

Fortum has collaborated with the city of Espoo in Finland to provide a musical celebration for the local population. Aimed at families, the public concert at the Leppävaara Sports Park acts as the focal point to the week-long Espoo Festival built around Espoo Day on August 27th. The concert is an annual event. It was especially significant in 2008, when the city celebrated its 550th anniversary.

Investing in Visual Arts: **1/1**

The company runs the Fortum Art Foundation, which owns a collection of works of art. The Fortum Art Foundation was established in 2005 to administer the works of art owned by Fortum Corporation and its predecessors and to make them known to the general public. The oldest works in the exhibition include paintings by Werner Holmberg and Ferdinand von Wright.

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

Fortum have sponsored numerous sporting events in the last decade, the majority of these being based in Central and Eastern Europe and Scandinavia. These include the 2002 and 2003 Ice Hockey World Championships in Sweden and Finland respectively, the 2004 Hockey World Cup and the 2005 World Athletics Championships in Helsinki.

Fortum has taken a more active role in sports development through the Fortum Tutor programme. Fortum Tutor is a national programme launched in partnership with the Football Association of Finland to develop the skills of coaches of junior football teams. The goal is to make sure that children have an inspiring and competent coach. About 70 football coaching experts have been selected as tutors; each of them meet with 12 coaches during the season. The coaches receive the support they need and help in developing their coaching skills.

Investing in Academic Collaboration: **1/1**

Fortum has collaborated with the University of Uppsala in the testing of wave power off the coast of Lysekil in Sweden. In February 2009, Fortum and a Swedish equipment supplier submitted an application of interest to the Swedish Energy Agency for investment support of a full-scale wave power site to be constructed off the western coast of Sweden. The site would have an electricity capacity of about 10 MW.

Fortum is also participating in the Academy of Finland's SusEn (Sustainable Energy) research programme as well as the programme's steering group and selected project support groups. They are also participating in Helsinki University of Technology's new research programme and in steering group work of the energy projects. The programme is one of the main activities linked to the 100th anniversary of Helsinki University of Technology. In 2008 Fortum offered a five-year professorship in environmental and energy law to the University of Helsinki's Faculty of Law. Fortum also decided to contribute to funding a professorship specialising in Russian energy policy to be established at the University of Helsinki.

Humanitarian Aid: **1/1**

Fortum's charity programme in Russia is aimed at helping orphans, the disabled and children from low-income families. Additionally, they support children's sporting activities. In 2010 they contributed about 30,000 euros towards their established Russian charity programme. In the Chelyabinsk area the programme supports a charity foundation, an association for blind children, day care for sight-impaired children, a children's sports academy, and a children's dance school.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.05 + 4.2 = 5.25$
 $5.25 / 6.8 = 0.77 \rightarrow D$

CEZ GROUP

GRADE: F

Industry:	Electricity
Founded:	1992
Headquarters:	Prague, Czech Republic
Area served:	Central and Eastern Europe
Key people:	Daniel Benes (CEO and Chairman of the board) Martin Roman (Chairman of the Supervisory Board)
Products:	Power and electricity distribution
Market value:	\$27,507.3 million (2010)
Employees:	32,937
Website:	http://www.cez.cz/en/home.html

Activities

CEZ Group is a Czech electricity company and today it is the leading electricity provider in Central and Eastern Europe. The company was founded in 1992 and in 2003 CEZ Group was formed through a merger of several smaller distribution companies from the same region. By acquisitions in its region the CEZ Group has grown from a Czech company into a multinational industry leader and now consists of over 90 electricity companies from around its original region. CEZ is one of the top ten European electricity companies and also has a joint-venture agreement with a Hungarian electricity company MOL, signing in 2007.

In addition to having coal and nuclear power plants, CEZ Group is heavily investing into developing renewable energy sources. The company's biggest efforts are in hydropower, but it also has wind and solar energy stations. CEZ Group is committed to invest about \$1 billion into renewable energy development within the next 15 years.

Engagement in Cultural Diplomacy

The CEZ group openly discusses the impact its industry has on the environment and is engaged in various projects to keep its power plants safe and the environment protected. They do this by investing into renewable energy. There is also a CEZ Foundation (Nadace CEZ) that gives donations to charity and various projects promoting healthier habits for children and young people and education etc.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

CEZ Group sees its people as its most valuable asset but does not have a specific employee diversity statement. The company's employees come from different countries where the company operates and cover all age groups.

International Internship Programmes: **0/1**

The company collaborates with several universities. The group has 13 faculties in seven universities, but it does not offer a specific international internship programme.

Transnationalism: **0.5/1**

CEZ Group has over 90 affiliates in Central and Eastern Europe. The company supplies almost 7 million customers in its operation areas altogether. The group does not operate outside Europe.

Promoting Human Rights/Civil Rights: **0.5/1**

The CEZ Group does not have a human rights statement but it promotes a fair and transparent working place for all its employees and also is very considerate about the environment and of the effects its operations could have on the people living near the power plants.

Company Policy Ranking: $2 \times 30\% = 0.6$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

The CEZ Group offers scholarships for selected students of its partner universities to facilitate their career path. The group also organises summer university programmes and "Nuclear School-Leaving Exams" which both take place at the nuclear power plants of the group.

Investing in Music: **0.5/1**

The CEZ Foundation gives donations into culture and arts projects, but no further explanation is offered.

Investing in Visual Arts: **0.5/1**

Investing in the Film Industry: **0.5/1**

Investing in Sporting Events: **1/1**

CEZ Group is an official partner of the Czech Olympic Team, and also the group donated all in all CZK31.9 million⁵ into sports activities. The CEZ Foundation has also donated money to build playgrounds and sports ground in its regions.

Investing in Academic Collaboration: **1/1**

The company cooperates with seven different universities, giving funding for special courses in electricity technology.

Humanitarian Aid: **0/1**

CD Involvement Ranking: $4.5 \times 70\% = 3.15$

Overall Ranking: $0.6 + 3.15 = 3.75$
 $3.75 / 6.8 = 0.55 \rightarrow F$

⁵ \$1.7 million according to the exchange rate on 4.10.2011

CENTRICA

GRADE: F

Industry:	Electricity and utilities
Founded:	1997 (Centrica separated with British Gas plc.)
Headquarters:	Windsor, United Kingdom
Area served:	UK, Canada, USA, Norway, Germany, The Netherlands, Trinidad & Tobago
Key people:	Sir Roger Carr (Chairman) Sam Laidlaw (Chief Executive)
Products:	Electricity, gas
Market value:	US\$26,876.0 million
Employees:	35,000
Website:	http://www.centrica.com

Activities

Centrica Plc. operates in the energy and utilities field. Most of the company's revenue comes from the UK, but the company is also strongly present in the northern parts of the US. In much of Central Europe the company sources energy for its customers in the UK. The company was established by a demerger from British Gas, when in 1997 the company was divided into Centrica and British Gas.

Engagement in Cultural Diplomacy

Centrica keeps its main focus on its core business. It has some involvement in cultural diplomacy activities as well, but it does not emphasise them past its main business. The company's cultural initiatives focus on education and internship programmes. The company also encourages its employees to volunteer for charities, but provides little information on these activities.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Centrica has been recognised as an 'Exemplar Employer' by Opportunity Now. The company also has a high share of female executives.

International Internship Programmes: 1/1

Centrica offers a summer placements for 50 students every year. In addition to that, the company has a graduate programme of 25 months, and during the second year the interns have the chance to work at the company's international sites.

Transnationalism: 1/1

Even though most of its business is located in the UK, Centrica has created a strong presence in the US and has multiple sites of operations in Central Europe as well.

Promoting Human Rights/Civil Rights: 1/1

Centrica aims to take the rights of its employees into the core of its operations and also applies this to the human rights concerning its stakeholders in the regions where the company has operations. The company commits to act responsibly and take responsibility not only for its own workforce, but also for the environment. Centrica also observes the UN declaration on human rights.

Company Policy Ranking: $4 \times 30\% = 1.2$

Investing in Academic Collaboration: 1/1

LUKOIL sponsors numerous higher education institutions which provide training to oil and gas specialists, including the I.M. Gubkin Russian State University of Oil and Gas, the St. Petersburg State Mining Institute, Perm State Technical University, Ukhta State Technical University, Tyumen State Oil and Gas University, Ufa Petroleum Technical University, Volgograd State University, Volgograd State Technical University, and Astrakhan State Technical University.

Humanitarian Aid: 1/1

The company has been sponsoring orphanages in the areas of Western Siberia, Komi Republic, Kaliningrad Oblast and others for almost 20 years. Through this programme, children in over 60 orphanages and foster homes receive support from the company, its subsidiaries and the LUKOIL Charity Fund. The company gives these children access to education and healthcare services, and helps them find a suitable career. The company allocates funds to maintain the facilities of specialised child care institutions, and seeks to ensure the children adjust to the social environments in which they find themselves after leaving their orphanage or foster home. The company also sponsors annual holidays to the coast, educational tourist trips across the country and purchases New Year's presents for all of the children.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.2 + 4.9 = 6.1$
 $6.1 / 6.8 = 0.90 \rightarrow B$

SURGUTNEFTEGAS

GRADE: F

Industry:	Oil & Gas
Founded:	1993
Headquarters:	Lipetsk, Russia
Area served:	Russia, Germany, Finland, Denmark, Ukraine and Baltic Countries
Key people:	Vladimir Erokhin, (Chairman) Vladimir Bogdanov (CEO)
Products:	Petroleum, Natural Gas, Oil Products
Market value:	US\$43,418.2 million
Employees:	92.935
Website:	http://www.surgutneftgas.ru

Activities

Surgutneftgas is one of the Russian oil majors involved in oil and gas production and exploration, gas processing, power generation, output and marketing of petroleum products, petrochemicals and gas products. It accounts for almost 13% of the country's crude output and 25% of gas produced by domestic oil companies. The company has been leading the industry in terms of exploratory and development drilling, as well as the number of production goods brought on stream.

Engagement in Cultural Diplomacy

Surgutneftgas commits to the social responsibility principles adopted by most developed countries, and seeks to implement them in business areas. The company balances the interests of its employees and communities in the areas of its operations, and seeks to strengthen and maintain the stability of the social and economic potentials of the regions where it operates. Surgutneftgas aims to keep and create new work places through business expansion, in order to support regional social programmes and improve local living standards.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **0/1**

International Internship Programmes: **1/1**

The company encourages participation by young scientists in its Scientific and Technical Conference in order to encourage work in the area of economic efficiency. These conferences have been held annually for 30 years, and the authors of the best research works are awarded foreign traineeships.

Transnationalism: **1/1**

Surgutneftgas strives to build a company with a strong global position that delivers high-quality performance results. LLC, as one of the Company's business units, follows the same strategic mission to establish a strong presence in European markets as a reliable supplier of petroleum products that satisfy tough environmental and performance requirements.

Promoting Human Rights/Civil Rights: **0.5/1**

As a company that contributes to Russia's social and economic developments, Surgutneftgas carries out its operations in a way that balances the interests of employees and the communities of the areas in which it operates. There are a number of programmes directed at the nurturing of employees' health and physical development.

Company Policy Ranking: $2.5 \times 30\% = 0.75$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Surgutneftegas and its HR divisions are focused on searching for and recruiting inventive, ambitious young people. It cooperates with more than 100 educational establishments of Russia, and offers grants to potential employees to cover parts of the costs of the education needed to work in the industry.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

Surgutneftegas promotes the development of a healthy lifestyle among its employees; the company has some 23 sporting facilities, including 17 gymnastics halls and 6 fitness centres equipped with swimming pools for employees and their families. Each month more than 20,000 employees use these facilities, and each year more than 500 sports contests and championships are held by the company.

Investing in Academic Collaboration: **0/1**

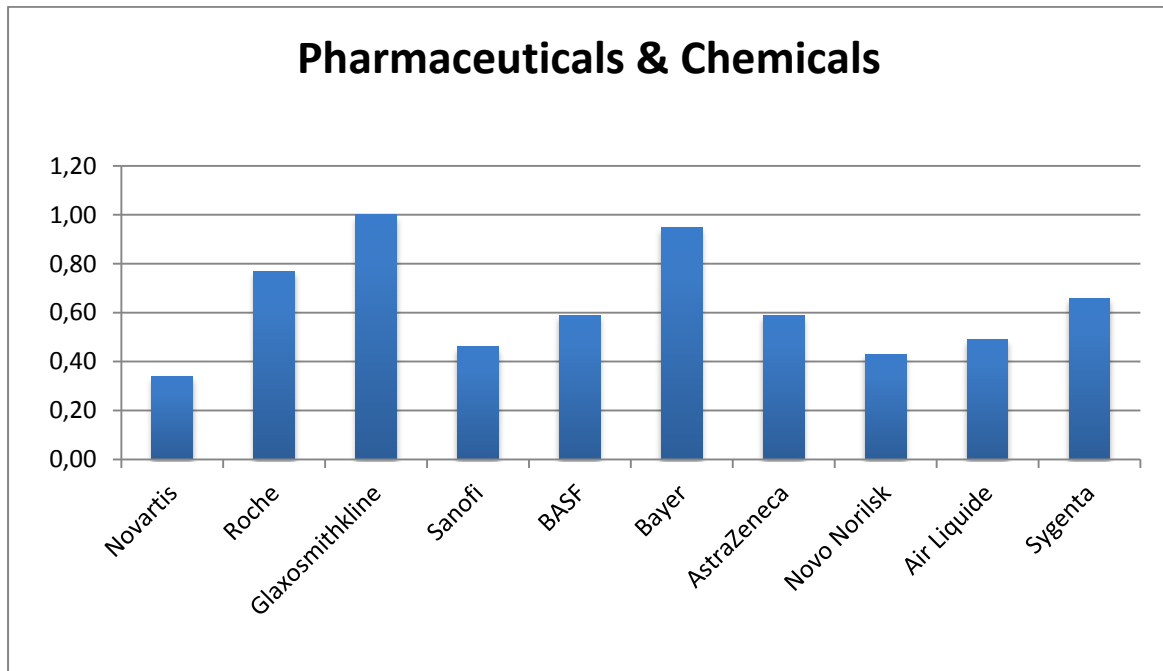
Humanitarian Aid: **1/1**

Surgutneftegas acts as patron to the charity Zabota, which assists disadvantaged families in gaining access to accommodation, healthcare and education. It also offers free health resort treatment for disabled children, and gives the opportunity for them to attend PC user's courses.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $0.75 + 2.1 = 2.85$
 $2.85 / 6.8 = 0.41 \rightarrow F$

6.7 Pharmaceuticals & Chemicals



Average Quotient = 0.63

GRADE: E

NOVARTIS INTERNATIONAL AG.

GRADE: F

Industry:	Pharmaceuticals & Chemicals
Founded:	1996
Headquarters:	Basel, Switzerland
Area served:	Worldwide
Key people:	Joseph Jimenez (CEO), Jon Symonds (CFO), Sheldon Jones (Head of corporate communications)
Products:	Pharmaceuticals, generic drugs, over-the-counter drugs, vaccines, contact lenses
Market value:	US\$143,633.0 million
Employees:	119,500 (2010)
Website:	www.novartis.com

Activities

Novartis International AG is one of the world's leading pharmaceutical companies. It is based in Basel, Switzerland and employs around 119,500 people worldwide. Outside of its headquarters, the company's operations include the Novartis Institute for Biomedical Research in Cambridge, Massachusetts. Annual revenue of the company reached \$50.624 billion in 2010, with a profit margin of around 20%. The company's production is concentrated on vaccines and sophisticated diagnostics tools. It also specialises in the genetics industry, animal health, eye care and self medication products. Novartis International AG also has controlling shares in well known companies like Sandoz and Alcon.

Engagement in Cultural Diplomacy

The Novartis Foundation for sustainable development is a major institution, through which Novartis supports international projects in the field of health and local development.

Projects in the field of culture and arts:

The Millennium Villages Project (MVP) was founded with the goal of helping impoverished communities in rural Africa achieve the Millennium Development Goals (MDG) as set out by the United Nations in the year 2000. The MVP is active at 14 sites in 10 African countries, and has reached nearly 400,000 people to date. Novartis finances one village in Tanzania and donates medicines to several others.

Novartis is also strengthening healthcare systems for patients with The Access Initiative in rural Mali. The Foundation, together with Malian partners, developed an integrated healthcare project in the municipality of Cinzana between 2001 and 2006. Since 2007, the foundation, in cooperation with the regional authorities for health and social development, extended this project to another 12 areas in the region covering 170,000 people in 210 villages.

ICATT is a computer-based learning programme for healthcare professionals in developing countries. The programme is conducted by the Novartis Foundation for Sustainable Development, together with the WHO.

REPSI is the benchmark in psychosocial support in Southern Africa, a programme supported by Novartis which offers comprehensive leprosy care to patients in India, patient-centered treatment of tuberculosis and improved access to effective malaria treatment in Tanzania.

Projects in other areas:

Novartis promotes volunteerism through its Community Partnership Day. The initiative is aimed at supporting local communities, social institutions and non-profit organisations, with projects compatible with the Novartis commitment to social responsibility. Activities include renovating schools, accompanying children with disabilities on day-trips, working at food donation banks, and using business skills to help local organisations improve their efficiency. Some examples include:

- In Turkey, Novartis associates collected clothes, books and toys for children in need, donated blood through the Red Crescent and donated medicines to a children's hospital in Ankara.
- In the West Indies, Novartis associates took children on field trips to the zoo in Curacao, assembled a playground in Jamaica, and organised sports and a party for Special Olympics participants in the Bahamas.

Novartis has a longstanding commitment to human rights, and was among the first signatories of the United Nations Global Compact in 2000. The company adopts a proactive approach to human rights across its business operations, and through the think-tank work of the Novartis Foundation for Sustainable Development. It is also helping to define the role business can play in promoting human rights, especially the right to health. As part of this human rights commitment, the company is involved in efforts to extend a 'living wage' to all its associates worldwide. It was among the first international companies to develop and implement a voluntary commitment to pay a living wage to employees around the world.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Novartis claims it is essential that its people reflect the rich cultural, ethnic and gender-diversity of its markets; as its customer base grows increasingly diverse. For Novartis, a diverse talent pool becomes a critical bridge between the workplace and the marketplace.

In 2006, Novartis developed a group-wide Diversity and Inclusion vision and strategy based on

Novartis Values and Behaviours and Leadership Standards.

The company also established an external Diversity and Inclusion Advisory Council (DIAC) with internationally renowned experts from academia, business and non-governmental organisations. The council is meant to advise Novartis in all aspects of D&I. The four Novartis divisions are now developing and implementing their own specific D&I structures and action plans.

International Internship Programmes: **0/1**

Internships are only available in Institutes for Biomedical Research (U.S.)

Transnationalism: **1/1**

The company has institutes for Biomedical Research in the U.S.

Promoting Human Rights/Civil Rights: **0.5/1**

Novartis has a longstanding commitment to human rights, and was among the first signatories of the United Nations Global Compact in 2000.

Company Policy Ranking: $2.5 \times 30\% = 0.75$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

The Novartis Pharmaceuticals Corporation offers a range of grants to support education, advocacy and outreach efforts. They accept educational grant requests for healthcare professionals, as well as patient education initiatives to support education and outreach in the community. Consistent with this mission, Novartis considers funding for professional medical education and offers grants that support independent, accredited and non-accredited medical education for healthcare professionals.

Medical Education grants must be independent of commercial bias and non-promotional in nature.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

The Novartis Foundation for Sustainable Development is a major institution through which Novartis supports international projects in the fields of health and local development.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $0.75 + 4.2 = 2.15$
 $2.15 / 6.8 = 0.34 \rightarrow F$

Industry:	Pharmaceuticals & Chemicals
Founded:	1896
Headquarters:	Basel, Switzerland
Area served:	Worldwide
Key people:	Dr Severin Schwan (CEO), Dr Alan Hippe (CFO), Dr Stephan Feldhaus (Head of Communications)
Products:	Drugs, blood glucose monitoring products
Market value:	US\$127,055.6 million
Employees:	80,650 (2010)
Website:	www.roche.com

Activities

Roche Holding AG is one of the biggest European corporations in the market of pharmaceuticals. With headquarters in Basel, Switzerland, Roche Holding AG has 80,650 members of staff worldwide, and generated annual sales revenue of \$9.28 billion in 2010. The company has subsidiaries around the world, including but not limited to Germany, China, USA, Brazil, Canada, and Ireland. The group specialises in the production of pharmaceuticals and professional diagnostic equipment. Roche is the world leader in in-vitro diagnostics and drugs for transplantation and cancer.

Engagement in Cultural Diplomacy

The company is involved in humanitarian and social projects in developing countries. It supports scientific research, development opportunities for young scientists and contemporary music and arts. Roche also encourages its employees to play a role in their local communities, and supports any efforts to do so through allowing time off to work on projects and sponsorships. Roche also supports concrete projects through sponsorship and donations.

Projects in the field of culture and arts:

- Roche'n'jazz aims to promote jazz music and musicians in the Basel area through regular concerts.
- Roche's Youth! Arts! Science! project aims to explore the links between innovation in arts & sciences through a joint project with the Salzburg Festival. The European university and college students attend contemporary music concerts in Salzburg at reduced prices, and participate in a series of workshops on related topics.
- Roche Commissions aims to promote contemporary classical music by commissioning a new piece every two years from an outstanding contemporary composer.
- Roche sponsors the Museum Tinguely. This sponsorship involves supporting the Swiss sculptor Jean Tinguely in the company's home city of Basel. Roche has also donated works from its own collection and paid for additions to the museum's collection. It also covers the operating and maintenance costs.

Other projects:

- The UNICEF and ECPP partnership aims to improve education for AIDS orphans in Malawi through a partnership with UNICEF and the European Coalition of Positive People (ECPP). Roche supports four orphanages with daily services, training and meals.
- Roche and Genentech Go to Town is a project which supports local business in South San Francisco and Nutley, New Jersey, by giving employees US \$25 worth of vouchers to spend in local shops over two weeks.
- The Roche Employee Action and Charity Trust (Re&Act) supports a number of projects, including the Roche Children's Walk, the Philadelphia Health Care Train, the Chocos Village Reconstruction Project and the ICRC Clean Water Project.

- Roche's International Committee of the Red Cross partnership is a financial sponsorship of Red Cross activities. In 2010 Roche's support was allocated to operations in Burundi, with the objective of ensuring that the 135,000 people affected by the armed conflict had adequate access to safe drinking water.
- Roche's Chocos Village Reconstruction Project provides know-how, technical supervision, materials and funding to help rebuild the Peruvian village of Chocos which was devastated by an earthquake in August 2007.
- The Roche Postdoc Fellowship Programme and Genentech Postdoctoral Programme both aim to give young scientists an opportunity to contribute to research and development projects in partnership with Roche, Genentech and academic institutions.
- The Research Exchange Scholars Program supports science and education by giving gifted secondary school students, especially those interested in life sciences, the opportunity to participate in international exchanges.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company employs 80,000 people worldwide, and represents over 130 different nationalities. Employees from 75 countries work for Roche Holdings in Switzerland. Women make up half of the overall workforce and hold 40% of management roles.

International Internship Programmes: **1/1**

Roche offers a range of programmes for interns. Students from the following fields of study are favoured: Engineering, Natural Sciences and Business Studies.

Transnationalism: **1/1**

The company has subsidiaries across the world. This list includes Germany, China, USA, Brazil, Canada and Ireland.

Promoting Human Rights/Civil Rights: **0.5/1**

Roche supports the human rights of its employees as set out in the Universal Declaration of Human Rights. Their commitment is embodied in their Corporate Principles and Employment Policy, applicable to all Roche employees. The policy covers human rights as defined by the United Nations Realising Rights initiative. The Business and Human Rights Resource Centre has granted official recognition to Roche for its public commitment to human rights.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

The Research Exchange Scholars Programme aims to support education in science. The programme gives gifted secondary school students the opportunity to participate in international exchanges, geared towards students with an interest in the life sciences.

Grants and Scholarships: **1/1**

The Roche Foundation for Anemia Research (RoFAR) supports groundbreaking scientific research in anemia associated with kidney disease, cancer and other chronic conditions. The aim of this is to improve outcomes and encourage scientific advances in these fields. Grants are provided to academic staff at universities, dialysis centres and research institutes. In addition to the company's regular research grants, RoFAR administers special funding for innovative

proposals which could be transferred into clinical practice. RoFAR was founded in 2004 as an independent, scientist-led, international medical research charity.

Investing in Music: **1/1**

Roche'n'jazz is a project that promotes jazz music and musicians in Basel with regular concerts and gigs. In addition to this, Roche Commissions aims to promote contemporary classical music by commissioning a new piece of work every two years from an outstanding contemporary composer.

Investing in Visual Arts: **1/1**

Roche's investment in the Museum Tinguely and their sponsorship of the artist's work and expenses shows a commitment to visual arts. Further to this, they donate pieces of the corporate private collection to be displayed at the Museum alongside the artist's collections.

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

The Roche Genetics Education Programme conducts workshops on practical experimental technique, and the ethics and policy of teaching genetics for science teachers. It also provides them with digital resource materials in German and English. The project is a collaborative partnership between Roche, the Life Science Learning Centre and the University of Zurich.

Humanitarian Aid: **1/1**

The Roche Employee Action and Charity Trust (Re&Act) has supported a number of projects, including the Roche Children's Walk, the Philadelphia Health Care Train, the Chocos Village Reconstruction Project and the ICRC Clean Water Project. The International Committee of the Red Cross partnership is also engaged in humanitarian activity in partnership with Roche. In 2010, Roche's Support was allocated to operations in Burundi in order to provide 135,000 people with water when conflict resulted in disruption to local supply.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.05 + 4.2 = 5.25$
 $5.25 / 6.8 = 0.77 \rightarrow D$

GLAXOSMITHKLINE.

GRADE: A+

Industry:	Pharmaceuticals & Chemicals
Founded:	2000
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	Chris Gent, Chairman, Andrew Witty, Chief Executive
Products:	Pharmaceuticals
Market value:	US\$98,600.1 million
Employees:	99.000 at the end of 2010
Websites:	www.gsk.com

Activities

Glaxosmithkline is one of the world's leading research-based pharmaceutical and healthcare companies. Headquartered in the UK, it is a global organisation with offices in over 100 countries and major research centres in the UK, USA, Belgium and China. GSK is one of the few pharmaceutical companies researching both medicines and vaccines for the World Health Organization's three priority diseases (HIV/AIDS, tuberculosis and malaria,) and have developed some of the leading global medicines in these fields. GlaxoSmithKline produce medicines that treat major disease areas such as asthma, anti-virals, infections, mental health and diabetes, as well as cardiovascular and digestive conditions. In addition, they are a leader in the area of vaccination, and are developing new treatments for cancer. Glaxosmithkline market other consumer products, many of which are among the market leaders.

Engagement in Cultural Diplomacy

The company is involved in humanitarian and social projects, mainly in developing countries. It supports scientific research, development opportunities for young scientists and contemporary music and arts. GlaxoSmithKline encourages its employees to play a part in local communities, supporting their efforts to do this and funding projects in the field of arts & culture.

GSK Contemporary is a project that brings together The Royal Academy of Arts and GSK to organise 'GSK Contemporary.' This collaboration has seen the creation of 'Earth: Art of a Changing World,' which presents new and recent work from more than 30 leading international contemporary artists, including commissions and new works from the best emerging talent. 'Aware' is another project under GSK contemporary, which covers Art Fashion Identity at the Royal Academy.

In Europe, GSK support an exhibition at the children's museum 'Le Musée des Enfants, Bruxelles.' The fundraising efforts of the local dancers, singers and musicians who represent Scotland at one of China's top cultural events were also given a cash injection by the GlaxoSmithKline site in Montrose, Scotland, ensuring their trip took place.

Glaxosmithkline USA sponsored the 2010 Subaru Cherry Blossom Festival of Greater Philadelphia (a program of the Japan America Society of Greater Philadelphia); an initiative to encourage a better understanding of the cultural, social, and educational customs of Japan and the United States. The company is also one of the sponsors of the West Virginia Symphony Orchestra Parkersburg, as well as the Philadelphia Museum of Art in its presentation of the exhibiton 'Picasso and the Avant-Garde in Paris.'

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company is committed to diversity and inclusion through different initiatives and includes diversity within a specific policy framework outlined in corporate guidelines.

International Internship Programmes: **0/1**

Programmes for interns with GlaxoSmithKline include:

- Pharmaceutical Marketing Summer Internship: This offers the opportunity to work for up to 10 weeks during vacation time with senior managers within GSK's UK commercial business.
- Purchasing/Procurement Summer Internship: This offers the opportunity to work with senior procurement professionals for 10 to 12 weeks during a summer vacation. The work focuses on specific assignments to deliver benefit to procurement's business partners; Commercial, Production, Research & Development, IT and Corporate Services. During this time interns will be provided with the appropriate level of support and training.
- Industrial Placements: This role covers Global Manufacturing and Supply, Information Technology, Science & Statistics, Sales and Marketing, Communications, Human Resources and Finance.
- The Summer Talent Identification Program (STIP) is designed to recruit and hire top quality interns to feed the talent pipeline for GSK. These opportunities are available at sites in the Raleigh, NC and the Greater Philadelphia, PA areas.

Transnationalism: **1/1**

The company has subsidiaries around the world; it is a global organisation with offices in over 100 countries and major research centres in the UK, USA, Belgium and China.

Promoting Human Rights/Civil Rights: **1/1**

GSK's employment standards on issues such as diversity, equal opportunities and health and safety protect employees' human rights.

As an employer, GSK claims to be committed to providing a fair salary and a healthy, safe and secure workplace for all its employees and contractors. GSK opposes discrimination at work and is committed to promoting respect for diversity.

Outside the workplace, GSK is opposed to all forms of slavery and exploitative child labour and works with appropriate partners to address this problem responsibly wherever it is encountered.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

GSK Japan is investing in a cultural exchange programme called The Art of Water Music. The GSK Contemporary collaboration's 'Aware' project is a programme presenting Art Fashion Identity at the Royal Academy, and encourages intercultural discourse and communication.

Grants and Scholarships: **1/1**

GSK awards individual charitable grants over EUR 10,000 (\$15,000) for European and International programmes, UK programmes, US programmes and to the US-North Carolina Foundation.

The GSK North Carolina Foundation makes charitable grants through its U.S. Contributions Committee. The principal areas of focus are health and human services, science education, literacy and the arts, and distributes scholarship funds of around \$1 million.

Investing in Music: 1/1

Glaxosmithkline Montrose recently announced the sponsorship of a group of Angus Performers for a trip to China. In order to reward the fundraising efforts of the performers, Glaxosmithkline made a significant contribution to the Angus group's fund for a trip to China.

GSK USA is also one of the sponsors of the Brentford Festival in Boston and is one of the sponsors of the West Virginia Symphony Orchestra Parkersburg.

Investing in Visual Arts: 1/1

GSK partners with the Philadelphia Museum of Art in presenting Picasso and the Avant-Garde in Paris, and is a contributor to the Children's Museum (Le Musée des Enfants, Bruxelles).

Investing in the Film Industry: 1/1

GSK are sponsors of the 8th Annual North Carolina Gay & Lesbian Film and Festival.

Investing in Sporting Events: 1/1

Glaxosmithkline recently signed on as the 25th corporate sponsor one of the London 2012 Olympic and Paralympic Games.

GSK also sponsors the BMW Williams Formula 1 team, as well as funding a range of Sports and Social Clubs. GSK organises the 'Scientists in Sport' programme, a UK-based initiative set up by GSK and King's College London, designed to inspire young people into pursuing a range of scientific careers. The new programme showcases how science will be used during the London 2012 Olympic and Paralympic Games, from drug tests to understanding how eye tracker scanning could improve how football teams perform in penalty shoot-outs.

Investing In Academic Collaboration: 1/1

GSK and the University of Dundee have begun a collaboration to develop therapies for rare genetic skin disorders. Collaboration actually features as a prominent part of GSK's Research and Development process in the following key areas: Respiratory Systems, Metabolic Pathways, Immuno-inflammation, Neurosciences, Infectious Diseases, Oncology, Ophthalmology, and Biopharmaceuticals.

GSK is promoting interactions between its employees and academic scientists to facilitate the rapid discovery and development of new medicines for patients. Further to this, GSK announced academic collaborations in Singapore with the Singapore Eye Research Institute and the National University Hospital, to identify retinal vascular biomarkers for progression of Alzheimer's Disease.

Glaxosmithkline invested around EUR 14.6m in collaboration with the TCD Institute of Neuroscience and NUI Galway on R&D programmes for Alzheimer's Disease. Similarly, the Cambridge Research Institute is also backed by GSK for its research.

Humanitarian Aid: 1/1

GlaxoSmithKline are involved in a number of humanitarian initiatives, a number of which consist of global health programmes:

- GSK's African Malaria Partnership (AMP) was established in 2001 to improve prevention and treatment of malaria in sub-Saharan Africa. Since then, GSK has committed over EUR 3m on malaria initiatives. In late 2009, the AMP announced new partnerships in Ghana, Nigeria, Kenya, and Tanzania to strengthen community-based efforts to fight malaria. These projects focus on building capacity for community health workers, and changing disease-promoting behaviours.
- Personal Hygiene and Sanitation Education (PHASE) was established in 1988 as a low-cost education programme, helping to reduce diarrhea-related disease by encouraging school children to wash their hands. PHASE currently operates in 16 countries – Bangladesh, Bolivia, Brazil, India, Indonesia, Kenya, Malawi, Mexico, Nicaragua, Peru, Philippines, Senegal, Tajikistan, Uganda, UK and Zambia, reaching more than one million children and their extended families.
- GSK have committed to a five year plan to help de-worm school children through a donation of up to 400 million albendazole treatments each year.
- Glaxosmithkline has also been involved in humanitarian initiatives for natural disasters for the floods in Pakistan, Haiti earthquake relief efforts, the flood disaster in El Salvador and earthquake in China.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 5.6 = 6.8$
 $6.8 / 6.8 = 1.0 \rightarrow A+$

Industry:	Pharmaceuticals & Chemicals
Founded:	2004 (through merger of Aventis and Sanofi-Synthélabo)
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Christopher A. Viehbacher (CEO), Jérôme Contamine (CFO),
Products:	Prescription medicines, consumer healthcare products, vaccines, generics, animal care products
Market value:	US \$92,044.4 million
Employees:	101,575 (2010)
Website:	www.sanofi.com

Activities

Sanofi S.A. is a multinational pharmaceutical company headquartered in Paris, France. The company is engaged in the research, development, manufacturing and marketing of pharmaceutical products for sale in both the prescription and over-the-counter medication markets. The company covers 7 major areas: cardiovascular, central nervous system, diabetes, internal medicine, oncology, thrombosis and vaccines, and is a world leader in a number of these specialities. Sanofi operates in more than 100 countries around the world.

Engagement in Cultural Diplomacy

Policies and projects in the field of culture and arts:

In 2010, Sanofi carried out programmes with 75 partners (NGOs, hospitals and health centres) to assist 56 countries, including humanitarian emergencies in countries such as Chile, China, Guatemala, Haiti and Pakistan. It also sponsored grants to employees' projects in 23 countries, and supported development aid programmes.

In 2010, 975,457 boxes of medicines and 509,218 doses of vaccines were donated by Sanofi, to treat the neediest populations of 43 countries.

Sanofi are deeply involved in activities in the field of health and humanitarian aid, for example:

- Sanofi are involved in alleviating, diagnosing and aiming to cure non communicable diseases such as childhood cancer and diabetes in Africa and South America.
- Sanofi help to diagnose and integrate children with mental disabilities in Algeria, Lebanon and Tunisia, and are fighting against Buruli ulcers in Benin and Togo. Sanofi are also involved in combatting sickle cell disease in Madagascar, improving the treatment of tuberculosis in Mali and fighting leishmaniasis in Brazil.
- Sanofi strive to make healthcare more affordable for the needy in Angola, Burkina Faso, Egypt, Morocco, Colombia and Peru. They are training health workers in Burundi, Chad, DRC and Ethiopia. They are also involved in strengthening essential emergency care in the field of neonatal obstetrics in Cameroon, boosting hygiene, access to water and healthcare in Madagascar and combatting infant mortality in Mali. Sanofi contribute to alleviating maternal mortality in Niger and establishing e-Learning training programmes for midwives in Ouganda.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company aims to prioritise and promote diversity in all areas, including experience, gender, age, education, origin and disability.

Two priority issues appear to stand out across all functions:

- Gender equality. The overall proportion of women in the company is 46% and the number of female managers reached 45% in 2007.
- Sanofi are committed to recruitment and job retention for disabled individuals. Their innovative policy concerning disability addresses insertion, continued employment, awareness-raising among employees and the development of partnerships with suppliers.

International Internship Programmes: **1/1**

Sanofi has a dedicated student portal dedicated to two programmes:

- A V.I.E. Programme, involving real operational assignments in a variety of fields including purchasing, marketing, supply chain, finance, information systems and human resources.
- Sanofi is targeting business and engineering schools and universities to develop partnerships in numerous countries such as France, Spain, the United States, Greece, Italy, China, Egypt, Switzerland and Brazil.

Transnationalism: **1/1**

Sanofi has branches in almost 100 countries worldwide.

Promoting Human Rights/Civil Rights: **0.5/1**

As a founding member of EDH (Entreprises pour les Droits de l'Homme), Sanofi is committed to human rights. EDH's goal is to help make the principles of the Universal Declaration of Human Rights an integral part of company operations through their various initiatives.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Sanofi offers educational grants to prospective students from the USA and Puerto Rico. Similarly, the MIT Centre for Biomedical Innovation (CBI) gave grants of \$1.1 million in 2011 through the Sanofi-Aventis Biomedical Innovation Award Program.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

Sanofi has a number of partnerships with various universities, including the California Institute of Technology, Rockefeller University, the Institute of Hematology and Blood Diseases at Tianjin, China and Kotra/Khidi in South Korea.

Humanitarian Aid: **1/1**

Humanitarian Aid is carried out by the Sanofi Espoir Foundation in several countries in Africa and Asia.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $1.05 + 2.1 = 3.15$
 $3.15 / 6.8 = 0.46 \rightarrow F$

Industry:	Pharmaceuticals & Chemicals
Founded:	1865
Headquarters:	Ludwigshafen, Germany
Area served:	Worldwide
Key people:	Dr. Kurt Bock (CEO), Dr. Hans – Ulrich Engel (CFO)
Products:	Chemicals, plastics, performance chemicals, catalysts, coatings, crop technology, crude oil and natural gas exploration and production.
Market value:	US\$79,546.8 million
Employees:	109,140 (2010)
Website:	www.basf.com

Activities

BASF SE is an international chemical company with headquarters in Ludwigshafen am Rhein, Germany. It consists of 6 production sites in Europe, Asia and the USA. The group has customers in around 190 countries, and has approximately 109,140 employees on all continents. BASF's revenues reached EUR 63.87bn with a profit of around EUR 4.557 billion in 2010.⁶

The BASF Group is comprised of subsidiaries and joint ventures in more than 80 countries, and operates six integrated production sites and 390 other production sites. BASF has customers in over 190 countries, and supplies products to a wide variety of industries. Despite its size and global presence, BASF receives little public attention as it abandoned consumer product lines in the 90s.

The company is currently expanding its international activities, with a particular focus on Asia. Between 1990 and 2005, the company invested EUR 5.6 billion into production sites near Nanjing and Shanghai, China and Mangalore in India.

Engagement in Cultural Diplomacy

The BASF Group supports social, sporting and cultural activities, as well as projects that help to improve access to education. Through its 'Action on Education' initiative, BASF is currently supporting more than 170 day-care centres in Ludwigshafen and the surrounding area. BASF also helps children to discover the world of chemistry in special children's Labs, involving a total of 67,000 children and young people in 2008. In India, the company provided a rolling children's lab on wheels for its 'Science Express' initiative.

BASF sponsored the Young Researchers science competition in the Rhineland-Palatinate region of Germany for the 43rd time in 2008, and currently offers regular summer courses and workshops for talented students from around the world. In 2008, the Training Verbund started the program 'Ready, Set, Training,' encouraging high school students with strengths in practical areas to continue with their education.

⁶ BASF Annual Results 2010, http://www.basf.com/group/corporate/en_GB/function/conversions/publish/content/about-basf/facts-reports/reports/2010/BASF_Overview_Full_Year_2010.pdf

In 2008, BASF invested around EUR 69.2m in apprentices and around EUR 24.7m in the 'BASF Training Verbund' worldwide. It also supported 'Job Chance 100,' pledging EUR 2.5m to help 100 unemployed young people make a start in their professional lives. In the same year, BASF Pakistan refurbished science laboratories for 1000 children, whilst ensuring the students attending the school only had to pay the standard fee.

In 2005, BASF co-founded the 'Knowledge Factory' together with approximately 70 other companies. The initiative works to foster a learning culture in pre-schools, schools and colleges, with a focus on the topics of the future (namely science and technology), as well as providing insights into the world of business.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Respect for diversity is upheld in the company, meaning that all employees have the same opportunities regardless of gender, nationality, educational background or cultural heritage.

International Internship Programmes: 1/1

BASF offers students the chance to complement their theoretical studies with practical experiences. As the world's largest chemical company, it operates internationally and its junior employees benefit from a range of opportunities. It offers internships in Research & Development, Engineering & Production and in Business & Corporate functions. BASF offers internships in worldwide, along with 'cluster internships' and thesis placements.

Transnationalism: 1/1

The company consists of 6 production sites in Europe, Asia and the USA.

Promoting Human Rights/Civil Rights: 1/1

The BASF Group is committed to respecting the principles of human rights and civil rights underlying the following internationally recognised standards:

- The Global Compact Principles
- The Universal Declaration of Human Rights
- The International Covenant on Economic, Social and Cultural Rights
- The International Covenant on Civil and Political Rights
- The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work's eight core labor conventions;
- The ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)
- The OECD Guidelines for Multinational Enterprises
- The Responsible Care Global Charter

BASF has also developed solutions for dialogue in locations where the employees' right to elect employee representatives is restricted. In these cases it discusses with employee representatives topics of common interest at a regional level, e.g. in regional network meetings and the BASF-Euro Dialogue.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

In 2009, BASF awarded science education grants totalling USD 25k to five New Jersey schools in an effort to foster students' interests in science. The company also provides individual scholarships for talented students of science.

BASF partners with ASA and NCGA to support agricultural industry through scholarships. The NCGA Academic Excellence in Agriculture Scholarship Program awarded five \$1,000 scholarships in 2011 to undergraduate or graduate students pursuing a degree in an agriculture-related field. BASF also awards aviation scholarships in partnership with NAAA.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in Films Industry: **0/1**

Investing in Sporting Events: **1/1**

BASF supports sporting competitions such as the International Football Cup BASF Cup Śrem in Poland.

Investing in Academic Collaboration: **1/1**

BASF cooperates with the University in Heidelberg on a joint laboratory project. They also cooperate with ISIS, the Institute at the University of Strasbourg on molecular chemistry.

The BASF Advanced Research Initiative at Harvard University unites the academic and commercial sectors. BASF provides direct funding to Harvard researchers who are working on projects relevant to medical and industrial applications. Company researchers regularly visit the Harvard team, fostering a dynamic intellectual exchange between the two organisations.

Humanitarian Aid: **1/1**

BASF's Humanitarian aid focuses on combatting HIV/AIDS, malaria and other diseases. The company makes commitments towards the fortification of staple food (milk, sugar, oil, flour), and is a supplier of nutritional ingredients and food additives for human and animal nutrition: vitamins, carotenoids, enzymes, organic acids, omega-3 and omega-6 fatty acids, and more. The company produces insect repellent and is therefore engaged in the international malaria prevention community. It is represented on numerous working groups and taskforces, including the WHO malaria policy group and working groups on neglected tropical diseases.

Commitment to combat HIV/AIDS, malaria and other diseases:

- BASF Partners The Carter Center to eradicate Guinea worm worldwide (USD 5m)
- The company is involved in Malaria control with the Fundação de Vigilância em Saúde da Amazônia in the Brazilian Amazon
- BASF has joined forces with MENTOR to fight malaria in Liberian refugee camps
- BASF provided Myanmar cyclone victims with emergency relief packages with life-saving supplies of interceptor

Employees of BASF carry out voluntary work across the world. For example, in Shanghai, employees are involved in the Goodwill Teacher project for children from disadvantaged families, where they use their skills to teach English to a group of schoolchildren. Employees in Turkey similarly help socially disadvantaged children, volunteering to renovate children's homes. In Argentina, employees cooperate with other companies to combat malnutrition in children.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.2 + 2.8 = 4.8$
 $4.0 / 6.8 = 0.59 \rightarrow F$

BAYER

GRADE: B

Industry:	Pharmaceuticals & Chemicals
Founded:	1 st August 1863
Headquarters:	Leverkusen, Germany
Area served:	Worldwide
Key people:	Marijn Dekkers (CEO) Manfred Schneider (Chairman of the supervisory board)
Products:	health care, nutrition, fertilisers and high-tech materials
Market value:	US\$64,120.8 million
Employees:	111,400
Website:	www.bayer.com

Activities

Bayer has a wide range of activities in the health care, nutrition and high-tech materials business sectors. Bayer was reorganised into a holding company in December 2003, transforming the group's core businesses into limited companies. These companies are: Bayer CropScience AG, Bayer HealthCare AG, Bayer MaterialScience AG and Bayer Chemicals AG; as well as the three service limited companies: Bayer Technology Services GmbH, Bayer Business Services GmbH, and Bayer Industry Services GmbH & Co. OHG. All the companies are controlled by Bayer AG.

Engagement in Cultural Diplomacy

Bayer has a wide variety of initiatives concerning cultural diplomacy. The stated core values for the company's employees are LIFE: leadership, integrity, flexibility and efficiency. The company invests in many cultural activities, such as the sponsorship of athletes or supporting the Bayer House of Culture in Leverkusen. Bayer has two foundations: the Bayer Science and Education Foundation promotes academic research and projects focused on medicine, technology and science; the Bayer Cares Foundation gives disaster aid and promotes the company's employees' volunteer projects.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Bayer is a multinational company and employs individuals from all walks of life. The company claims to promote a fair and friendly working environment, and offers employees international opportunities. Bayer states that it offers equal opportunities to all its employees, irrespective of gender, and the percentage of Bayer female managers is rising. The company also offers equal opportunities for professionals with disabilities.

International Internship Programmes: 1/1

Bayer offers a variety of internship possibilities in Germany and also abroad. In the US, there is a special Bayer HealthCare College Intern Programme, offering students various internship possibilities that correspond to their field of studies. The internship programmes are remunerated.

Transnationalism: 1/1

Bayer has 111,400 employees on five different continents.

Promoting Human/Civil Rights: **1/1**

The Bayer Cares Foundations encourages the company's employees to take part in volunteer work, to improve the living conditions in the areas in which company facilities are located. Bayer states that the company promotes a fair, friendly, and flexible working environment.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Bayer offers cultural experiences at its business locations around the year, and also sponsors cultural events taking place abroad. These events include everything from concerts to art exhibitions and dance performances. The company has own venues in Germany, but it also takes the cultural events to its international sites.

Grants and Scholarships: **1/1**

Bayer HealthCare gives out grants to fund and support research and innovative initiatives in the health care sector.

Investing in Music: **1/1**

Bayer Arts & Culture organises concerts with international stars at their own venues in Germany, as well as its international sites. Genres are varied with biggest emphasis on classical music. There are also concerts for children and young people.

Investing in Visual Arts: **1/1**

Bayer has multiple arts exhibitions going on during the year at Bayer Kulturhaus in Leverkusen. The company has also been investing into its own arts collection for almost 100 years, which now consists of more than 5,500 artworks from the 20th century. As well as being used to decorate the company's premises, the company also provides its employees with an 'Arthotek,' which gives the employees the chance to loan artworks from the collection to their own homes. Bayer also hosts almost daily theatre and dance pieces at the Bayer Kulturhaus.

Investing in the Film Industry: **0.5/1**

Bayer Arts & Culture has teamed up with Volkshochschule Leverkusen, to show a series of films of the theme 'Knowledge and Belief.'

Investing in Sport Events: **1/1**

'Turn- und Spielverein der Farbenfabriken vorm. Friedr. Bayer & Co.' was the first workplace sports club, founded in 1904 in Germany. The initiative came from the company's own employees and now sponsors 27 sports clubs in its regions of operations in Germany. The clubs' members amount up to 50,000 people. For a long time, Bayer has been one of the biggest company sponsors for sports in Germany, having sponsored many successful athletes over the years. The company's sporting achievements include multiple Olympic medals.

Investing in Academic Collaboration: **1/1**

The Bayer Science and Education foundation funds science education in German schools through an annual donation of EUR 500k.

Humanitarian Aid: **1/1**

Bayer HealthCare and Pharmaceuticals and the Bayer Cares Foundations have been involved in numerous disaster-relief programmes, funding rebuilding and sending out medicine to aid healthcare at disaster sites.

CD Involvement Ranking: $7.5 \times 70\% = 5.25$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.95 \rightarrow B$

ASTRAZENECA

GRADE: F

Industry:	Pharmaceuticals & Chemicals
Founded:	6 April 1999, formed by merger of Astra AB (Sweden) and Zeneca Group PLC (UK)
Headquarter:	London, United Kingdom
Area served:	Worldwide
Key people:	David Brennan (Executive Director Chief Executive Officer)
Products:	Prescription medicines
Market value:	US\$63,514.2 million
Employees:	61,000
Website:	www.astrazeneca.com

Activities

AstraZeneca is a UK based pharmaceutical company that focuses on researching prescription medicine for cancer, schizophrenia and cardiovascular diseases among others. The company was formed in 1999 through a merger of Sweden-based Astra AB and the UK-based Zeneca Group PLC. The resulting company has its headquarter in London, with its main research centre in Södertälje, Sweden. Based on its global setup, AstraZeneca has activities in more than 100 countries worldwide, and in 2010 the company invested approximately US\$ 4 billion on research and development in new medicine.

Engagement in Cultural Diplomacy

Through its ongoing research, AstraZeneca works towards cures for the most serious of illnesses, such as cancer and cardiovascular diseases. Despite its focus on diseases that are most common in developed countries, AstraZeneca also researches antibiotics for infection-based diseases which are more common in developing countries. The company concentrates its resources in research and development within the medical field and therefore does not sponsor or organise any cultural activities.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The company emphasises its commitment to employee diversity. The company states that it wants to encourage diversity within the organisation in order to benefit from the largest possible variety of skills and competences. 51% of AstraZeneca's international workforce are women and the company promotes a fair working culture to involve all the employees in the company's development. The HR department uses several metrics to annually measure the workers' job satisfaction and other important aspects of the workplace.

International Internship Programme: 1/1

AstraZeneca offers a variety of internship programmes in all its fields and locations for students and recent graduates from the medical field.

Transnationalism: 1/1

The company has activities in more than 100 countries worldwide. The company has common guidelines, policies and codes of conduct to create a unified working environment within the company.

Promoting Human Rights/Civil Rights: 1/1

The company emphasizes the creation of a strong corporate culture with its workers in order to utilize everyone's skills in the best way possible. AstraZeneca supports the UN Human Rights Declaration as well as the United Nations Global Compact. The company also recognises its responsibility in promoting healthcare as a global infrastructure, and thus collaborates with NGOs and other organisation aiming to provide better health care capabilities in different regions.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

AstraZeneca provides its employees with various global learning and development programmes giving the employees a chance to have an international career at the company's international sites.

Grants and Scholarships: **1/1**

The AstraZeneca HealthCare foundation awards grants for charitable purposes. In 2010 the foundation awarded a total of US\$ 2.5 million in funding for 14 selected organisations.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

Investing in Academic Collaboration: **1/1**

AstraZeneca collaborates with Columbia University Medical Center, New York, USA, to develop novel therapeutics for diabetes and obesity.

Humanitarian Aid: **1/1**

AstraZeneca has given a large amount of money and medicine to the British Red Cross, aiding disaster relief efforts in Haiti. Additionally, AstraZeneca donated a large amount of money and medicine to the Chilean Ministry of Health after the Chilean earthquake.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.2 + 2.8 = 4$
 $4 / 6.8 = 0.59 \rightarrow F$

NOVO NORDISK

GRADE: F

Industry:	Pharmaceuticals & Chemicals
Founded:	1989 through merger of Novo Industri A/S and Nordisk Gentofte A/S
Headquarters:	Denmark
Area served:	Worldwide
Key people:	Lars Rebién Sørensen (CEO) Sten Scheibye (Chairman of the Board of Directors)
Products:	Medicines
Market value:	US\$61,961.4 million
Employees:	31,300
Website:	www.novonordisk.com

Activities

Novo Nordisk was founded by a merger of two Danish pharmaceutical companies focusing on therapies for diabetes. After the merger, the company became the world's biggest producer of insulin and now aims to continue being the leader in diabetes care. Novo Nordisk has two main business areas, diabetes care and biopharmaceuticals. The company has more than 31,000 employees worldwide, with around 44% of the workforce in Denmark.

Novo Nordisk's business philosophy is called "three bottom line," and aims to balance financial, social and environmental considerations.

Engagement in Cultural Diplomacy

Novo Nordisk has a clear focus on personal performance and development, and the company values a simple way of working to keep employees focused on meeting the customers' needs in the best way possible. The company does not invest in areas outside pharmaceuticals; they keep their resources on research and development of diabetes care and other medicines. Novo Nordisk has operations in 76 countries, and international production facilities in seven countries around the world. In its operations, Novo Nordisk considers the WHO 'Global Health Agenda' as a framework for its activities.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Novo Nordisk's offices are located in 179 countries in the world. The company works to promote diversity in its management teams, as they recognise that diversity within the workforce gives better opportunities and provides a platform for innovative thinking. The company employs 31,400 people around the world, of which 44% reside in Denmark.

International Internship Programmes: **1/1**

In addition to offering versatile working possibilities for recent graduates, masters- and PhD students, Novo Nordisk also offers students the chance to work at the company along with their studies, 15-20 hours a week. For recent graduates with some experience in the medical field, Novo Nordisk offers a two-year graduate programme of which one year is in Denmark and the second abroad.

Transnationalism: **1/1**

Novo Nordisk has affiliates in 76 countries. Most of the company's operations are in Europe, however most of the company's revenue comes from sales in North America. The company also has branches in Asia.

Promoting Human/Civil Rights: **1/1**

Novo Nordisk has clear aims to promote social responsibility in its business actions. The company supports the UN Declaration of Human Rights, and works to assure its employees a socially responsible and fair working environment and corporate culture. Novo Nordisk also has an initiative to develop a comprehensive approach to corporate human rights management. The company also encourages stakeholders to respect and promote human and civil rights.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

As mentioned above, Novo Nordisk promotes a learning environment within the company, working to aid academic research by university students. Anyone can apply for a grant at Novo Nordisk Foundation, and the foundation gives out grants of varying amounts to study and also international meeting purposes.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0.5/1**

Novo Nordisk has produced a few documentaries regarding diabetes care and medical research.

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

Novo Nordisk is involved in several research partnerships and collaborations which demonstrate its concern for bioethics, for example The European Partnership for Alternative Approaches to Animal Testing (EPAA) and The Pennsylvania Society for Biomedical Research (PSBR).

Humanitarian Aid: **0/1**

CD Involvement Ranking: $2.5 \times 70\% = 1.75$

Overall Ranking: $1.2 + 1.75 = 2.95$
 $2.95 / 6.8 = 0.43 \rightarrow F$

AIR LIQUIDE

GRADE: F

Industry:	Pharmaceuticals & Chemicals
Founded:	1902
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Benoît Potier (CEO), François Darchis (Senior Vice-President of the Executive Committee)
Products:	gas for industries, health care, food and beverages
Market value:	US\$37,817.3 million
Employees:	43,600
Website:	www.airliquide.com

Activities

Air Liquide was founded in 1902 when Georges Claude developed a new way to liquefy air in order to separate its gases for industrial use. The company expanded its operations to foreign countries in the beginning of 20th century, and by 1960s it had branches in Europe, North America, Asia, Latin America and Africa. Air Liquide provides advanced gaseous technology solutions, and also produces air gases (oxygen, nitrogen, argon and rare gases). The company's products are used in industrial production, healthcare and environmental applications. Air Liquide is focused on driving innovation and maintaining its position amongst the leaders of its industry. Most of the company's revenue comes from industrial sector; in 2010 more than 80% came from outside of France.

Engagement in Cultural Diplomacy

Air Liquide cooperates with various parties involved in developing new cures for respiratory illnesses. The Air Liquide Foundation gives support to scientific research projects and micro-initiatives concerning its fields of business all around the world. The foundation's budget for research processes since its creation in 2008 is almost EUR 3 million. The company's employees are also encouraged to take part in the foundation's action.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

As Air Liquide has branches in 80 countries around the world, its workforce is very diverse. In 2003 14% of the executive and engineering positions were occupied by women, whereas by 2010 the amount had risen to 24%.

International Internship Programmes: **1/1**

As Air Liquide is a French company, it offers French students a VIE-programme (International business volunteership), which usually leads to full-time employment.

Transnationalism: **1/1**

Air Liquide has operations in 80 countries around the globe; the company's path to internationalisation began in its very early days, and Air Liquide had expanded to all five continents by 1960s.

Promoting Human Rights/Civil Rights: **1/1**

Since its founding, Air Liquide has always been very strict to follow ethical principles in its business. With 43,600 employees around the globe, the company works to ensure everyone an ethical working environment, and respects human and social rights. The company works to integrate operations into local cultures, while bringing forth Air Liquide's common values. In the work place, all employees are considered equal.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Air Liquide started collaborating with the French Ministry of Foreign and European Affairs (MFEA) in 2010, in order to award non-French students with scholarships to come and study in a Master II programme in French universities. The first nine scholarships awarded in 2010 went to students from Saudi Arabia, Côte d'Ivoire, India, Madagascar, Morocco, and Russia who will follow a master's programme in Paris.

The company also gives research grants to academic collaborators for scientific projects; the Air Liquide Foundation is funding research in Shanghai with Institut Pasteur to develop new cures for respiratory illnesses. For the project, the Air Liquide Foundation gave a grant of EUR 50k in 2009. Since its creation, the foundation has supported 83 scientific projects around the world, in 37 different countries.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

Air Liquide collaborates with multiple engineering, technology and business universities around the globe. The company values long-term relationships in their collaboration with academic institutes, offering students various internship programmes and help with thesis projects.

Humanitarian Aid: **1/1**

Air Liquide has been actively involved with various humanitarian aid projects. In 2005 the company donated a 16-carriage hospital train with dental clinics, pharmacy, general doctors and more, to provide healthcare for disadvantaged people living in rural areas of South Africa. The company is also involved with numerous AIDS enterprises to provide help fighting against AIDS in Africa.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $1.2 + 2.1 = 3.3$
 $3.3 / 6.8 = 0.49 \rightarrow F$

SYNGENTA

GRADE: E

Industry:	Pharmaceuticals & Chemicals
Founded:	2000 by the merger of Novartis Agribusiness and Zeneca
Headquarters:	Basel, Switzerland
Area served:	Worldwide
Key people:	Martin Taylor (Chairman), Michael Mack (CEO)
Products:	Seeds, pesticides
Market value:	US\$30,865.4 million
Employees:	26,000
Website:	www.syngenta.com

Activities

When Syngenta was founded in 2000 by the merger of Novartis Agribusiness and the agricultural subdivision of AstraZeneca, it became the first company to focus completely on agribusiness. Syngenta produces seeds and pesticides, distributing them all over the world. The company works to combat famine by developing crop seeds for areas where farming efficacy is low. The company also operates the non-profit organisation, 'The Syngenta Foundation for Sustainable Agriculture,' which aims to provide food for people through effective agriculture, such as drought-resistant maize.

Engagement in Cultural Diplomacy

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Syngenta has more than 26,000 employees in 90 countries, all working for food security. Syngenta invests in its people by constant learning and training possibilities.

International Internship Programmes: **1/1**

Syngenta offers comprehensive internship programmes to recent graduates from different fields of studies, which usually lead to a permanent employment at the company. Most of these 4-5 year programmes also include a 'global rotational programme' which takes interns to the company's sites around the world for 12 to 18 months at a time.

Transnationalism: **1/1**

With branches and employees in 90 countries, the company is truly transnational. Syngenta also sees its position in agribusiness as important to enhancing living conditions in many of the countries of the company's operations.

Promoting Human Rights/Civil Rights: **1/1**

Syngenta sees human rights as a very important ethical guideline for its business. The company has a clear code of conduct and is engaged in the promotion of human rights with its actions. It considers all people should be given the same opportunities with full freedom of choice.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

With employees worldwide, Syngenta has worked to develop its engagement with cultural exchange. For example, the company has created an archive for people to get to know the food cultures of different areas and countries where the company operates.

Grants and Scholarships: **1/1**

In 2010, Syngenta and ETH Zurich (Swiss Federal Institute of Technology) launched a professorship in Sustainable Agroecosystems. The company donated CHF10 million⁷ to ETH Zurich in order to finance the new professorship and related research projects during the next 10 years.

Investing in Music: **0/1**

Investing in Visual Arts: **1/1**

For the company's 10th anniversary, Syngenta organised a photo competition named with the theme 'Bringing plant potential to life' and awarded best pictures in two categories: entrants from within the company, and those from outside the company. The awards were presented at a special event in Kunsthalle Basel. The company has also launched the Syngenta Photo Prize 2011.

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

Syngenta supports the development of sustainable agriculture, and is collaborating with various academic institutes to help with research and funding. The company also cooperates with NGOs working to solve issues related to agribusiness and agricultural issues in developing countries, and is collaborating in projects such as the SOWAP (the Soil and Water Protection project).

Humanitarian Aid: **1/1**

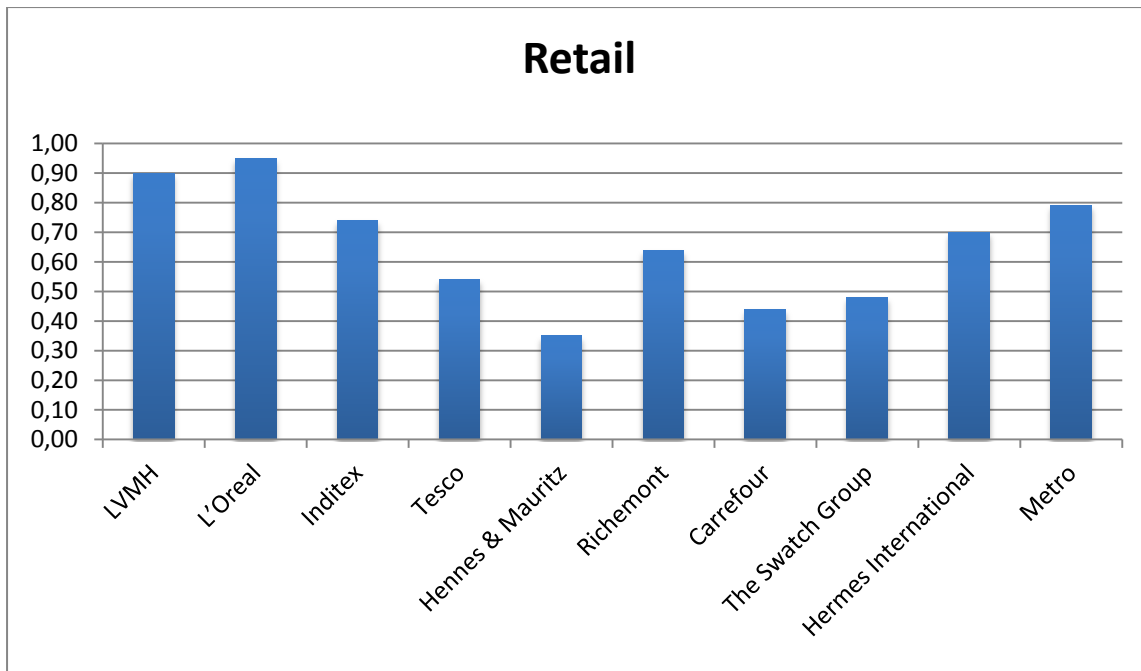
Syngenta has financed the development of Golden Rice, a genetically modified rice grain containing beta-carotene, which converts into vitamin A when the rice is consumed by humans. Syngenta has always seen this project as humanitarian work despite the criticism of genetically modified crops, and the fact that the project is financed by a multinational company. That said, around 250,000 children in South-East Asia are estimated to lose their sight in due to vitamin A deficiency (VAD). Syngenta sees the promotion of food security and supplies as very important humanitarian goals.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $1.2 + 3.5 = 4.7$
 $4.7 / 6.8 = 0.66 \rightarrow E$

6.8 Retail

⁷ USD 11.3281 million (convert rate 09.09.2011: 1 CHF = 1.13281 USD)



Average Quotient = 0.65

GRADE: E

LVMH

GRADE: B

Industry:	Retail
Founded:	1987
Headquarters:	Paris
Area served:	Worldwide
Key people:	Bernard Arnault (CEO)
Products:	Luxury Products, Fashion, Alcohol Products
Market value:	US\$77,612.9 million
Employees:	77.000 (40% in France)
Website:	http://www.lvmh.com

Activities

Louis Vuitton Moët Hennessy possesses a portfolio of over 60 prestigious brands. The Group is active in five different sectors: Wines & Spirits, Fashion & Leather Goods, Perfumes & Cosmetics, Watches & Jewelry, and selective retailing. Thanks to its brand development strategy, and the expansion of its international retail network (more than 2,500 stores worldwide), LVMH has had a strong growth dynamic since its creation in 1987. The Group has grown considerably since its creation in 1987 and now owns 2,500 stores worldwide and employs more than 80,000 individuals, 77% of whom are based outside France. LVMH is engaged in a number of commitments aimed at human development, the environment, culture and heritage, humanitarian action, education and supporting young artists and designers.

Engagement in Cultural Diplomacy

LVMH sponsors the arts, humanitarian and public health initiatives, as well as numerous foundations and associations working to help children throughout the world.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Group states that it is committed to promoting diversity and energizing the wealth of human resources at all its companies around the world.

International Internship Program: **1/1**

LVMH offers internships in a variety of countries around the world.

Transnationalism: **1/1**

LVMH operates over 2,500 stores worldwide.

Promoting Human Rights/Civil Rights: **1/1**

The group states that it adheres to the standards of the International Labor Organization, which includes the prohibition of forced and child labor. The group also adheres to the Global Compact, the Millennium Development Goals, the Universal Declaration of Human Rights and the OECD Guidelines for Multinational Enterprises. LVMH also has its own Code of Conduct (for the Group and its suppliers), which constitutes an ethical and practical framework to guide all of its brands, employees and suppliers. Specifically, the Code outlines LVMH's respect for human rights, and seeks to ensure that the Group's activities do not encourage human rights abuses of any kind. LVMH asks its suppliers to comply with the principles set out in the Suppliers' Code of Conduct. This code specifies the Group's requirements regarding social issues (forced labor, child labor, harassment, discrimination, pay, working time, freedom of unions, and health and safety), and environmental and operational issues (legality, custom tariffs, safety, subcontracting, and corruption).

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

LVMH maintains a number of partnerships with schools to promote the Group's activities around the world, and attract talented students. Over the years, the Group has developed ties with the Institut Français de la Mode, which has yielded recruitment of graduates as well as better training for LVMH employees. LVMH is also a top partner of the CEMS Global Alliance in Management Education, taking part in a host of initiatives targeting students from top universities in over 20 countries.

Grants and Scholarships: **1/1**

Together with Università Cattolica del Sacro Cuore in Milan and Tag Heuer, a Swiss watch brand of the Group, LVMH will select a winner for a EUR 9,000 scholarship to cover the total tuition fees for a EMLUX Master in Luxury Goods Management.

Investing in Music: **1/1**

LVMH offers children and young adults better access to music and art, by enabling young people to attend concerts during the Paris season. The initiative is known as "1,000 seats for

young people: nurturing the music lovers of tomorrow." Since 1990, 22,000 concert seats have been offered to young amateur musicians attending local Paris conservatoires, allowing them to attend the prestigious musical events such as concerts by the Berlin and Vienna Philharmonics, Maurizio Pollini, Jessye Norman, A.S. Mutter, and Alfred Brendel.

Investing in Visual Arts: 1/1

LVMH has sponsored a number of joint initiatives: in collaboration with the National Education Documentation Centre, a special-edition magazine on Nicolas Poussin was distributed to all French high, and senior school classes at the beginning of the 1994 academic year. The same initiative was repeated on the occasion of the Cézanne exhibition in 1995. Additionally, since 1997, LVMH has sponsored 'Art discovery' classes where over 12,000 children between the ages of 7 and 12 have participated in special workshops and educational visits to LVMH-sponsored exhibitions.

Investing in the Film Industry: 1/1

Through LVMH's digital luxury lifestyle magazine, the Group will sponsor a collaboration between a film director and a fashion designer in order to promote the increasingly popular 'fashion film' genre. The director ultimately chosen would be introduced to a production company and allocated a \$10k budget.

Investing in Sport Events: 1/1

The Louis Vuitton Cup is a yachting competition connected with the America's Cup. The Louis Vuitton Cup was used as the selection series to select the team to sail as the challenger in the America's Cup. Four out of the six winners of the Louis Vuitton Cup have gone on to win the America's Cup.

Investing in Academic Collaboration: 0/1

Humanitarian Aid: 1/1

The LVMH group supports numerous foundations and associations working throughout the world to help children, including:

- The Paris and French Hospitals Foundation, which contributed to the creation of the Adolescent Center in the Cochin Hospital, Paris.
- "Pont Neuf" Association, which was founded after the fall of the Berlin wall to help young people from Russia or Central Europe to study in France. Through its "Young Designer" scholarships, LVMH is working with the "Pont Neuf" Association, to sponsor young student-artists from Eastern Europe.

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $1.2 + 4.9 = 6.1$
 $6.1 / 6.8 = 0.90 \rightarrow B$

Industry:	Retail
Founded:	1909
Headquarters:	Clichy, Hauts de Seine, France
Area served:	Worldwide
Key people:	Jean-Paul Agon (CEO and Chairman), Liliane Bettencourt (Non-executive director and major shareholder)
Products:	Cosmetics, perfumes, hair and skin care items
Market value:	US\$69,898.3 million
Employees:	66,620 (end of 2010)
Website:	www.loreal.com

Activities

L'Oréal is a cosmetics and toiletries manufacturer based in Paris. In 2011 the group had a turnover of more than US\$ 26bn, placing it at 92 on the Financial Times Global 500 list. As stated in their annual report, L'Oréal aims to offer people worldwide 'access to beauty by offering products in harmony with their needs, culture and expectations.

Engagement in Cultural Diplomacy

The company is engaged in a variety of local projects which promote culture and cultural diplomacy. The largest of these initiatives is the L'Oréal-UNESCO Awards for Women in Science. This project aims to improve the position of women in the scientific field by recognising outstanding female researchers who have contributed to scientific progress. The award includes a grant of US\$100k for each laureate. Each year, an international jury alternates between the categories of life and material sciences, and selects a winner from each of the following regions:

- Africa and the Middle East
- Asia-Pacific
- Europe
- Latin America and the Caribbean
- North America (since 2000)

The same partnership awards the UNESCO-L'Oréal International Fellowships, providing up to US\$ 40k over two years to fifteen young women scientists, engaged in exemplary and promising research projects.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company claims to reflect its consumers' diversity of origins, and promotes the access of women to positions of responsibility. In this way it facilitates gender equity functions, and ensures equal treatment in terms of salary. In addition, L'Oréal encourages the employment of people with disabilities.

International Internship Programmes: **1/1**

More than 2,700 individuals completed an internship at L'Oréal in 2007. As Geoff Skingsley, L'Oréal's Executive Vice-President of Human Resources, puts it: "we generate our own leaders and prepare them for the role." These internships are positioned around the world and are open to university, business school and engineering students, who are placed into such divisions as Research, Operations, Finance, Information Systems, Marketing, Sales, Communications, and Human Resources.

Transnationalism: **1/1**

L'Oréal is one of the largest companies in its sector, and has branches in more than 100 countries around world.

Promoting Human Rights/Civil Rights: **1/1**

Besides the partnership with UNESCO supporting women scientists, L'Oréal and UNESCO partner in the fight against the spread of HIV/AIDS. The company also participates in a project called 'Opération Sourire' [Operation Smile] where for 20 years, surgical teams have been reconstructing the faces of thousands of men, women and children disfigured by war, illness, deformity and cultural practices. There is a further association called 'La Vie, de Plus Belle' [The Most Beautiful Life] that arranges skincare and make-up workshops in hospitals for women with cancer. The company states that it promotes equal opportunity, and offers disadvantaged people the resources needed to pursue their studies, or to find a job.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Under the UNESCO-L'OREAL Co-Sponsored Fellowships for Young Women in Life Sciences, fellowships are offered to young women who are carrying out research in the Life Sciences all over the world, in order to enhance the active involvement of deserving young women scientists and to give impetus to research in Life Sciences.

Grants and Scholarships: **1/1**

Every year L'Oréal announces a scholarship programme for an MBA at the École des Hautes Études Commerciales [School of Business Studies or HEC] in Paris. The L'Oréal Scholarship amounts to EUR 10k, for 2 candidates every year.

Investing in Music: **0.5/1**

This year, L'Oréal sponsored a contest called 'Locks that Rocks,' the winner of which won a trip to the 2011 Billboard Music Awards in Las Vegas, courtesy of Billboard and L'Oréal Professionnel.

Investing in Visual Arts: **1/1**

L'Oréal is investing more than US\$1m a year in Luminato Festival of Arts & Creativity, a multi-arts festival in Toronto.

Investing in the Film Industry: **1/1**

In 2008 L'Oréal sponsored an event called 'L'Oréal Paris 2008 AFI Awards' in honor of the 50th Anniversary of the Australian Film Institute.

Investing in Sport Events: **1/1**

L'Oréal sponsored the fourth edition of Indian Premier League in cricket during the telecast of the World Cup 2011.

Investing in Academic Collaboration: **1/1**

The company supports academic research, including sponsorship of the Chair in Bioplastics at École des Mines, Paris, to study alternative materials for packaging.

Humanitarian Aid: **1/1**

The Group's Foundation supports programmes in line with three primary goals: to make science more accessible to women, to make education more widely available, and to restore dignity and confidence to people who have been disfigured by war, illness or malnutrition.

CD Involvement Ranking: $7.5 \times 70\% = 5.25$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.95 \rightarrow B$

INDITEX

GRADE: D

Industry:	Retail
Founded:	1985
Headquarters:	Arteixo, Spain
Area served:	Worldwide
Key people:	Pablo Isla (Chairman and CEO), Ignacio Fernandez (CFO)
Products:	Clothing and accessories
Market value:	US\$50,083.9 million
Employees:	100,140 (2010)
Website:	www.inditex.com

Activities

Inditex is one of the biggest companies in the global fashion industry. The company was founded in 1985 in Arteixo, Spain and it has remained Inditex's headquarters. Inditex has branches worldwide. Its annual revenue is €2.53 billion. The company has 100,140 employees according to the 2010 report.

Engagement in Cultural Diplomacy

Inditex is involved in cultural diplomacy in many ways. It has promoted movies such as 'Black Swan', supported education in South American countries, collaborated with universities from all over the world and donated a part of its revenue to humanitarian aid.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Inditex opposes racism and employs people from different races, backgrounds and countries.

International Internship Programmes: **1/1**

Zara offers international internships to all people irrespective of nationality or age.

Transnationalism: **1/1**

Inditex has branches in Europe, Asia (China, South-East Asia and the Middle East), America and Africa.

Promoting Human Rights/Civil Rights: **1/1**

Inditex opposes child labour and discrimination and celebrated the International Action Day for Worker's health and safety in Bangladesh. Inditex respects the freedom of association of its employees and subcontractors.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Inditex helped raise awareness about Spanish culture through its educational programmes in Latin America. This offered children the possibility to learn more about Spanish culture.

Grants and Scholarships: **1/1**

Inditex offered grants and scholarships to South American students to improve the level of education and the quality of life of the students. The scholarships and grants were given to children, adolescents and university students.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0.5/1**

Inditex supported the MASSIMO DUTTI Soft Film. Inditex also sponsored the promotion of the film 'Black Swan', with special focus on spreading the word about its premiere through Oysho's blog.

Investing in Sporting Events: **1/1**

Inditex created centres for children in South America concern sport education. At these centres 850 children benefited from the sport and education related activities.

Investing in Academic Collaboration: **1/1**

Inditex has academic agreements with the following universities: the University of Dhaka (Bangladesh), the National Institute of Fashion Technology (India), Portuguese Catholic University in Oporto (Portugal), Centre for business and public sector ethics (United Kingdom), the University of Coruna (Spain), the University of Santiago de Compostela (Spain) and the National Distance Learning University (Spain).

Humanitarian Aid: **1/1**

Inditex supported Haiti's reconstruction after the earthquake by donating 2 million Euros. The company also worked in tandem with the charity 'Spanish Intercultural foundation and charity' towards the rebuilding of Haiti after the earthquake. Inditex has medical and humanitarian programmes in India, Somalia, Morocco, Cambodia, Burundi, Central African Republic and Sudan. The company also contributed with 100,000 dollars to the Colombia flood relief campaign in order to activate an emergency plan with the Red Cross.

CD Involvement Ranking: $5.5 \times 70\% = 3.85$

Overall Ranking: $1.2 + 3.85 = 5.05$

$5.05/6.8 = 0.74 \rightarrow D$

Industry:	Retail
Founded:	1919
Headquarters:	Cheshunt, Broxbourne, Hertfordshire, United Kingdom
Area served:	Worldwide
Key people:	David Reid (Chairman), Philip Clarke (Chief Executive)
Products:	Groceries, consumer goods, financial service, telecoms
Market value:	US\$49,141.7 million
Employees:	472,000
Website:	www.tesco.com

Activities

Tesco plc is a global grocery and general merchandise retailer headquartered in Cheshunt, United Kingdom. It is the third-largest retailer in the world measured by revenue (after Wal-Mart and Carrefour) and the second-largest measured by profits (after Wal-Mart). It has stores in 14 countries across Asia, Europe and North America and is the grocery market leader in the UK (where it has a market share of around 30%), Malaysia, the Republic of Ireland and Thailand.

Engagement in Cultural Diplomacy

In every country where they operate, Tesco plc works with local communities to provide jobs and services and support local causes. According to Tesco, they believe in society – the idea that people depend on each other and that, working together, communities can support each other and achieve much more than they can alone.

Tesco contributes to local communities in two ways; by bolstering local economies and by engaging people in their communities.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Tesco is one of the world's largest retailers with operations in 14 countries, employing over 492,000 people and serving millions of customers every week.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

Tesco operates in 14 countries worldwide.

Promoting Human Rights/Civil Rights: **1/1**

Tesco has taken its share of the burden to champion human rights across the world and "supports in full the United Nations Universal Declaration of Human Rights and the International Labour Organization (ILO) Core Conventions."

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

Tesco Charity Trust provides grants totalling GBP 400,000 are made available to local projects. Awards are one- off donations up to GBP 3,000.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **1/1**

Tesco works in conjunction with the English Football Association to find coaches to give football training to young boys and girls, supplying over 740,000 places.

The company also works with Everton Football Club and the Shanghai Disabled Persons Federation to help children with disabilities develop football skills. In the last three years nearly 1,500 disabled children have received football training. This year, they ran football summer camps in Beijing, Guangzhou, Shanghai Taizhou and Tianjin.

Investing in Academic Collaboration: **1/1**

Tesco has organised environmentally themed film projects in Polish schools awarding new equipment to the schools of the best performing students.

Humanitarian Aid: **1/1**

In Poland, 804 store-based community events were held in support of flood victims, as well as a blood donation programme.

Tesco is also active in the Czech Republic; working with local NGO's raising funds to supply equipment to disabled people.

In India, Tesco funded quality education for people on low incomes with the Parikrma Foundation since 2007.

Tesco works to support its employee's on the local level, work with charities at the national level and develop the regions they are based in at the international level.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $0.9 + 2.8 = 3.7$
 $3.7/6.8 = 0.54 \rightarrow F$

Industry:	Retail
Founded:	1947
Headquarters:	Stockholm (Sweden)
Area served:	Worldwide
Key people:	Karl-Johan Persson (CEO), Jyrki Tervonen (CFO)
Products:	Clothing, cosmetics
Market value:	US\$48,531.6 million
Employees:	87,000 (2010)
Website:	www.hm.com

Activities

H&M is a retail-clothing company with more than 2,300 stores in over 40 countries across Africa, Asia, Europe and North America. It offers fashion for women, men, teenagers and children. The clothing is manufactured mainly in Asia and Europe. The branding consultancy Interbrand ranked the most global brands in 2009 and 2010 and it ranked H&M 21st.

Engagement In Cultural Diplomacy

In 2007, H&M set-up the H&M Anniversary Foundation with a donation of SEK 60 million. The Foundation supports projects aimed at improving the standard of life for people in the countries where H&M works.

Supported projects:

In 2010, the Foundation supported FRANK Water, a small UK-based charity dedicated to providing access to much-needed clean water for the world's poorest communities. In 2009, the Foundation decided to support the Save the Children's Center for Child Rights and Corporate Social Responsibility (CCR CSR) in Beijing, China. The aim of the Centre is to assist with the implementation of a child-rights perspective for Chinese and foreign companies doing business in China and its surrounding regions. In 2008, it supported Hand in Hand Tamil Nadu (a Public Charitable Trust), which is active in the southern Indian state of Tamil Nadu. Their vision is to eradicate child labour and reduce poverty with a particular focus on education, employment, income generation and empowerment.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Company strives for diversity at all job levels and at all of H&M's work places. The diversity of the workforce, in terms of, for example, age, gender and ethnicity is an asset to the company. In order to meet the expectations of H&M as an attractive employer, it works hard to draw up global guidelines for diversity and equality as well as against discrimination.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

H&M operates in 40 countries worldwide.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $2 \times 30\% = 0.6$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **0/1**

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0.5/1**

H&M, in collaboration with NGO's in India and Bangladesh, developed a series of short movies about human rights and safety on topics ranging from maternity leave to health and safety and overtime.

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **1/1**

In Guangdong, H&M partnered with the EHS Academy and developed a programme that involves six supplier factories in the region.

Humanitarian Aid: **1/1**

In addition to the work by its Foundation, H&M has donated USD 100,000 to support UNICEF's relief efforts. H&M has collaborated with UNICEF since 2004, and has contributed to the organisation's disaster relief work several times. It also collaborates with UNICEF in a long-term project called "All for Children".

Since 2008, H&M and Designers Against AIDS (DAA) have joined forces and launched a fashion collection called Fashion Against AIDS (FAA). The aim of the collection is to increase awareness about HIV/AIDS among youth and 25% of sales is donated towards HIV/AIDS prevention projects.

Since 2002, WaterAid has enabled the world's poorest people to gain access to safe water, sanitation and improved hygiene. Every summer H&M sells an exclusive bikini where 10% of the proceeds are donated to WaterAid. In 2010 the annual donation was more than USD 580 000, making the total donation to WaterAid more than USD 2,7 million since the start of the partnership.

CD Involvement Ranking: $2.5 \times 70\% = 1.75$

Overall Ranking: $0.6 + 1.75 = 2.35$
 $2.35/6.8 = 0.35 \rightarrow F$

RICHEMONT

GRADE: E

Industry:	Retail
Founded:	1988
Headquarters:	Geneva, Switzerland
Area served:	Worldwide
Key people:	Johann Rupert (Chairman and CEO)
Products:	Personal Goods
Market value:	\$30,268.7
Employees:	21,387
Website:	www.richemont.com

Activities

Compagnie Financière Richemont S.A. is a Swiss holding company working in the field of luxury goods, in particular: jewellery, luxury watches, writing instruments, and clothing. The company deals with some of the most prestigious names in luxury goods like Cartier, Van Cleef and Arpels, Piaget, and Vacheron Constantin. Richemont is one of the largest companies in the Swiss Market Index and it is the third largest luxury company in the world, just after LVMH and PPR.

Engagement In Cultural Diplomacy

The Company supports “the Creative Academy” in order to offer students a Masters programme in Arts and Design. The programme is quite selective and only twenty students are admitted every year. The students are paired with mentors in order to create branded products in jewellery, watchmaking and fashion accessories. The group also collaborates with the Watchmakers of Switzerland Training and Educational Programme through educational and training facilities in the USA, Hong Kong, and UK.

Richemont also supports art and cultural programmes reflecting the nature of its products in the context of global and local communities. Some of these cultural programmes include the Cartier Foundation pour l’Art Contemporain and the Montblanc de la Culture Arts Patronage Award.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Company considers diversity as a part of its competitive advantage. For example, in the Piaget workforce there are 24 different nationalities in their staff of 400 employees. In Monblanc's Hamburg Head Office, 6% of the employees are registered as having a disability, whereas in Alfred Dunhill, there is a particular focus on gender diversity; the company created family friendly policies and procedures regarding to flexible working and maternity cover.

International Internship Programmes: **1/1**

The Company offers international positions among its different branches. The internship programme functions like a graduate programme and the candidates are recruited by the Company's recruiting teams and Human Resources.

Transnationalism: **1/1**

The Company has different branches worldwide: 14% are in the Americas, 40% are in Europe, 34% are in Asia Pacific and 12% are in Japan.

Promoting Human Rights/Civil Rights: **1/1**

Richemont endorses international labour organisation conventions, the Universal Declaration of Human Rights and other internationally recognised labour practice standards.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

The Company announced the launch of a Creative Academy in Milan for young designers to spread their own creativity in Masters programmes. The fees are quite high so many scholarships are planned to allow the students to participate.

Investing in Music: **1/1**

Some of the brands included in the group support music and musicians by organizing festivals, such as A. Lange & Söhne's support of the Salzburg Whitsun Festival, or Vacheron Constantin's support for the Orchestre de la Suisse Romande. Relatedly, Montblanc supports "de la Culture Arts Patronage Awards."

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0.5/1**

Cartier hosted and sponsored the Palm Springs International Film Festival.

Investing in Sporting Events: **1/1**

The Officine Panerai brand supports Laureus, an organisation that harnesses the power of sports to promote positive social changes. The various initiatives include the Laureus World Sports Academy, the Laureus Sport for Good Foundation and the Laureus World Sports Awards.

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

One of the brands of the Company, Baume & Mercier, have started a campaign to support diverse humanitarian causes, bringing in Meg Ryan and Kiefer Sutherland as ambassadors for the project. Additionally, some of the brands have links to UNESCO and UNICEF as well as the Peace Parks Foundation, which facilitates the conservation of trans-frontier areas and of biodiversity; and the Teacher of Ten Thousand Generations Foundation, which assists privileged children and their families in China with educational opportunities.

CD Involvement Ranking: $4.5 \times 70\% = 3.15$

Overall Ranking: $1.2 + 3.15 = 4.35$
 $4.35 / 6.8 = 0.64 \rightarrow E$

CARREFOUR

GRADE: F

Industry:	Retail
Founded:	1959
Headquarters:	Levallois-Perret, France
Area served:	Worldwide
Key people:	Lars Olofsson (CEO), Pierre-Jean Sivignon (CFO)
Services:	Discounts, grocery and convenience stores, cash and carry, hypermarkets
Market value:	US\$30,116.6 million
Employees:	471,755 (2010)
Website:	www.carrefour.com

Activities

Carrefour is an international hypermarket chain headquartered in Levallois-Perret, France. It is one of the largest hypermarket chains in the world with 1,395 branches at the end of 2009. Carrefour is also the second largest retail group in the world in terms of revenue, and the third largest in profit after Wal-Mart and Tesco. Carrefour operates mainly in Europe, Argentina, Brazil, China, Taiwan, Colombia and in the Dominican Republic. It also has smaller branches in North Africa and other parts of Asia.

Engagement in Cultural Diplomacy

Humanitarian aid and engagement in local development is conducted by the Carrefour Foundation. The Foundation aims to work within various fields of humanitarian and cultural initiatives, particularly in the areas of solidarity, emergency aid, culture, education, the fight against exclusion, medical research, the environment and poverty.

The Foundation's works to support the unemployed and disadvantaged through its 'professional integration' and 'food' programmes, and contributes to humanitarian aid through its 'solidarity programme.'

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Carrefour Group works to promote job, training and career opportunities to everyone, particularly young graduates from disadvantaged French neighbourhoods. The Group also works together with the 'Nos Quartiers Ont des Talents' [Our Neighbourhoods Have Talent] association.

Over a hundred national backgrounds are represented in the Carrefour workforce. The Group is also increasing its efforts to employ disabled applicants; at the end of 2010 the company had employed around 9,800 people with disabilities.

International Internship Programmes: **1/1**

Carrefour offers internships through national sites of the company.

Transnationalism: **1/1**

The company has 9,631 stores in 32 countries on 4 continents.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **0/1**

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in the Film Industry: **0/1**

Investing in Sporting Events: **0/1**

Carrefour was an official sponsor of French football team from 1997 to 2014, and was a major sponsor of the 2010 Warsaw Marathon.

Investing in Academic Collaboration: **1/1**

Carrefour cooperates with Padjadjaran University (Indonesia) in sharing knowledge of retail business, especially in the fields of retail management and product quality control. It included lectures for students of the university, field trips to the store facilities, and practical job training.

In 2011 Carrefour set up a cooperation with the European University of Madrid, which will enable employees of the Group to receive discounted education. The agreement is designed to promote lifelong learning, and to reinforce the existing relationship between the two organisations.

Humanitarian Aid: **1/1**

Carrefour provided aid to victims of the 2010 flood in Poland. Through its Polish division, the Group worked with the charity Caritas to repair some of the material damage suffered by residents. The Foundation donated EUR 160k for the purchase and delivery of equipment to dry out waterlogged buildings, and clear the ground of debris.

Similarly in 2010, the Carrefour Group came to the aid of victims of the Elazig earthquake in Turkey, supporting mobilisation and donating over EUR 137k in emergency aid.

CD Involvement Ranking: $3 \times 70\% = 2.1$

Overall Ranking: $0.9 + 2.1 = 3.0$
 $3.0/6.8 = 0.44 \rightarrow F$

THE SWATCH GROUP

GRADE: F

Industry:	Luxury goods, accessories
Founded:	1983
Headquarters:	Biel, Switzerland
Area served:	Worldwide
Key people:	Nayla Hayek (Chairman), Nick Hayek, Jr. (CEO)
Products:	Watches, jewellery, electronic systems for timekeeping
Market value:	23,587.3
Employees:	24,240 (2010)
Website:	www.swatchgroup.com

Activities

The Swatch Group Ltd. is biggest manufacturer of wristwatches in the world. The company is active in the production of finished watches, jewelry, and watch components, producing most of the elements contained within its products, which are sold under the company's 19 brands. The Swatch Group has also an important role in the electronic systems sector. The first Swatch watches were launched in 1983; today the Swatch Group offers products from budget to luxury price brackets. The Swatch Group monobrand and Tourbillon retail mark are leaders in all market segments:

- Breguet, Blancpain, Glashütte-Original, Léon Hatot, Jaquet-Droz, Omega and Tiffany & Co. in the luxurious market segment;
- Longines, Rado and Union Glashütte in the high range;
- Tissot, Calvin Klein, Certina, Mido, Hamilton and Balmain in the medium price range;
- Swatch and Flik Flak in the basic range segment;
- Endura in the private-label segment.

The Swatch Group invests heavily into research and development, and holds a leading position in materials and process technologies, product design and manufacturing. The company is also engaged in different development projects in microelectronics and micromechanics.

Engagement In Cultural Diplomacy

Several of the Swatch Group's sub-companies are official timekeepers at a variety of international sports events. These include the Olympic Games and Ski and Snowboard World Cup competitions. The company also has long-established and firm relationships with art events and exhibitions.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **0/1**

The Swatch Group is an international and multicultural company, with some 70 different nationalities working within its companies. The company therefore calls for respectful behaviour among its employees with regards to ethnic and cultural identity. It must be noted however that the company has neither a Human Resources sub-department dedicated to employee diversity, nor a relevant corporate programme.

International Internship Programmes: **0/1**

The Swatch Group is constantly training young apprentices in various professions linked to the industries of watchmaking, microtechnology and electronics in a business, technical, arts and

crafts or industrial capacity. Nonetheless, the company does not show any particular concern regarding the promotion of international internships or traineeships.

Transnationalism: **1/1**

Swatch Group has subsidiaries throughout all Europe, Middle East, Asia, United States, Mexico and South Africa.

Promoting Human Rights/Civil Rights: **0.5/1**

The Group is strongly committed in the protection of its employees' civil rights, especially concerning their working conditions, which are governed by a collective agreement stipulated with the trade unions. This agreement came into force on 1 January 2007 and lasts 5 years.

Company Policy Ranking: $1.5 \times 30\% = 0.45$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **0/1**

Investing in Music: **0.5/1**

- Swatch is the main sponsor of the MTV EMA Awards, which takes place in Belfast in November 2011. On the occasion of this music event Swatch has launched a competition called 'Swatch MTV Playground Animate and Win,' where participants are invited to invent an animation by using a Swatch face as a canvas.
- In 2008, for its celebration entitled '25 years of Plastic,' Swatch invited its fans, guests and journalists to a special multimedia event in Bregenz called Bond Villains Party, where entertainment was provided by a number of famous DJs and rock bands.

Investing in Visual Arts: **1/1**

Since its foundation, Swatch has created a strong relationship with art through sponsorships and partnerships to various art events. Furthermore the Swiss company has commissioned more than 70 artists to design its wrist watches such as Keith Haring, Kiki Picasso, Alessandro Mendini and, more recently, Ivan Navarro. Swatch watches are inspired by popular culture, and Swatch itself soon became a canvas for world famous artists, musicians and fashion designers. Among the later collaborators, it is worth to mention famous performance artists and musicians like Blue Man Group, Norma, Ted Scapa, Billy the Artist, Grems and Matthew Langille.

- The Swatch Art Peace Hotel project was set up under the initiative and guidance of the Swatch Group, merging the idea of a retail environment with that of a hotel suited to artists. The Swatch Group assigned the task of developing the hotel's interior design to the French design agency Jouin Manku.
- In 2011, Swatch set a partnership agreement with the 54th International Art Exhibition of La Biennale di Venezia, a very important forum for the current developments in international art. This year, the exhibition featured 83 artists selected by curator Bice Curiger, who chose the title 'ILLUMInazioni – ILLUMInations,' a thematic evocation of the role of contemporary art today.

Investing in the Film Industry: 0.5/1

Swatch released the 007 Villain Collection, inspired by the adversaries in James Bond films. The Swatch 007 Villain Collection has been sponsored by notable actors and it had the aim of paying a tribute to their role as antagonists in these films.

Investing in Sporting Events: 1/1

- Swatch has been a Title Sponsor of the SWATCH TTR World Snowboard Tour, the leading global snowboard initiative, since 2007.
- The Swiss company works as Presenting Sponsor and Co-Sponsor for the skiers and snowboarders on the Freeride World Tour.
- Swatch organizes the Free4Style event, which is an annual three-day celebration in Estavayer-le-Lac, Switzerland. It is engaged as the Title Sponsor and provides support for increasing popular FMX, jet-ski and wakeboard competitions. The Free4Style is sponsored by Swiss star, FMX champion and Swatch ProTeam member, Mat Rebeaud.
- Swatch serves as Co-Sponsor and Official Timekeeper of the Red Bull X-Fighters FMX World Tour.
- Swatch is active as Presenting Sponsor and Official Timekeeper for the UCI BMX Supercross World Tour.
- Swatch collaborates with the Association of Surfing Professionals (ASP) in the project of bringing surfing to China with the Swatch Girls Pro China. It is the second of two events on the 2011 ASP Women's World Longboard Tour, and will elect the 2011 Women's World Longboard Champion.
- Swatch has launched the Swatch Skiers Cup, which is the world's first continental freeride competition where top-flight teams from America and Europe exhibit in a series of spectacular man-to-man showdowns in different disciplines. The Swatch Skiers Cup takes place for the very first time in 2011—in Valle Nevada, Chile.
- Swatch is engaged as Title Sponsor of the FIVB Beach Volleyball Swatch World Tour.
- Omega has been working actively to promote golf, establishing a new partnership with the PGA of America, and thus promoting the game on a global level. Additionally, Omega has been named the Official Timekeeper of The PGA of America through 2016.
- Omega, one of the Swatch sub-companies with a long involvement both in golf and Olympic timekeeping, has been selected as sponsor by the International Olympic Committee in the Rio 2016 edition. For this event it has created a unique TV spot to welcome the sport back to the Olympic Games.

Investing in Academic Collaboration: 0/1

Humanitarian Aid: 1/1

Longines is a long-established supporter of the Andre Agassi Charitable Foundation, and has recently started financing Steffie Graf's Children for Tomorrow Foundation. The latter is a non-profit foundation, targeted at proposing and sustaining new projects focused on assisting children and families who are victims of war, persecution and violence. The foundation was set up in 1998 by Steffie Graf in a joint effort with the Outpatient Clinic for Refugee Children and their Families at the University Clinics of Hamburg-Eppendorf.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $0.45 + 2.8 = 3.25$

$$3.25/6.8 = 0.48 \rightarrow F$$

Industry:	Retail (personal goods)
Founded:	1837
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Patrick Thomas (CEO) Mireille Maury (CFO) Éric de Seynes (Chairman of the supervisory board) Pierre-Alexis Dumas (co-creative director) Pascale Mussard (co-creative director)
Products:	Personal Goods (Apparel, homeware etc)
Market value:	\$23,176.0 million
Employees:	8,366
Website:	http://www.hermes.com/

Activities

Hermes International is a long-established company with an extensive history. The company was founded in France, in 1837 and at first it produced riding equipment. Hermes has created a brand reputation for high quality craftsmanship and the company celebrates its traditional values.

Engagement in Cultural Diplomacy

Operating in the creative area, Hermes is very engaged in supporting various types of art projects. The company seeks to support creative development and the Hermes Foundation (*Fondation d'entreprise Hermes*) encourages creativity by organising competitions and an artist-in-residence programme which gives young talent the chance to work at the company's production sites. The company also gives funding to museums and even Hermes' own work is seen as art, for example there was an exhibition of Hermes silk prints in Kaufhaus des Westens (KaDeWe) in Berlin in 2011. The company also has its own exhibitions at some of its sites.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Hermes group values skills over a certain background and the employees of the company come from all over the world. The company tries to employ lots of locals in its overseas departments and also has an international workforce in its country of origin, France.

International Internship Programmes: **0/1**

The Hermes Group seeks to find the best talent early on, and as an international company with affiliates all over the world the company does offer work experience placements for students and graduates, however, it does not offer a comprehensive international internship programme as such.

Transnationalism: **1/1**

Hermes International has affiliates all over the world, of which most are fully owned by the group. Despite this however, the majority of the group's production sites are based in France or western Europe more generally.

Promoting Human Rights/Civil Rights: **1/1**

Hermes has a highly skilled workforce which it seeks to maintain, especially in the production sector. The group wants to ensure that its employees are happy in the work place and makes a particular effort to give them a good level of employment security. For example when the economic downturn started effecting the group's performance, the group ensured its workers at the Cristalleries de Saint-Louis a possibility to convert their work experience into an equivalent degree to allow them better employment security.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

As a company of strong, traditional values, Hermes sees cultural exchanges vitally important for its success. The company tries to bring its employees together often to give them a chance to discuss among themselves and to have one, strong corporate culture in the company. For example, in 2010 Hermes brought together employees from across Asia to enable them to discuss the development of the company and to exchange thoughts on business practices across different.

Grants and Scholarships: **1/1**

The Hermes Foundation has several of its own initiatives to support arts projects and also works in collaboration with other organisations. The Hermes Foundation also has its own grants, for example Bourse Agora (since 2009) which aims to give young professionals in France the chance to realise a design project.

Investing in Music: **1/1**

The Hermes Foundation supports various performing arts projects, and especially projects that involve interdisciplinary initiatives. The foundation has multiple past and current musical projects which it either supports financially or works in collaboration with.

Investing in Visual Arts: **1/1**

Visual arts is one of the main areas of investment and support for both Hermes International and the Hermes Foundation. Without visual arts, the world of Hermes would not be special, the company attempts to give artists the chance to develop their vision without financial worries. The main focus of Hermes is on contemporary arts projects.

Investing in the Film Industry: **0.5/1**

The Hermes Foundation collaborates with the Sprockets Toronto International Children's Film Festival in Canada.

Investing in Sporting Events: **0/1**

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

Hermes and the Hermes Foundation both have several humanitarian aid project. For example, a percentage of the retail price of a special edition item were donated to rebuilding projects in

Haiti following the earthquake. Furthermore, the company is heavily engaged in environmental protection and dedicated to aiding better living conditions in poor areas. One of the key areas that the Hermes Foundation focuses on is improving access to education for children by funding education initiatives in several poorer countries.

CD Involvement Ranking: $5.5 \times 70\% = 3.85$

Overall Ranking: $0.9 + 3.85 = 4.75$
 $4.75 / 6.8 = 0.70 \rightarrow D$

Industry:	Retail
Founded:	1964; Metro AG formed in 1996
Headquarters:	Düsseldorf, Germany
Area served:	Europe, Asia, Africa
Key people:	Eckhard Cordes (CEO), Jürgen Kluge (Chairman of the supervisory board)
Products:	Supermarkets, hypermarkets, consumer electronics and appliances retail, department stores
Revenue:	US\$22,176.1 million
Employees:	283.280 (2010)
Website:	www.metrogroup.de

Activities

The METRO Group is one of the largest international retailing companies and employs 280,000 people across its 2100 outlets in Europe, Africa and Asia. They provide a wide range of consumer goods and services to both private and commercial customers. Their sales brands include Metro Cash & Carry, Real hypermarkets, Media Markt, Saturn, Galeria Kaufhof and METRO Group Asset Management.

METRO Group pride themselves on their public responsibility and within their high-performance group of companies, they also aim to lead the way in terms of further developing and modernizing of the retail sector at both national and international levels.

Engagement in Cultural Diplomacy

In addition to managing its businesses in a socially and environmentally responsible way, METRO GROUP supports sport and cultural projects and events. It does this in two ways: on the one hand, the company provides financial and material resources; on the other, it contributes the manpower of its employees and trainees.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

METRO Group focuses on diversity and offers equal opportunities for all employees and job applicants - irrespective of their gender, age, ethnicity, religion, sexual orientation, possible disability or religious beliefs, men and women of all races, ages, cultures and backgrounds work for the company.

International Internship Programmes: 1/1

Metro AG offers internships which allow interns to utilise their academic knowledge in projects and independent tasks whilst becoming acquainted with the business environment and management practices of the Group.

Transnationalism: 1/1

METRO Group has branches in Europe, Asia and Africa.

Promoting Human Rights/Civil Rights: 1/1

The suppliers of METRO Group are required to observe basic human rights as well as the respective national laws for their production. The METRO Group have also aligned themselves

with the Business Social Compliance Initiative, along with other leading European companies in order to harmonise their social standards. Participating suppliers are also required to adhere to an internationally standardised code of conduct .

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

The METRO Group offers a scholarship for Polish students, which has won an award in the "Good Scholarships 2010" Competition.

Investing in Music: **0.5/1**

The METRO Group sales divisions Cash & Carry, Saturn and Galeria Kaufhof, sponsor the Eurovision Song Contest 2011. The retail group is one of the five international partners of the music contest.

For over 10 years, METRO Group has also been the main sponsor of the Benrath Palace Music Festival. The music festival is organised by the Klassik Konzertgesellschaft which hosts two open-air concerts every summer in the park of the Benrath Palace.

Investing in Visual Arts: **0.5/1**

Since 2006, METRO Group has been showcasing the Metro Sculpture Park Foundation collection at its premises in Düsseldorf, Germany. The Metro Foundation Sculpture Park also provides a model for city architectural design by illustrating the coexistence of work, trade and art. Since 2001 METRO Group has also been the primary sponsor of the Kunst Palast Museum's exhibition programmes.

Investing in the Film Industry: **1/1**

The film "A common DNA" was sponsored by the METRO Group and received a Golden Globe in the category of Corporate Communications at the World Media Festival in Hamburg which celebrates excellence in the field of corporate film, TV and internet websites.

The METRO Group has also sponsored a number of other films including "We are there", which received the "State of the Art" award at the 15th ITVA Festival.

Investing in Sporting Events: **1/1**

METRO Group is the title sponsor of the Düsseldorf Marathon which is held annually and brings together several thousand competitors. The METRO Group Marathon is the largest sporting event in Düsseldorf and the METRO Group also enters its own team into the event.

METRO Group offers another contribution to sporting events by promoting the hockey club DEG METRO STARS. Through this it seeks not only to support professional sports, but also the youth work outreach which is performed by the club.

Investing in Academic Collaboration: **1/1**

The METRO Group also invests in academia, sponsoring a number of university programmes in the disciplines of co-operative education and applied sciences. During their studies, students are encouraged to work in the practical aspects of the company in order to give them training

insight into the professional world. Students are supported financially by the Group during their studies.

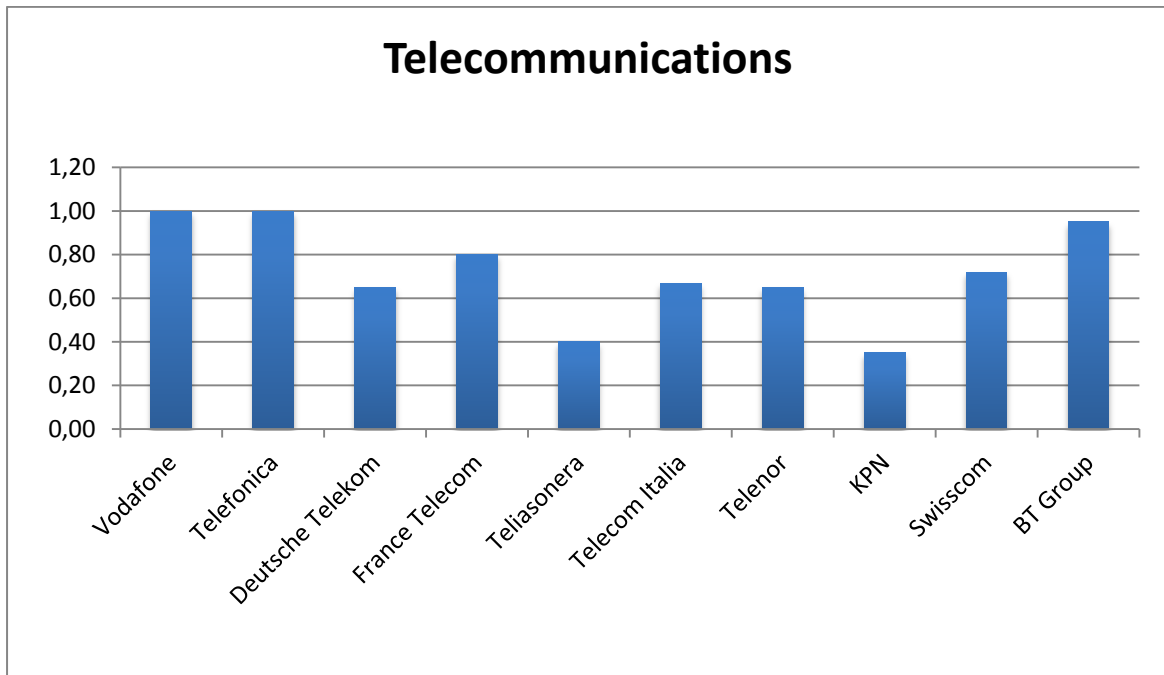
Humanitarian Aid: **1/1**

The METRO Group has made a significant contribution to the humanitarian relief effort in Haiti, sending a cargo plane full of goods equivalent to one million Euros supplied by the Group's retail divisions in a cooperative effort.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.2 + 4.20 = 5.40$
 $5.40 / 6.8 = 0.79 \rightarrow D$

6.9 Telecommunications



Average Quotient = 0.72

GRADE: D

VODAFONE

GRADE: A+

Industry:	Telecommunications
Founded:	1984
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	Gerard Kleisterlee (Chairman), Vittorio Colao (CEO)
Products:	Fixed line and mobile telephony, Internet services, digital television
Market value:	US\$145,923.3 million
Employees:	83,862 (March 2011)
Website:	www.vodafone.com

Activities

Vodafone is amongst the world's top international mobile telecommunications companies, interests in 27 countries worldwide and partner markets in more than 40 countries. Vodafone also aims to make a definite contribution to sustainability in the areas of promoting economic development and enabling a low carbon society. They aim to achieve this by targeting their products and services to towards these core objectives. They also make a positive contribution to the global effort to poverty alleviation and changing people's lives around the world through innovation, product development and technology.

Engagement in Cultural Diplomacy

Vodafone has been actively involved in cultural diplomacy by providing cultural exchange programmes to underprivileged students in Hong Kong, organizing film festivals and music festivals, supporting other film festivals and offering grants to young artists. Vodafone also supports the Tate Modern museum with technology and has even organized an internet debate section for the Tate Modern.

Indicator

Ranking System = 30% Company Policy

Engagement in Cultural Diplomacy

Vodafone has 83,862 around the world. One of Vodafone's main company policies is providing employee diversity and equal opportunities for its employees.

International Internship Programmes: 1/1

Vodafone has created a graduate programme in order to allow graduate students to get experience in the business world.

Transnationalism: 1/1

Vodafone has a global network across 20 countries.

Promoting Human Rights/Civil Rights: 1/1

Vodafone has a code of ethical purchasing within which it sets out labour, health and safety, ethical and environmental standards which they endeavour to meet and expect require of their suppliers to adhere to. Vodafone takes a solid stance against child labour, forced or compulsory labour and through their employment policies they seek to ensure equal opportunities and diversity.

Company Policy Ranking = $4 \times 30\% = 1.2$

Ranking System = 70% Company's CD Actions

Investing in Cultural Exchange Programmes: 1/1

A Vodafone AYP International Exchange Programme Fund was launched in cooperation with the Hong Kong Award for Young People which aims to support the personal development of Hong Kong's underprivileged youths. The programme consists of a 12 day opportunity for young people to gain insight from the Netherlands by participating in workshops, addressing environmental issues and also sightseeing together with young students from the Netherlands.

Grants and Scholarships: 1/1

Vodafone Australia offered a grant to young musicians through the Vodafone 'World of difference' programme.

Investing in Music: 1/1

Vodafone invests heavily in music, organising its own Vodafone Music Unlimited festival. Similarly, the Vodafone Australia Foundation supports the ICE Urban Music Project, which consists of supporting young hip-hop artists.

Investing in Visual Arts: 1/1

Vodafone has created an online platform called 'Tate Debates' which includes a weekly online discussion on the Tate London museum's blog. The purpose of this is to encourage people to share their ideas and opinions about art. Vodafone has also invested in the creation of mobile services to complement the Tate's website. Vodafone also pioneers new technology for the Tate Modern and Tate London museums.

Investing in the Film Industry: 1/1

Vodafone Romania was a partner in the Transylvania Film festival and also sponsored 'Anonimul' (the 'Anonime', Romanian film festival).

Vodafone organised the Vodafone Classic Film Festival in 2008 in Surat and has also sponsored the Karlovy Vary International Film Festival five years running. Vodafone also partners Blackberry Touch to organize the Vodafone and Blackberry Touch Film Festival.

Investing in Sporting Events: **1/1**

Vodafone is the official sponsor of the Egyptian Premiere League and also supports Fernando Alonso racing for Vodafone McLaren Mercedes F1.

Investing in Academic Collaboration: **1/1**

Vodafone is a partner of the Information Technology Academia Collaboration (ITAC), an Egyptian government initiative which aims to strengthen the cooperation between universities and companies. Vodafone offers summer training programmes to students studying at Egyptian universities.

Humanitarian Aid: **1/1**

Vodafone Spain contributed to the relief efforts in Japan after the earthquake and tsunami in March 2011 by launching SMS fundraising campaigns and donating 1.2 cents (EUR) for each message the customers send to the Red Cross campaign.

Vodafone has also launched a campaign against the 2011 famine crisis in Africa.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 5.6 = 6.8$
 $6.8 / 6.8 = 1.00 \rightarrow A+$

Industry:	Telecommunications
Founded:	1924
Headquarters:	Madrid, Spain
Area served:	Worldwide
Key people:	Vittorio Colao (CEO) Gerard Kleisterlee (Chairman)
Products:	Fixed line and mobile telephones, Internet services, digital television
Market value:	US\$114,411.3 million
Employees:	269.047 (2010)
Website:	www.telefonica.com

Activities

Telefonica is one of the biggest telecommunication companies in Europe and in the world. The company was founded in 1924 has its headquarters in Madrid, Spain. Its yearly revenue totals 60,737 Euro. Telefonica has 269,047 employees around the world. The company promotes employee diversity and works against child labour in South America. The company claims that it acts according to the UN Universal Declaration of Human Rights and International Labour Organisation's regulations. Recently, Telefonica was listed as the best place to work in the world by the Great Place to Work Institute.

Engagement in Cultural Diplomacy

Telefonica invested in cultural exchange programmes between schools in Spain and Latin America. The company's foundation (The Telefonica foundation) also organizes art exhibitions.

Telefonica previously owned a film company called Lolafilms and provided a large percentage of the financing for the film 'Lope'.

Telefonica has also created the Movistar Label (Sello Movistar), a virtual record label that aims to promote musicians by offering a website whereby any musician can register and post his/her own songs and videos. People are able to vote for their favourite songs on the website and the artist with the most voted songs wins a contract with Sello Movistar (Telefonica's music label).

The Telefonica foundation has its own art exhibition programme. The Telefonica art collection involves 33 works by Chillida, Helena Almeida, Joaquín Peinado, John Baldessari, Luis Fernández, Marín, Olafur Eliasson, Picasso, Sherrie Levine and Thomas Ruff amongst others. It is one of the largest corporate artistic collections in Europe, and telefonica regularly loans its works to 22 cultural institutions in several countries around the world. Other exhibitions include: the works of the renowned photographers Josep Brangulí Soler and Virxilio Vieitez.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Telefonica has an employee diversity policy which it actively promotes. The company also respects the cultural and religious differences of its employees.

International Internship Programmes: 1/1

Telefonica offers internships in their headquarters located in Madrid, Spain, which are available to science students from all over the world.

Transnationalism: 1/1

Telefonica has branches across Europe (United Kingdom, Germany, Ireland, Czech Republic, Spain and many more) and branches in South America (Brazil and Peru amongst others).

Promoting Human Rights/Civil Rights: 1/1

The Great Place to Work Institute has rated Telefonica O2 Germany as the best place to work in the world according to a recent report.

Telefonica seeks to observe the principles of the UN Universal Declaration of Human Rights and the International Labour Organisation. It states that it does not use child labour and that it respects its employees' right to join any labour union. The company also has campaigns against child labour and it is actively involved in reducing child labour in South America.

Telefonica provides equal opportunities, without prejudice, to all of its employees and prospective employees regardless of race, colour, nationality, ethnic or national origins, religion or religious affiliation, gender, gender status, sexual orientation, marital status, age, disability or caring responsibilities. The company does not tolerate any form of harassment in the workplace.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: 1/1

The 'Escuelas amigas' programme is Telefonica's own initiative for promoting cultural exchange between 60 schools from 10 countries (including Spain and countries from Latin America).

Grants and Scholarships: 1/1

Telefonica gave 2.5 million EUR in scholarships in 2005 and 1.6 million EUR in 2006.

Investing in Music: 1/1

Telefonica created the Movistar Label (Sello Movistar), a virtual record label that promotes up and coming musicians by offering a website where any musician can register and upload their own music and have it rated by other fans of the site. Whoever gets the most votes is awarded a music deal with Sello Movistar (Telefonica's music label).

Investing in Visual Arts: 1/1

The Telefonica foundation has its own art exhibition programme. The Telefonica art collection involves 33 works by various artists and is one of the largest corporate artistic collections in Europe. The company loans pieces to 22 cultural institutions in several countries around the world. Other exhibitions include the works of the renowned photographers Josep Brangulí Soler and Virxilio Vieitez.

Investing in the Film Industry: 1/1

Telefonica put up 30% of the budget for the movie Lope, its first investment in a Spanish movie since 2004 when it sold Lolafilms, a Spanish film company.

Investing in Sporting Events: 1/1

Telefonica was one of the major sponsors of the Renault F1 team until Fernando Alonso moved to the Vodafone McLaren Mercedes F1 team. Through its acquisition of O2, Telefónica also indirectly sponsored the BMW Sauber. F1 Racing estimates these sponsorships have amounted to \$18 million, \$15 million and \$23 million respectively. In Ireland, O2 is the main sponsor of the Irish Rugby Union Team. Telefonica has sponsored football teams Real Zaragoza and Valencia CF and was also a major sponsor of one of Suzuki's racing teams in MotoGP in the early 2000s. From 2011 Telefonica will sponsor the cycling team previously known as Caisse d'Épargne.

Investing In Academic Collaboration: **1/1**

Telefonica has partnerships with the Massachusetts Institute of Technology (USA) and the European University (Barcelona, Spain).

Humanitarian Aid: **1/1**

Telefonica's Czech Republic branch donated CZK 560,000 (the equivalent of 22,873 euro) to the Somalia famine relief.

CD Involvement Ranking: $8 \times 70\% = 5.6$

Overall Ranking: $1.2 + 5.6 = 6.8$
 $6.8 / 6.8 = 1.0 \rightarrow A+$

Industry:	Telecommunications
Founded:	1996
Headquarters:	Bonn, Germany
Area served:	Worldwide
Key people:	Rene Obermann (CEO), Timotheus Höttges (CFO)
Products:	Fixed-line and mobile telephony, internet services, IT and network services
Market value:	US\$66,658.6 million
Employees:	246,780 (2010)
Website:	www.telekom.com

Activities

Deutsche Telekom AG is one of the world's leading telecommunications and information technology service companies with a strong customer base of 200 million. Deutsche Telekom has an international focus and is established in approximately 50 countries. In 2010, the Group generated revenue of EUR 62.42 billion. The company is the owner of T-Home, T-Mobile, T-Online and T-Systems.

Engagement In Cultural Diplomacy

Deutsche Telekom is one of the largest sponsors of sports and culture in Germany. The company has partnerships with the German Olympic Sports Association and the Stiftung Deutsche Sporthilfe foundation. These partnerships not only support top-level sports but also promote youth and leisure sports through a variety of initiatives.

Deutsche Telekom also supports the Paralympics movement through partnerships with the Deutscher Behindertensportverband association. It is committed to the German Football Association, particularly German champions FC Bayern Munich. The company also supports its home city of Bonn, the local basketball team Telekom Baskets Bonn and the Bonn marathon.

Deutsche Telekom promotes culture through initiatives involving partners in the German and international arts, culture and music scene. In the past, Deutsche Telekom has supported a number of notable exhibitions such as The Guggenheim Collection.

Deutsche Telekom also has a long history of supporting classical music, such as the Bonn Beethoven Festival and the International Beethoven Competition for Piano. It also sponsors German and international music artists, events and festivals. It has also launched a dedicated series of concerts such as the Telekom Street Gigs and Electronic Beats, an international music community programme with live acts.

In Germany, Telekom alongside renowned German musician Thomas D implemented the Million Voices initiative which involved the public sending a recording of their version of the song "7 seconds" to Telekom. Proceeds from the sale of the song then went to the Bild hilft "Ein Herz für Kinder" charity organization.

Crnogorski Telekom conducted The "Superhero" campaign for volunteering activities was in Montenegro in July and August 2010 to show the public that they could make a difference in their individual environment and community.

The Hungarian subsidiary of Telekom initiated an essay competition in collaboration with the climate protection organisation Vegyél Vissza! Students between the ages of 15 and 25 were asked to submit their essays on the question "What is in store for us in 2020."

For the last twelve years, Cosmote customers in Greece are encouraged to send 'Happy New Year' greetings on their cell phones for a good cause. Proceeds from the costs of text messages and multimedia messages that were sent between midnight and 7 a.m. on January 1st were donated to NGOs to help children in need. Cosmote also matched the amount that had been spent on customers' gifts and donated the money to a charity organisation for children. In 2011, The New Year's campaign raised a total of EUR 320,000 which was then donated to eight Greek organizations dedicated to supporting ill and disabled children. Cosmote Romania and AMC in Albania participated for the third consecutive time and in 2011 donated EUR 56,000 to charity organizations.

A key element of Telekom's educational commitment in Germany has been the Deutsche Telekom Foundation which is one of the largest corporate foundations in Germany. It is committed to raising the standard of German education in technology, engineering and mathematics.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company promotes diversity through different initiatives. Deutsche Telekom was the first Dax 30 Company to introduce a women's quota (30 percent of management positions worldwide to be filled by women by the end of 2015)

Generation Management is a concept established by the company to cater to older employees.

To intensify the exchange of ideas, the company has introduced an International Diversity Network to enable participants from the countries of its affiliates to communicate through virtual platforms.

International Internship Programmes: **1/1**

The company offers internships with involves participating in workshops, seminars and think-tanks. Intern satisfaction is rated at 93%.

Deutsche Telekom also has a programme for students who wish to write a thesis on or more of the company's departments.

Transnationalism: **1/1**

Deutsche Telekom operates in around 50 countries worldwide (including America, Africa, Asia and Europe).

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

The Deutsche Telekom Foundation awards scholarships to gifted young doctoral candidates and education majors preparing to teach STEM subjects. It also offers scholarships to teenagers from immigrant families with a keen interest and outstanding achievements in STEM subjects. It is particularly supportive of young people who excel at mathematics. The foundation also supports the pre-college programmes attended by around 1,700 teenagers at over 50 German universities each semester.

Investing In Music: **1/1**

Deutsche Telekom sponsors German and international music artists, events and festivals. A dedicated series of concerts such as the Telekom Street Gigs and Electronic Beats, an international music community programme with live acts have been launched.

The Telekom Forum in Bonn is increasingly popular among the public with its cultural events. The company also has a long history of supporting classical music, such as the Bonn Beethoven Festival and the International Beethoven Competition for Piano.

Investing In Music: **0.5/1**

Deutsche Telekom has supported well renowned exhibitions such as The Guggenheim Collection.

Investing In Films Industry: **0.5/1**

Deutsche Telekom sponsors local initiatives like T-Mobile Movie Night for university students in Houston.

Investing In Sporting Events: **1/1**

Deutsche Telekom supports a variety of sports events and clubs. The company has partnerships with the German Olympic team, the German Olympic Sports Association and the Stiftung Deutsche Sporthilfe foundation.

Deutsche Telekom supports the Paralympics movement through partnerships with the Deutscher Behindertensportverband association. The company is a proud sponsor of football and is committed to the German Football Association, German champions FC Bayern Munich and many other league clubs. It also supports its home city of Bonn, its local basketball team the Telekom Baskets Bonn, and the Bonn marathon.

Investing In Academic Collaboration: **1/1**

Deutsche Telekom has various academic links, a few examples include:

- Deutsche Telekom AG established a research and development institute in cooperation with Ben Gurion University focusing on security in telecommunications networks;
- Integrating the research and development activities of Deutsche Telekom AG with Berlin's Technical University and other partner universities and industries;
- A long-term partnership with the University for Applied Science in Leipzig.

Humanitarian Aid: **0/1**

CD Involvement Ranking: $7 \times 70\% = 4.9$

Overall Ranking: $0.9 + 3.5 = 4.40$

$$4.40/6.8 = 0.65 \rightarrow E$$

FRANCE TELECOM (ORANGE)

GRADE: C

Industry:	Telecommunications
Founded:	1988
Area served:	Worldwide
Key people:	Stéphane Richard (CEO and Chairman)
Products:	Fixed line and mobile telephony, internet, digital television, IT services
Market value:	US \$59,428.3 million
Employees:	161,390 in 2010
Website:	www.francetelecom.com

Activities

France Telecom S.A. is the main telecommunications company in France, the third-largest in Europe and one of the largest in the world. The company owns Orange, Wanadoo and Everything Everywhere, a telecommunications company that now operate under the name Orange. In 2006, France Telecom decided to change its name to France Télécom-Orange. It currently employs about 180,000 people and as of June 2011 has more than 158 million mobile customers and 14 million ADSL customers. In 2010, the group had revenue of €45.5 billion. The company is headquartered in Paris, France but operates worldwide.

Engagement In Cultural Diplomacy

The Orange Foundation (previously France Telecom Foundation) was created to support projects all around the world. In the past few years, the Orange Foundation has supported initiatives in Africa, Europe, the Middle East and Asia where the France Telecom-Orange Group operates.

In cooperation with the group's subsidiaries, the Orange Foundation works closely with local communities to address specific concerns namely in: health and disability, education, and culture. Eleven subsidiaries of the Group have already created their own foundations to supervise corporate philanthropy projects in line with the group's policy. These subsidiaries are based in Spain, Poland, Slovakia, Moldova, Armenia, Senegal, Mali, Ivory Coast, Cameroon, Niger and the Dominican Republic.

The Orange Group sponsors sporting events like the Tour de France and the French Open and the US Open. The company also supports collective vocal music and encourages projects that bring several singers together (choirs, groups, etc).

The company sponsors educational programs in Africa and India and provides scholarships and support to associations that combat illiteracy.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

In 2004, the Group signed the Diversity Charter which promotes gender equality. In 2005, Orange France was the first technology company to obtain the Gender Equality label awarded by AFNOR. In 2007, it signed an agreement in favour of employing disabled people and created the Group Diversity Department. Since then, the company signs agreements on more specific diversity issues every year.

International Internship Programmes: 0/1

Transnationalism: **1/1**

The company has branches in more than 40 countries.

Promoting Human Rights/Civil Rights: **1/1**

In 2003, the Board of France Telecom adopted a Group Code of Ethics. This Code of Ethics governs the Group's operation and relies on the Universal Declaration of Human Rights, the International Labour Organization, the United Nations Global Compact and the guiding principles of the OECD for multinational corporations.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

Since 2008 the Orange Foundation has been offering scholarships to young Indian students who have financial difficulties in order for them to continue their studies. This initiative is in collaboration with the French association Frateli.

Investing In Music: **1/1**

France Telecom-Orange launched several music projects such the Orange Music Summer Festival and Orange Music Live Concert in Slovakia and in the UK. Orange customers can also benefit from a unique off-stage experience through downloads, ringtones and all the insider tips to ensure an unforgettable experience. In 2010, 20 festivals took place throughout France.

In order to foster commitment to causes such as autism, the Foundation launched the "Orange Chante" project which offers employees the opportunity to partake in a corporate choral society in the workplace. Over 1,300 employees participated and 28 Orange choirs were created in this way.

Investing In Visual Arts: **0.5/1**

In France, the Group collaborated with the Centre of National Monuments in order to present adapted works for visually and hearing-impaired people: the "Sensitinéraires" Collection.

In 2010, thanks to Orange's sponsorship a new wing was set up in the Children's Gallery in the Evolution Gallery of the French Natural History Museum.

Investing In Films Industry: **1/1**

"Films are about people, dialogue and emotions - something Orange relates well to as a communications company. That [is] why our vision is to ensure that our customers get closer to film, at home, at their local cinema, and even on the move".

Orange became the title sponsor of the BAFTAs and a major partner of the Festival de Cannes.

It is also the title sponsor for Switzerland's famous outdoor cinema event, Orange Cinema which takes place every summer in major cities across Switzerland. With the 'Orange Wednesdays' programme in the UK, Austria, Poland, Luxembourg and Romania, customers can get two cinema tickets for the price of one every Wednesdays nationwide.

The Foundation also wants to make the cinema accessible to disabled people, thus in France the Foundation collaborates with the Valentin Haüy Association to develop audio descriptions for

films. Disadvantage population groups can benefit from the Foundation's Cinéma pour Tous (Cinema for All) programme.

Investing In Sporting Events: 1/1

France Telecom is a partner of several sporting events on both a national and international scale. It sponsors the Tour de France and the French Tennis Open (Roland-Garros). The group also supports federations and clubs such as CAF; the Polish national football team (ACB); the Spanish basketball league; the French Sailing Federation and the network of French Sailing Schools; the Ice Hockey league in Slovakia and more. Orange also offers customers sporting content on demand across all platforms including internet, mobile, TV on ADSL and video.

Investing In Academic Collaboration: 1/1

Orange Spain and the Telecommunications Engineering School of the Technical University of Madrid (UPM ETSIS) have concluded a partnership aimed at integrating network science and analysis techniques based on social networks into university teaching and the development of innovative projects through the "Catédra Orange".

Humanitarian Aid: 1/1

In June 2010, the Orange Foundation and Orange Niger sent 500 metric tons of corn and millet to Niger to help the population affected by the food crisis. This donation is valued at €150,000.

CD Involvement Ranking: $6.5 \times 70\% = 4.55$

Overall Ranking: $0.9 + 4.55 = 5.45$
 $5.45 / 6.80 = 0.80 \rightarrow C$

Industry:	Telecommunications
Founded:	2003
Headquarters:	Stockholm, Sweden
Area served:	Europe, Asia
Key people:	Lars Nyberg (CEO), Per-Arne Blomquist (CFO), Cecilia Edström (CCO)
Products:	Fixed-line communications, mobile network operator, Internet services
Market value:	US\$37,443.0 million
Employees:	29,280 (Q2, 2011)
Website:	www.teliasonera.com

Activities

TeliaSonera is the fifth biggest European telecommunication company. It operates in 16 countries in Europe and Asia (from Norway to Nepal) and has more than 150 million customers (2010).

Engagement In Cultural Diplomacy

TeliaSonera runs several projects that contribute to the development of local communities. TeliaSonera Eurasia companies are among the major contributors to the economy and infrastructure development in their respective countries. Historically being pioneers in many aspects of the business culture and environment it has taken the lead in supporting and developing a much wider range of areas than just telecommunications, with high relevance to the local context. It has contributed to:

- Social projects for the most vulnerable in the society
- Education and training
- Healthcare
- Cultural events
- Revival of local traditions; restoration of objects of national architectural and arts heritage
- Sports and sports facilities development

Humanitarian Aid

The company contributed locally to the Haitian humanitarian crisis in various ways. In Sweden they reduced the operator share of value added SMS support messages to SEK 0 and topped up an extra SEK 5 for each value added SMS that had been sent to any NGO using short numbers. All customers located in Haiti at that time could communicate globally free of charge between 15- 29 January. TeliaSonera's direct financial support to NGO's work in assisting Haiti totaled SEK 2 million from Finland (Sonera), Sweden (Telia) and Norway (Netcom).

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

44% of employees are women, 56% men in the company.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

The company operates in around 50 countries.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $1 \times 30\% = 0.3$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

The Destination Home project in Lithuania is supported by the company. The project is aimed at encouraging Lithuanian immigrants to return home. The school in Vilnius was granted the prize for active contribution and engagement in these efforts. TeliaSonera awarded a prize to Dr Daumantas Matulis, who on his own initiative returned to Lithuania from the US to continue his work in the field of scientific research.

Moldcell engages through donating Laboratories for students and giving scholarship grants to talented students in Moldova. The Moldcell Scholarship was awarded to 26 new students from six Moldavian universities for the 6th annual round in 2010.

Tcell supports educational projects in Tajikistan such as the ongoing project "Tcell Scholarship". Other projects include scientific conferences and providing computers and internet access to schools in remote areas.

Azercell started the first student scholarship round in November 2010 in Azerbaijan. Students receive a monthly scholarship established by Azercell throughout their term of study.

Investing In Music: **0/1**

Investing In Visual Arts: **0/1**

Investing In Films Industry: **0/1**

Investing In Sporting Events: **0/1**

Investing In Academic Collaboration: **1/1**

The Company runs initiatives in Eurasian countries in collaboration with universities to bring both access and know-how to the education of telecommunications.

The company runs the TeliaSonera Institute at SSE Riga which was established in 2004 when TeliaSonera made its first donation to the School. The activities at the Institute focus on the fields of entrepreneurship and telecommunication. The research is policy-oriented and the Institute is responsible for Latvia's participation in the Global Entrepreneurship Monitor which is published annually.

Humanitarian Aid: **1/1**

Kcell secured the network operations during the Kazakhstan humanitarian crisis and provided 500 families with mobile phones and SIM cards worth 5,000 units to help residents stay connected.

In order to support people living in disaster impacted areas of Azerbaijan, during the flood Azercell granted 500 free of charge units (i.e. 25 call minutes) to each Azercell subscriber living in those areas.

In July-August 2010, Moldova was affected by severe floods. Moldcell provided free communication to the people living in those areas, as well as to the rescue and emergency teams working there. In total, Moldcell granted over three million free-of-charge on-net call minutes to over 77,000 people in 16 flooded regions. Moldcell estimates having covered about 11 percent of the country's territory with free mobile communication during the two month period. Further to this, Moldcell has donated about USD 23,000

CD Involvement Ranking: $3 \times 70\% = 2.4$

Overall Ranking: $0.3 + 2.1 = 2.70$
 $2.4 / 6.8 = 0.40 \rightarrow F$

- TELECOM ITALIA

GRADE: E

Industry:	Telecommunications
Founded:	1964 (as SIP), 1994 (as Telecom Italia)
Headquarters:	Rome, Italy
Area served:	Worldwide
Key people:	Franco Chairman (Chairman), Marco Patuano (CEO)
Products:	Fixed line, mobile, public and IP telephony, Internet services and digital television
Market value:	US\$28,759.9 million
Employees:	84.335 (06/2011)
Website:	www.telecomitalia.com

Activities

Telecom is the Italian's leading international mobile telecommunications company. Telecom Italia offers technological infrastructures and platforms in which voice and data are converted into advanced telecommunications services as well as the latest ICT and Media solutions.

Telecom Italia contributes to the sustainability and increase in economic capital, safeguarding the ecosystem and promoting the principle of equity and respect among people.

Engagement In Cultural Diplomacy

Telecom Italia looks favourably on and, where appropriate, supports social, cultural and educational initiatives aimed at the advancement of the individual and the improvement of living conditions.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Telecom Italia considers integration and gender diversity as corporate strengths and critical resources to facilitate the processes of innovation and cultural change. Therefore it supports access to and the integration of female personnel within the organization.

International Internship Programmes: 1/1

Telecom allows students (high school graduates and university students) to gain valuable experience in the field of business.

Transnationalism: 1/1

Italy, Brazil and Argentina are strategic markets where the Telecom Italia Group operates. The Telecom Italia Group is also active in other parts of Europe, North America, Africa and Asia through Sparkle, Lan Nautilus and Med Nautilus, Telecom Italia's local operational companies. The Group can be accessed throughout the world by contacting Telecom Italia and Telecom Italia Sparkle's representative offices.

Promoting Human Rights/Civil Rights: **0.5/1**

The commitment of Telecom Italia Group to respect human rights and labour standards is stated in its Code of Ethics and in the Group Organisational Model. It is in accordance with the ten principles of the UN's Global Compact concerning human rights, labour standards, environmental protection and fight against corruption.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: 1/1

People Caring is the facility created by the Telecom Italia Group to take care of people. Among the Telecom Italia services for people, 20 scholarships for 1-year study tours abroad and 90 scholarships for 4-week study tours abroad were offered.

Investing In Music: 0.5/1

Telecom Italia in collaboration with Radio DeeJay is supporting an Associazione Dynamo project. A 24-hour-a-day web radio station broadcasting music and content created alongside children who suffer from chronic and serious illness in hospitals and homes.

Investing In Visual Arts: **0.5/1**

Telecom Italia is part of the 12th International Architecture Exhibition of the Venice Biennale "People Meet in Architecture". For the first time this year Telecom Italia supports "Architecture Saturdays", a series of meetings with past directors of the International Architecture Exhibition.

Investing In Films Industry: **0.5/1**

Telecom Italia was the official sponsor of the 58th International Venice Film Festival.

Investing In Sporting Events: 0.5/1

Telecom Italia with TIM is the main sponsor of L'Aquila Rugby 1936.

Investing In Academic Collaboration: **1/1**

Telecom Italia partners with leading universities on the subjects of telecommunications and information technology for students who are interested in writing their theses in these areas.

Humanitarian Aid: **1/1**

Telecom Italia works alongside other large companies on the Global Marshall Plan whose goal is to implement the objectives set out by the United Nations in its Millennium Development Goals declaration.

Telecom Italia is a founding member of Dynamo Camp, the first camp specifically set up to provide free accommodation for children affected by serious and chronic diseases.

During Christmas 2009, Telecom Italia launched its first company volunteering project which involved the participation of twelve employees following a rigorous selection based on aptitude.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $1.05 + 3.5 = 4.55$

$4.55 / 6.8 = 0.67 \rightarrow E$

TELENOR

GRADE: E

Industry:	Telecommunications
Founded:	1855
Headquarters:	Fornebu (Norway)
Area served:	The Nordics: Norway, Sweden, Denmark, Central and Eastern Europe: Hungary, Serbia and Montenegro
Key people:	Asia: Thailand, Malaysia, Bangladesh, Pakistan and India Jon Fredrik Baksaas (President and CEO), Harald Norvik (Chairman)
Products:	Fixed line and mobile telephony, internet, digital television, IT services, IPTV
Market value:	US\$27,273.1 million
Employees:	31,000
Website:	www.telenor.com

Activities

Telenor Group is one of the world's major mobile operators with 127 million mobile subscriptions. Telenor Group has mobile operations in 11 markets and an additional 20 markets through a 31.67 per cent ownership of VimpelCom Ltd. Telecommunications has significant potential to add value to people's lives, contribute to social and economic growth, create a positive impact in society, and help shape a sustainable future. At the Telenor Group, their efforts rest on two key principles: extending the benefits of mobile communications across all markets and integrating responsible business practices in all aspects of their operations.

Engagement In Cultural Diplomacy

Telenor Serbia in partnership with UNICEF Serbia and the Serbian Ministry of Health are now working to improve health information and access to health services for the Roma population of Serbia. Telenor Serbia and the Serbian Ministry of Interior team up to prevent the distribution of illegal child sexual abuse materials through Telenor's networks.

Through the Povezivanje project approximately 60 Roma women have been trained by health authorities to be health mediators. These women serve as the bridge between the official Serbian health system and the Roma communities. Telenor has witnessed a steady increase in the use of mobile services and improved communication between the mediators and Roma families

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The Telenor Group is committed to ensuring diversity and non-discrimination in the Group. In 2010, 35% of the total workforce in the Telenor Group was women. The corresponding figure for managers is 20%. Compared to 2009 the female ratio of managers has decreased from 25% to 20%, this is primarily due to a sharp increase in the workforce in India where there is currently a higher proportion of male managers. Adjusted for the India increase, the female manager ratio in Telenor Group was 26% in 2010.

International Internship Programmes: **0/1**

Transnationalism: **1/1**

Telenor Group is able to offer a wide range of telecom-related services to consumers and enterprises. Telenor Group's main operations are concentrated in three geographic regions, **the**

Nordics (Norway, Sweden, Denmark), **Central and Eastern Europe** (Hungary, Serbia and Montenegro) and (**Asia** Thailand, Malaysia, Bangladesh, Pakistan and India)

Promoting Human Rights/Civil Rights: **1/1**

As a member of The Global Compact, Telenor has committed itself to sustainable development practices through accepting, promoting and supporting ten universally accepted principles in the areas of human rights, labour, the environment and anti-corruption. Telenor visits children in Bangladesh to witness first-hand how its cooperation with UNICEF is helping to combat child labour. Telenor Pakistan strives to change public mindset and raise awareness about people with disabilities. Telenor Pakistan has launched a unique CR initiative in which employees are to contribute a total of 50,000 paid working hours in programmes supporting fellow citizens in Pakistan.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

Telenor and the Sri Lankan based company Worldview Global Media Ltd have signed an agreement for the development and supply of information and communication services in Europe that aim to enhance international cultural exchange.

Telenor Pakistan has conducted a large number of "Disability Equality Training" programmes for employees including management to raise awareness and sensitize employees on working with people with disabilities. From August 2009 to August 2010, a total of 52 radio programmes were aired under the Khuddar Pakistan Radio Talk Show.

Telenor Pakistan has launched an Employee Engagement Programme where employees are granted an opportunity to become involved in their communities by lending support to programmes that enrich the quality of life of all citizens.

Telenor has developed specific concepts for Scandinavia, Europe and Asia which involve bringing artists from these regions together, contributing to cross-cultural relations.

Grants And Scholarships: **0/1**

Investing In Music: **1/1**

Telenor creates its own cultural concepts and stages its own productions, and in the process brings together musicians, artists and performers from all over the world. Telenor has developed specific concepts for Scandinavia, Europe and Asia which involve bringing artists from these regions together.

Investing In Visual Arts: **1/1**

The Telenor art collection consists of more than 700 works by contemporary artists who have the potential to become part of the international art scene. It consists of fixed as well as mobile installations and works of art.

Investing In Films Industry: **0/1**

Investing In Sporting Events: **0/1**

Investing In Academic Collaboration: **1/1**

Telenor announced its research partnership with the University of Oslo to understand how people discover, share and recommend music.

Humanitarian Aid: 1/1

Telenor launched a charity drive for donations by SMS in Norway. The Norwegian Red Cross is the first organisation to adopt this new donation service for their work in helping flood victims in Pakistan. Grameenphone, Telenor Pakistan and Telenor have initiated voluntary efforts and made donations to help flood victims in Bangladesh and Pakistan. Promonte and Telenor have also donated EUR 120,000 in immediate support to the victims of Montenegro's worst train accident.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $0.9 + 3.5 = 4.4$
 $4.4 / 6.8 = 0.65 \rightarrow E$

KPN

GRADE: F

Industry:	Telecommunications
Founded:	1852
Headquarters:	The Hague, Netherlands
Area served:	Netherlands, Belgium, Germany, France and Spain
Key people:	Eelco Blok (Chairman of CEO)Jos Streppel (Chairman of the supervisory board)
Products:	Fixed line and mobile telephony, internet, digital television, IT services, IPTV
Market value:	US\$26,068.1 million
Employees:	30.599 (2010)
Website:	www.kpn.com

Activities

KPN is the leading telecommunications and ICT service provider in The Netherlands, offering wireline and wireless telephony, internet and TV to consumers, and end-to-end telecommunications and ICT services to business customers. KPN deploys a multi-brand portfolio in support of its operations targeting differing consumer groups both in the Netherlands and abroad. KPN supplies consumers with fixed and mobile telephony, internet and TV services. KPN offers business customers in the Netherlands and abroad a wide service package ranging from speech, internet and data services to comprehensive management of outsourced IT services.

Engagement In Cultural Diplomacy

E-Plus is a partner of the Digitale Chancen Foundation. The foundation is an initiative by the German Ministry of Economic Affairs that develops a program to help people who have difficulty in finding their way in today's increasingly computerized society. The foundation targets young people, the elderly and immigration.

KPN Group Belgium provides mobile phones, call credits and lease cars at the disposal of a hospital school in Leuven at no charge. Financial support is extended to the Kinderkankerfonds. KPN Group Belgium also runs text message campaigns in support of good causes such as Haiti, Het Glazen Huis and SOS Kinderdorpen.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

KPN started developing its diversity policy in 2009. Women are its largest target group with the policy focusing on a more even distribution between men and women. The policy is also aimed at people with disabilities, different sexual orientations and different cultural backgrounds.

International Internship Programmes: 0/1

Transnationalism: 1/1

The company has branches in Germany, Belgium, France and Spain.

Promoting Human Rights/Civil Rights: **1/1**

KPN's Mooiste Contact Fonds aims to help people who are socially isolated or in danger of social

isolation. KPN's Mooiste Contact Fonds enables people to experience valuable moments of contact through the use of ICT and thousands of KPN volunteers. In 2011, KPN's Mooiste Contact Fonds focused on chronically sick children, autistic youngsters, residents living in deprived areas and senior citizens over 80.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **0/1**

Investing In Music: **0/1**

Investing In Visual Arts: **0/1**

Investing In Films Industry: **0/1**

Investing In Sporting Events: **0.5/1**

KPN is the lead sponsor of the KNSB, the national Dutch Allround speedskating championships.

Investing In Academic Collaboration: **0/1**

Humanitarian Aid: **1/1**

The 2010 target was to use ICT sets to put 175 chronically sick children into contact with their class at school. The true figure was 192 children. 163 KPN employees volunteered for these projects. Two volunteers worked with each child, one working with the sick child at home and the other in class.

In 2011 KNP will start a new initiative which, just as the ComputerPlusBus, targets senior citizen. KNP is doing this together with the Dutch Red Cross. They will put in place a simple application to be added onto television sets in the home that gives senior citizens additional contact channels as well as their favorite TV channels.

CD Involvement Ranking: $1.5 \times 70\% = 1.05$

Overall Ranking: $0.9 + 1.05 = 2.4$
 $2.4 / 6.8 = 0.35 \rightarrow F$

Industry:	Telecommunications
Founded:	1998
Headquarters:	Bern (Switzerland)
Area served:	Switzerland
Key people:	Hansueli Loosli (Chairman), Carsten Schloter (CEO)
Products:	Fixed line and mobile telephony, IP telephony internet, digital television, IT services
Market value:	US\$23,186.6 million
Employees:	19,550
Website:	www.swisscom.ch

Activities

Swisscom is a leading telecom and broadband provider from Switzerland. In the first half of 2011, the company had around 5.9 million mobile customers, 1.6 million broadband connections and almost 20.000 employees. The service of Swisscom ranges from basic telecommunication and broadband to IP based voice & data communication and TV. Besides its strong presence in Switzerland, the company is also well-established in the European market. However, the company mainly focuses on Swiss and Italian markets.

Engagement In Cultural Diplomacy

Swisscom emphasizes its close links to cultural engagement and its customers through several activities such as cultural events, sports, economic conferences and environmental projects. It sponsors a very wide range of events mainly focused on music, concerts, festivals and winter sport. Furthermore, since 1998 the company set up an internal environmental management system and was the world's first telecommunications company to be certified according to the internationally recognized ISO 14001 environmental standard.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Swisscom supports affirmative action for women in order to increase the proportion of women at managerial level not only in their own company but also on an international level. The company further networks with other businesses and organisations to maintain an active exchange of ideas and experiences on the subject of diversity.

International Internship Programmes: **1/1**

Swisscom offers a wide range of internships in the fields of IT, telematics, mediamatics, retailing and commerce. According to the company's data, 837 young people completed an internship at the company in the first half of 2011.

Transnationalism: **0.5/1**

Even though Swisscom is the biggest Swiss telecommunication company and is represented in the European market via its Italian provider Fastweb it is not strictly a multi-national company. Despite its ambitions to further consolidate its market position on an European level Swisscom mainly operates in Switzerland and Italy.

Promoting Human Rights/Civil Rights: **1/1**

Swisscom has a high standard when it comes to human rights. Based on the company's philosophy of having strong customer relations and its social responsibility it is committed to providing the public with access to high quality telecommunications. For example, the company provided Internet free of charge for about 5600 Swiss schools and supports disabled people and others in need who cannot afford basic telecommunication. It is also a partner of the Swiss Foundation for the Protection of Children which works towards the protection of minors in the media and raises awareness of violence in media which might affect have a negative impact on children.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **0.5/1**

Swisscom annually rewards excellent research with an innovation award. The award is open to all Swiss students holding at least a Bachelor's degree or higher with an outstanding thesis. The winner will receive an undisclosed cash prize and a certificate attesting their achievement.

Even though Swisscom does not give out scholarships for university degrees they allow students to write their theses in collaboration with the company. This gives students the opportunity to get an in-depth look at the company while Swisscom can adopt innovative ideas to improve its operations.

Investing In Music: **1/1**

Swisscom presents music festivals and concerts from all genres. The company sponsors several music festivals every month. It also organises concerts and is a main sponsor of the International AVO session in Basel.

Investing In Visual Arts: **0.5/1**

Swisscom finances the Museum for Communication in collaboration with Swiss Post which seeks to combine history, the present and future of culture, society and the role of communication.

Investing In Films Industry: **0.5/1**

Swisscom has been a main sponsor of the Locarno Film Festival since 1998, one of Switzerland's main annual cultural events since 1947.

Investing In Sporting Events: **1/1**

Swisscom is active in several winter sports like alpine and nordic skiing, snowboarding, freestyle and is also the lead sponsor of Swiss-Ski. Furthermore the company is a main sponsor of the Swiss Olympic Team, Swiss Wrestling and Swiss Alpine games.

Investing In Academic Collaboration: **1/1**

Swisscom collaborates with undergraduates and postgraduates in several ways. The company organises a wide variety of lectures and conferences on company related topics. It is also possible to write a Bachelor or Master thesis in cooperation with Swisscom. Students are given free access to company information and data. Swisscom also communicates internships and job opportunities either openly on their website or internally to universities. The company also has an Innovation award where students compete for a cash prize.

Humanitarian Aid: 1/1

After the earthquake in Japan, Swisscom's Solidarity agency set up a donation account for Japanese national aid agencies to ensure that emergency relief is provided.

Following the earthquake and the subsequent tsunami and nuclear disaster, Swisscom waived all charges for phone calls, SMS and data services in or to Japan from 11 to 31 March 2011. The company also supports the Samaritans Foundation which is the first point of contact at any hour of the day for people in emergency situations. The foundation's telephone helpline places importance on values such as charity, trust and human warmth.

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $1.05 + 3.85 = 4.9$
 $4.9 / 6.8 = 0.72 \rightarrow \mathbf{D}$

BT GROUP

GRADE: B

Industry:	Telecommunications
Founded:	1981
Headquarters:	London (1851)
Area served:	Europe, Middle-East, Africa, Asia Pacific and Latin America
Key people:	Sir Michael Rake (Chairman), Ian Livingston (Chief Executive)
Products:	Fixed-line services, broadband, mobile, TV products and networked IT services
Market value:	US\$23,094.5 million
Employees:	92,600 (worldwide)
Website:	btplc.com

Activities

UK based company BT is a world leader in the provision of communications services, supplying fixed-line, mobile, broadband and television products and services to individuals, public and private sector clients in over 170 countries. They work on a wholesale level with other communications companies globally, as well as manage IT networks for governmental bodies and multinational corporations.

Engagement In Cultural Diplomacy

Because of its prominence in the EU market, BT has a European Affairs office based in the centre of Brussels for maintaining relationships with EU Institutions and its reputation with associated stakeholders.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

BT publically commits to being an equal opportunities employer, following UK equality legislation and guidelines for good practice to ensure positions, promotions and other opportunities are awarded based upon relevant experience, qualifications and ability. Their policies forbid discrimination and doesnot allow employees' race, gender, religion/belief, disability, marital or civil partnership status, age, sexual orientation or any other personal factors to influence the way they are treated.

International Internship Programmes: **1/1**

BT gives placement opportunities to second or penultimate year university students during summer.

Transnationalism: **1/1**

BT has activities around the world in Asia Pacific, Europe, Middle-East and Africa, North and South America.

Promoting Human Rights/Civil Rights: **1/1**

BT takes various measures to ensure it upholds the UN Declaration of Human Rights, the UN Convention on the Rights of the Child, the ILO Convention and the “Sourcing with Human Dignity” procurement standards for its direct employees, its third party suppliers and throughout its supply chain. These checks include regular comprehensive audits, with immediate action taken in line with the aforementioned regulations should any breach be found.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company’s Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

Inspiring Young Minds, a collaboration between BT, UNICEF and national bodies in South Africa, Brazil and China aims to develop educational opportunities, access to technology and communication skills of children from disadvantaged backgrounds globally. So far, the program has seen an investment of £1.5 million create put towards building basic infrastructure for 40 schools in China alone.

Grants And Scholarships: **1/1**

As well as sponsoring their annual BT Young Scientist & Technology Exhibition, BT provide grants to enable more people to be able to travel to the exhibition.

Investing In Music: **1/1**

In 2002, BT launched the annual BT Digital Music award to show its support for further innovation in the music industry.

Investing In Visual Arts: **1/1**

In partnership with the National Portrait Gallery, BT is contributing to the visual arts sector and Cultural Olympiad by investing in a project called *Road to 2012*, a portrait competition. *Everyday People on the Road to 2012* will be made up of entries showing ordinary people making an impact on the London 2012 Olympics.

Investing In Films Industry: **1/1**

BT’s Storytellers campaign has been started in order to document the story of the London 2012 Olympic and Paralympic Games through film.

Investing In Sporting Events: **0.5/1**

BT is the Official Communication Service Provider for the London 2012 Olympic and Paralympic Games and the BT Paralympic World Cup until 2016. It manages all associate fixed-line and mobile communications for these events.

Investing In Academic Collaboration: **1/1**

BT and Cisco are developing one of the largest IP telephone networks in the education sector for the University of Cambridge. BT are also increasing the scale of their partnership with Tsinghua University which aims to provide professional training.

Humanitarian Aid: 1/1

BT has provided support for charity telethon appeals including Children in Need, Sports Relief and the Disasters Emergency Committee Haiti Appeal for a number of year, raising £150m in 2009/10.

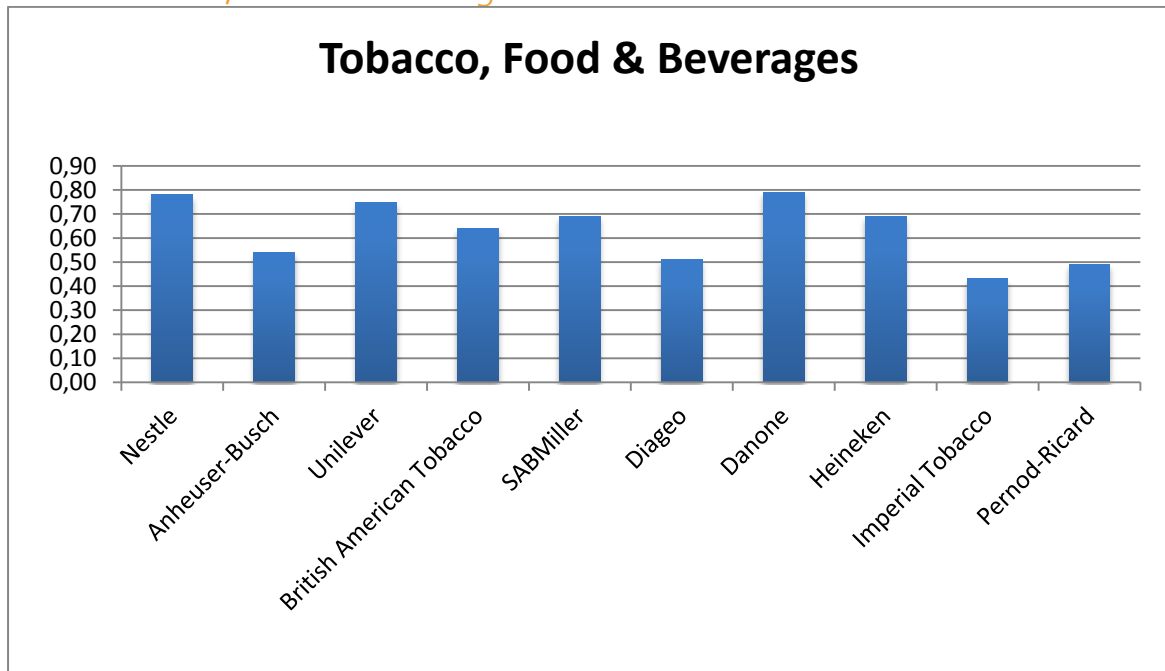
Since 2002, BT have raised over £7 million for Childline, and has donated the equivalent of £5 million in services. Employees of the BT group have donated 49,000 hours of volunteering time to local communities in 2010/11 alone, representing an estimated value of £13.8 million.

The BT Group oversees and invests in the largest educational programme in schools more than any other UK corporation. It has also won the Queen's Award for Enterprise for Sustainable Development twice.

CD Involvement Ranking: $7.5 \times 70\% = 5.25$

Overall Ranking: $1.2 + 5.25 = 6.45$
 $6.45 / 6.8 = 0.95 \rightarrow B$

6.10 Tobacco, Food & Beverages



Average Quotient = 0.63

GRADE: E

NESTLE

GRADE: D

Industry:	Tobacco, Food & Beverages
Founded:	1867
Headquarters:	Vevey, Switzerland
Area served:	Worldwide
Key people:	Peter Brabeck-Lomet (CEO), Werner J. Brabeck (CTO),
Products:	Baby food, coffee, dairy products, cereals, confectionery, bottled water, ice cream, pet food.
Market value:	US\$199,406.6 million
Employees:	281,000 (2010) ⁸
Website:	www.nestle.com

Activities

Nestlé is the world's largest company producing food and nutrition items. The company operates in more than 100 countries and has about 281,000 workers. The portfolio of the company consists of nearly 6000 brands, notably Gerber, Perrier, Nesquik, Kit Kat, Lion, Smarties, Nescafe, Maggi, Nestea, Häagen-Dazs and Mövenpick. Nestlé is listed on Switzerland's principal stock exchange SIX Swiss Exchange.

Engagement In Cultural Diplomacy

The company is engaged in a variety of local projects promoting culture and cultural diplomacy:

- The Foundation Nestlé pour l'Art supports contemporary creative art by young artists in Switzerland. The Foundation currently receives some 600 applications each year in its three areas of activity: visual arts, music and performing arts;
- Nestlé Philippines supported 9 directors through the "Kasambuhay Habambuhay" film anthology;

⁸ \$138.88 billion accordingly to the Exchange rate on 24.08.2011.

- Nestlé sponsors the Florida Film Festival Audience Award.

Additionally, Nestlé is involved in different projects across the world which aims to combat poverty in developing countries through fair trade and the promotion of local development, water projects, women empowering initiatives and more.

Indicator

Ranking System = 30% Company Policy
Employee Diversity: **0/1**

International Internship Programmes: **1/1**
Internships and graduate programmes are available.

Transnationalism: **1/1**
Nestlé is the world's largest company in its sector and has branches in more than 100 countries.

Promoting Human Rights/Civil Rights: **0.5/1**
Nestlé supports the Universal Declaration of Human Rights and recognises the "Corporate Responsibility to Respect Human Rights". Nestlé is also one of the few companies to recognise the Right to Water in June 2010, even before the formalisation of this right by the relevant UN authorities. In 2008, Nestlé worked with the Danish Institute for Human Rights in a 2-year partnership.

Company Policy Ranking: $2.5 \times 30\% = 0.75$

Ranking System = 70% Company's Direct CD Actions
Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**
The Nestlé Foundation offers different types of grants for institutional support and research, such as the enLINK research grant programme. Scholarships are also available, such as the Nestlé Scholarship for Women in developing countries and the Nestlé Nutrition International Scholarship. The purpose of the latter is to enable a successful candidate to acquire additional skills in a defined field of expertise, promote intra- and inter-institutional exchange as well as develop training and research networks. Successful candidates receive a fixed amount for a maximum period of 12 months.

Investing In Music: **0.5/1**
Nestlé (China) Ltd. sponsors the Beijing Music Festival Nestlé is committed in that sponsorship from 2000 to 2013.

Investing In Visual Arts: **1/1**
Nestlé set up Fondation Nestlé pour l'Art, which supports the visual arts.

Investing In Films Industry: **1/1**
Nestlé Philippines supported 9 directors through "Kasambuhay Habambuhay" film anthology and Nestlé® Cranberry Raisnets® sponsors the Florida Film Festival Audience Award.

Investing In Sporting Events: **1/1**

The company sponsors a number of international sporting events. Nestlé Australia sponsors cricket and the Australian Cricket Team. Nestlé's sponsorship includes the Junior Development Program, MILOin2CRICET which introduces more than 500,000 children to the game every year. In the Bahamas, Nestlé Ice Cream supported International Junior Sunfish Championships and the 2009 Sunfish World Championships.

Investing In Academic Collaboration: 1/1

Nestlé is involved in the Soybean Popularisation Project in Nigeria with the University of Agriculture in Abeokuta to increase soybean production in the country.

Humanitarian Aid: 1/1

Nestlé is involved in various humanitarian initiatives:

- A water and sanitation program with the Red Cross in Mozambique with the aim to assist communities in improving their access to safe water and sanitation
- Micronutrient fortification of Maggi products in Nigeria among communities suffering the consequences of deficiencies in key micronutrients
- Nestlé Community Nutrition Program in South Africa, which was set up in response to famine
- Water-saving initiatives in India
- Collaboration with the Red Cross and Red Crescent Societies in Cote d'Ivoire since 2007
- Water and sanitation education in Sri Lanka. Nestlé Lanka has financed clean drinking water facilities in villages since 2006. It initiated awareness campaigns, water education programs and competitions to teach schoolchildren about the importance of safe drinking and water conservation. In addition, Nestlé Lanka's School Sanitation Project develops basic facilities such as toilets in the schools surrounding its Kurunegala factory
- Response to HIV/AIDS in South Africa with the introduction of free anti-retrovirals for all HIV+ employees
- Fighting crop disease in West Africa. Nestlé teaches farmers how to bring the health and safety standards to their maize, soybeans and cowpeas up to world- class standards.

CD Involvement Ranking: $6.5 \times 70\% = 4.55$

Overall Ranking: $0.75 + 4.55 = 5.3$
 $5.3 / 6.8 = 0.78 \rightarrow D$

ANHEUSER-BUSCH INBEV

GRADE: F

Industry:	Tobacco, Food & Beverages
Founded:	2004 (as InBev)
Headquarters:	Leuven, Belgium
Area served:	Worldwide
Key people:	Carlos Brito (CEO), Peter Harf (Chairman)
Products:	Beers, soft drinks
Market value:	US\$91,560.1 million
Employees:	114,310
Website:	www.ab-inbev.com

Activities

Anheuser-Busch InBev N.V. (AB InBev) is a publicly traded company, based in Leuven, Belgium. It is the largest global brewer with nearly 25% global market share and one of the world's top five consumer products companies by EBITA. Anheuser-Busch InBev has 14 brands that generate over US\$1 billion per year in revenue out of a portfolio of more than 200 brands (2010). This portfolio includes global brands Budweiser, Stella Artois, Beck's and Brahma; smaller multi-country brands like Staropramen, Alexander Keith's, Leffe and Hoegaarden; and regional brands such as Bud Light, Skol, Quilmes, Labatt Blue, Michelob, Harbin, Sedrin, Cass, Klinskoye, Sibirskaya Korona, Chernigivske and Jupiler.

Engagement In Cultural Diplomacy

AB InBev claims to make significant contributions to the well-being of the communities where they operate. This occurs through the jobs they provide, the salaries and wages they pay, the taxes they contribute to local and national governments, and the community support they provide in the form of donations and volunteer activities. Although as a corporate structure InBev does not engage extensively in cultural diplomacy its brands and subsidiary bodies do.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company employs approximately 114,000 people in over 30 countries.

International Internship Programmes: **1/1**

InBev offers summer internships to students. It looks for students who are early on in their studies (Bachelor, Masters or MBA) are active in extracurricular activities and team orientation with a willingness and ability to deliver breakthrough results.

Transnationalism: **1/1**

InBev is geographically diversified with a balanced exposure to developed and developing markets, it leverages the collective strengths of its approximately 114,000 employees based in operations across 23 countries.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **0/1**

Investing In Music: **1/1**

Skol (Brazil): Its activities in sales and its campaigns on TV and outdoor media are often associated with large-scale events for young people, such as open air shows, music concerts, etc. One of these is Skol Beats, the largest electronic music festival in Latin America, with national and international DJs.

Investing In Visual Arts: **1/1**

Stella Artois and Mother New York have commissioned a group of New York painters to create an outdoor spectacle of the brand's "pouring ritual." Over 21 days, the painters will hand paint a 20 by 50 foot poster on the side of a building in SoHo creating a stop-frame animation of the pour. Spectators can view the work unfolding through vintage viewfinders on site. The Ritual Project which will include time-lapse film footage, photos and interviews with the painters will be brought to life as a short documentary.

Investing In Films Industry: **1/1**

Stella, a brand of InBev, is an official sponsor of the Cannes film festival.

Investing in Films Industry: **1/1**

"Chernigivske", one of the brands of InBev is the first Ukrainian trademark which supports the Olympic team of Ukraine.

Investing In Academic Collaboration: **0/1**

Humanitarian Aid: **0/1**

CD Involvement Ranking: $4 \times 70\% = 2.8$

Overall Ranking: $0.9 + 2.8 = 3.7$
 $3.7 / 6.8 = 0.54 \rightarrow F$

Industry:	Tobacco, Food & Beverages
Founded:	1930
Headquarters:	London (UK), Rotterdam (the Netherlands)
Area served:	Worldwide
Key people:	Paul Polman (CEO), Jean-Marc Huët (CFO), Keith Weed (CCO)
Products:	Food, home care products, personal care products, nutrition, health, hygiene and beauty products,
Market value:	US\$87,303.4 million
Employees:	167,000
Website:	www.unilever.com

Activities

Unilever is a conglomerate focused mainly on the food, home and personal care. The company is divided into Unilever PLC, with headquarters in London and Unilever N.V. based in Rotterdam. However, both Unilevers have the same directors and they operate together. The company operates in more than 180 countries around the world employing 167,000 workers. It has more than 400 brands and its top 12 brands generate sales of €1 billion while its top 20 brands account for 70% of sales. Its most popular products include: Axe, Blue Band, Dove, Flora, Heartbrand, Hellman's, Knorr, Lipton, Lux, Omo, Rexona, Sunsilk and Tigi. Unilever operates in 11 product areas and is a global leader in seven of them. More than 50% of the company's business takes place in emerging markets. According to the Sustainable Living Plan launched in 2010, Unilever's aim is to help more than a billion people take action to improve their health and well-being.

Engagement In Cultural Diplomacy

The company is active internationally in the field of local development, promoting human rights, biodiversity and the environment. It is also involved in humanitarian aid. It has no centralized cultural programme, however, all initiatives affecting cultural diplomacy are a result of the company's engagement through national branches or specific brands.

Unilever has a longstanding relationship with the visual arts including its industrial heritage, the creation of The Lady Lever Art Gallery, and commissioning contemporary work at Tate Modern in The Unilever Series. It partnered with Arts & Business Visual to bring to life their work environment through an exhibition of paintings, screen prints, sculpture and photography primarily from leading and emerging regional artists. Additionally, the company is engaged in promoting cinematography and sports.

Finally, it promotes multiculturalism through a wide range of international events.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

Unilever states that it embraces diversity through giving full and fair consideration to all applicants and is committed to all of its employees regardless of gender, nationality, race, creed, disability, style or sexuality. Unilever claims that diversity plays a vital role in ensuring it can connect with the widest range of consumers.

Unilever has a Global Diversity Board, established in 2009 it acts as a tool to implement strategies promoting diversity. In 2011, the company had 6 nationalities represented in

Unilever's Executive Board, 5 nationalities on the Board of Directors, 20 in its top management, and more than 100 nationalities worldwide. The number of women in senior positions increased from 23% in 2007 to 27% at the end of 2010.

International Internship Programmes: **0/1**

The company offers internships throughout their regional offices. There is no centralized internship programme.

Transnationalism: **1/1**

The company operates in around 180 countries around the world.

Promoting Human Rights/Civil Rights: **1/1**

The company is a founding signatory to the Global Compact, a United Nations initiative that sets commitments for businesses regarding human rights, labour, the environment and anti-corruption. In 2010, Unilever joined the UN Global Compact LEAD which requires companies to integrate sustainability within their business models and support the UN Global Compact around the globe. Unilever is a member of the Global Business Initiative on Human Rights which is aimed at helping companies understand their human rights obligations.

Unilever promotes human rights through the following local initiatives:

- In 5 municipalities in Brazil, Unilever works with the local community and government to ensure children are not exploited in the tomato plantations of its suppliers;
- Unilever supports the Infancia Protegida (Protected Childhood) initiative which is aimed at preventing children from working in the plantations. It began in 2003 and so far close to 22,000 children have been reached;
- Unilever Brazil has devised initiatives in partnership with the Councils of Children's and Adolescents' Rights, Tutorship Councils, local government and the community to support children's development and ensure they are not left alone while their parents are at work.
- The Rural Responsavel (Responsible Rural Project) focuses on raising awareness of health and safety issues for farm workers and reinforces the message that child labour should not be tolerated. Rural Responsavel covers more than 50 farmers and around 2000 farm workers.

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

The company's Chief Executive Officer Paul Polman received the 2010 Jackie Robinson 'ROBIE' Achievements in Industry award at a ceremony in March 2010. The commendation recognised the leading role Unilever has played in diversity and community service in the US and around the world by offering scholarships and job opportunities to minority students.

Investing In Music: **0/1**

Investing In Visual Arts: **1/1**

Unilever has supported many well respected visual arts institutions and sponsored the creation of new artistic works.

Investing In Films Industry: 1/1

The company sponsored the UCT Unilever-produced documentary, movie. "Forerunners", a film that charts the lives of four young black South African professionals. The film received a special jury award at the Cannes International Pan African Film Festival.

Investing In Sporting Events: 1/1

The Unilever branch in South Africa sponsors the Springboks, the national rugby team. Additionally, the company is a long term sponsor of London Marathon (through Flora) and in the Netherlands, Unilever sponsors the National Football Association.

Investing In Academic Collaboration: 1/1

Unilever partners with Cambridge University (through the Institute for Manufacturing) on a research project which explores how companies can implement a successful, radical approach to collaboration in the research and development process, otherwise known as "open innovation". In addition, Unilever has an Education Cooperation Agreement with the Faculty of Economics at the University of Indonesia. Finally, Unilever provides opportunities for university students to participate in internship programmes and it opens its doors for university students who want to conduct direct studies by observing daily activities at Unilever, through a company visit program.

Humanitarian Aid: 1/1

Examples of projects:

- Bangladesh: Bringing health care to remote communities;
- Brazil: Free laundry & volleyball in the favelas;
- East Africa: Detecting lightning on its tea estates;
- Nigeria: Working in partnership to prevent blindness;
- South Africa: Domestos brings hygiene advice to counter disease;
- Tanzania: National HIV/AIDS Care & Treatment Plan at Unilever Tea Tanzania.

CD Involvement Ranking: $6 \times 70\% = 4.9$

Overall Ranking: $0.9 + 4.20 = 5.10$
 $5.10 / 6.8 = 0.75 \rightarrow D$

Industry:	Tobacco, Food & Beverages
Founded:	1902
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	Richard Burrows (Chairman), Paul Adams (Chief Executive)
Products:	Tobacco
Market value:	US\$79,904.0 million
Employees:	50,000
Website:	www.bat.com

Activities

British American Tobacco is the world's second largest quoted tobacco group by global market share with brands sold in more than 180 markets. The company has more than 200 brands in their portfolio, and their cigarette are smoked by one in eight of the world's one billion adult smokers. In 2010, their subsidiary companies sold 708 billion cigarettes. They have 45 cigarette factories in 39 countries.

Engagement In Cultural Diplomacy

British American Tobacco states that they recognise the role of business as a corporate citizen and their companies have long supported local community and charitable projects. Their companies have always been closely identified with the communities where they operate. Their business was 'born international' over a century ago, initially operating outside Britain and America despite the name. British American Tobacco claims that this has helped to make the company instinctively international with a long-held respect for the many cultures where they operate. As a result, the companies' community and charitable contributions vary to address local needs and aspirations, largely involving the environment, employment and education, arts and cultural activities, disaster relief and primary healthcare.

British American Tobacco is involved with many communities across the world, in the three areas outlined below.

Sustainable Agriculture and Environment:

- The funds donated by British American Tobacco after the tsunami disaster in 2004 are helping to develop sustainable livelihoods in 20 villages in the Aceh Jaya district in Indonesia, as part of a three-year project run with the Indonesian Government and Fauna and Flora International;
- British American Tobacco Kenya has worked for several years in the Kerio community, donating some £250,000;
- The British American Tobacco Nigeria Foundation was established in 2002 to improve the quality of life in rural and urban areas. It focuses on poverty reduction through agricultural development, sustainable income generation, drinking water supply and environmental protection;
- British American Tobacco funded a programme with the Jumba community in one of the country's poorest areas. Support of £250,000 over three years enabled various activities including growing 600 hectares of maize and beans on seven per cent of the area's arable soils.

Civic Life:

- British American Tobacco Chile runs a Culture Bus in the towns of San Fernando and Casablanca where it operates, loaning books, magazines and educational materials free of charge;
- Netherlands. The British American Tobacco Artventure Collection boasts of

- approximately 1,400 contemporary artworks by artists from over 40 countries;
- UK. As part of the 2002 Centenary celebrations, the company sponsored a new production of Bizet's Carmen at the Glyndebourne opera house and, to bring it to a wider audience, sponsored a live relay of a performance shown free to the public on a big screen in the courtyard of Somerset House in central London;
- Venezuela. The Bigott Foundation was established in 1963 as a division of the local subsidiary Cigarrera Bigott and has become a centre of excellence for promoting and preserving Venezuelan culture.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

The company has 45 cigarette factories in 39 countries. They employ more than 60,000 people worldwide. The workforce is strongly multi-cultural and there is a devolved structure, with each local company having wide freedom of action and responsibility for its operations. Decisions are made as close as possible to the local stakeholders of each business, within a framework of principles, standards, policies, strategies and delegated authorities.

International Internship Programmes: 1/1

British American Tobacco accepts interns from a diversity of national backgrounds.

Transnationalism: 1/1

The company has 45 cigarette factories in 39 countries.

Promoting Human Rights/Civil Rights: 1/1

British American Tabaco "expect their companies to respect the universally recognised fundamental human rights of all their employees and the company states that it adheres to the United Nations Global Compact's Principles on human rights".

They also use the Guidelines for Multinational Enterprises established by the OECD (Organisation for Economic Co-operation and Development) which cover all internationally recognised fundamental principles and rights at work.

Regarding civil rights, the company states that it not only looks after the well-being and equal treatment of its employees, but also of the individuals in the communities in which they operate. For example:

- Malaysia: the company supports educational advancement through the British American Tobacco Malaysia Foundation, which gives financial assistance to talented Malaysian students pursuing higher education in local universities who do not have the finance to reach their full academic potential. The Foundation has donated over £1.9 million to some 500 students since it was founded in 1983;
- South Africa: The company in South Africa has collaborated with the University of Stellenbosch to build the Agri-Business Place in Cape Town,
- UK: They helped to establish the UK's first International Centre for Corporate Social Responsibility at the University of Nottingham Business School, which offers an MBA and research in CSR;
- Zimbabwe: An undergraduate scholarship scheme was launched by British American Tobacco in Zimbabwe in 2005..

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants and Scholarships: **1/1**

British American Tobacco run scholarships and internships in Malaysia, South Africa and Zimbabwe.

Investing In Music: **0/1**

Investing In Visual Arts: **1/1**

British American Tobacco is very active in promoting visual arts through sponsorships and cooperation.

Investing In Films Industry: **0/1**

Investing In Sporting Events: **0.5/1**

British American is the official sponsor of Formula One motor racing.

Investing In Academic Collaboration: **1/1**

British American Tobacco works with a multitude of educational institutions across a wide range of countries.

Humanitarian Aid: **1/1**

As can be found on their website, "in Indonesia, the funds donated by British American Tobacco after the tsunami disaster in 2004 helped to develop sustainable livelihoods in 20 villages in the Aceh Jaya district in Indonesia, as part of a three-year project run with Indonesian Government and Fauna and Flora International. In Kenya, British American Tobacco Kenya has worked for several years in the Kerio community, donating some £250,000. In Nigeria, The British American Tobacco Nigeria Foundation was established in 2002 to improve the quality of life in rural and urban areas. The foundation focuses on poverty reduction through agricultural development, sustainable income generation, drinking water supply and environmental protection. Finally, in South Africa, the company funded a programme with the Jumba community in one of the country's poorest areas. Support of £250,000 over three years enabled various activities including growing 600 hectares of maize and beans on seven per cent of the area's arable soils."

CD Involvement Ranking: $4.5 \times 70\% = 3.15$

Overall Ranking: $1.2 + 3.15 = 4.35$
 $4.35 / 6.8 = 0.64 \rightarrow E$

Industry:	Tobacco, Food & Beverages
Founded:	1895
Headquarters:	London, United Kingdom
Area served:	Worldwide
Key people:	Graham Mackey (CEO), J. Meyer Kahn (Chairman)
Products:	Beverages
Market value:	US\$56,154.2 million
Employees:	over 70,000
Website:	www.sabmiller.com

Activities

SABMiller is the world's second largest brewing company in terms of revenue (US\$ 18.02 billion in 2010). It provides bottling activity for Coca-Cola. The global company is the result of a merger in 2002 between the South-African SAB group (South African Breweries) and the North-American Miller Brewing Company. Headquarters are located in London but SABMiller operates in close to 75 countries across 6 continents and employs over 70,000 people. The company owns four international beer brands and more than 150 local market-leading brands.

Engagement In Cultural Diplomacy

Following their belief that "business is not separate from society and that the success of SABMiller is inextricably linked to the well-being of the wider community", SABMiller defined 10 priorities in the social field. Among them are recycling, reducing HIV and benefiting communities. SABMiller implemented several CSR programs and initiatives in order to reach the necessary ethical goals.

In the field of culture, SABMiller:

- has created a program of technical training to preserve the art of brewing;
- sponsors the Chair of Brewing Science at Nottingham University's School of Biosciences and has invested £2.7 million in the "development of a ground-breaking pilot brewery that will focus on new brewing technologies and processes while improving its sustainability;"
- has several partnerships with associations that combat irresponsible drinking and alcoholism or that fight against AIDS, tuberculosis and malaria;
- has invested over US\$3.5 million in South Africa on skills development for women in the last year. These funds have been geared towards enterprise development initiatives to support small businesses and entrepreneurship;
- created an initiative for its employees to work with the Gordon Institute of Business Science in Africa in order to focus on modes of regional management.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

According to SABMiller, they have clear policies and processes relating to diversity and covering issues such as ethnicity and gender. SABMiller stipulates achieving this aim in three ways: through economic empowerment of women; through health and social programmes; and through supporting projects that strive to positively change men's attitudes toward women.

International Internship Programmes: **1/1**

Candidates interested in doing an internship for SAB Miller's branches can apply to each one. All applicants must be legally eligible.

Transnationalism: **1/1**

The company operates in 75 countries.

Promoting Human Rights/Civil Rights: **1/1**

Respecting human rights is one of SAB Miller's top priorities. The company launched programs to promote human rights. Their human rights policy is developed on the basis of international agreements and sets out the minimum standards of working conduct.

Employees are encouraged to become members of a trade union (in 2010, 38% of employees were members of a trade union). SAB Miller selectively offers employees free healthcare in certain countries. The company supports Broad-Based Black Economic Empowerment in South Africa.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **0/1**

Grants And Scholarships: **1/1**

Nile Breweries Limited (part of SAB Miller group in Uganda) has invested in the "Equality Scholarship" program which enables children who are academically gifted, but economically disadvantaged the chance to study in top performing secondary schools.

Each academic year, Plzeňský Prazdroj (part of SAB Miller group in Czech Republic) presents scholarships to the three best theses presented at the Student Research Conference.

SAB Miller extends financial support and grants to young companies in Columbia, North America, Hungary and Botswana through the "SAB Kick Start Program". SAB Kick Start has become one of the country's leading and largest entrepreneurship programmes within the private sector. Each year, SAB Kick Start has assisted existing entrepreneurs between the ages of 18 and 35 years to engage in the competitive free market. Over 80% of grant recipients are still in business after three years. Some of them have grown vast profit-making organizations.

Investing In Music: **0.5/1**

AmsterdaMusic, is a national indie music contest sponsored by Miller Brands Ukraine which started in July 2011 in the Ukraine. The concept centers on three genres: Indie Rock, Indie Pop and Indietronica. The winners in each category are awarded a prize.

Investing In Visual Arts: **0.5/1**

Plzenský Prazdroj (part of SAB Miller group in Czech Republic) is a partner of the Beer Museum located in Czech Republic. The museum is a key tourist destination in the Czech Republic.

Investing In Films Industry: **0/1**

Investing In Sporting Events: **1/1**

In 2009, Coors Light (brand owned by SAB Miller) was the Official Beer of NASCAR® (The National Association for Stock Car Auto Racing, Inc.). This event is ranked 17 of the top 20 highest attended sporting events in the U.S. and it is the second highest rated regular-season

sport on television. NASCAR races are broadcasted in more than 150 countries and in more than 30 languages.

Investing In Academic Collaboration: **1/1**

SAB Miller aims to use less water during the brewing process and to modernize the way the beer is produced. The company has invested in a Brewing Research Facility in collaboration with the University of Nottingham.

Humanitarian Aid: **1/1**

Plzenský Prazdroj (part of SAB Miller group in Czech Republic) and its employees contributed a total of US\$51, 840 to reconstruct areas previously subjected to sustained damage from floods. The most recent damage occurred during floods which hit western Moravia.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $1.2 + 3.5 = 4.7$
 $4.7 / 6.8 = 0.69 \rightarrow E$

Industry:	Tobacco, Food & Beverages
Founded:	1997
Headquarters:	London, UK
Area served:	Worldwide
Key people:	Dr. Franz Humer(Chairman), Paul Walsh (CEO), Deirdre Mahlan (CFO)
Products:	Alcoholic Beverages – spirits (vodkas, rums, whiskeys etc.), beers (Guinness) and wines (Sterling Vineyards and Beaulieu Vineyard)
Market value:	US\$47,541.2 million
Employees:	20,000+
Website:	www.diageo.com

Activities

Diageo is the world's leading premium drinks producer with a portfolio of alcoholic beverage brands ranging from spirits, beers and wines. Many of the brands have a long history, whilst others have been developed more recently to meet new consumer tastes.

Trading in approximately 180 markets, Diageo employs over 20,000 people around the world. It has offices in 80 countries and manufacturing facilities across the globe.

Engagement In Cultural Diplomacy

Diageo has two key projects through which it engages in cultural diplomacy. First, they support efforts to implement a new water strategy in Africa called "Blueprint". Within this the aims include increasing the amount of safe drinking water available, improving water efficiency and reducing pollution caused by waste water.

Secondly, the company supports a programme called "Learning for life" which promotes skill development for personal career advancement in areas such as tourism, retail, arts, hospitality, entrepreneurship and teaching. Through the programme, the company aims to help less fortunate people to improve their earning potential and become more active members of their local community.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Diageo has over 20,000 employees globally and thus has a very diverse workforce.

International Internship Programmes: **1/1**

Diageo offers full-time, paid internships for students who are currently undergraduates studying Supply Chain Management, Procurement, Food Sciences, Mechanical Engineering, Manufacturing Engineering, Chemistry, Chemical Engineering or Distillery.

Transnationalism: **1/1**

The various branches of the company operate across four core geographic regions: Diageo North America; Diageo Europe; Diageo International (including: Diageo Latin America & Caribbean and Diageo Africa) and Diageo Asia-Pacific.

Promoting Human Rights/Civil Rights: **0.5/1**

Diageo recognise their responsibility under the Universal Declaration of Human Rights and acknowledge that it is their duty to use the company's influence to promote and protect human rights in a way that the business operations do not contribute neither directly nor indirectly to human rights abuses.

Company Policy Ranking: $3.5 \times 30\% = 1.05$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

Diageo organises various cultural exchange programmes around the world, particularly centering around national beverages such as promoting its famous Guinness beer abroad. In such projects Diageo combines product placement with cultural exchange.

Grants And Scholarships: 1/1

The company offers grants to participants who take part in their international academic programmes. These grants can fund BA programmes across various fields and can also be extended to fund masters programmes for outstanding employees if they want to specialize.

Investing In Music: **0/1**

Investing In Visual Arts: **0/1**

Investing In Films Industry: 0/1

Investing In Sporting Events: 0.5/1

With the Johnnie Walker's 'Join the Pact' campaign the company sponsors Formula One team Vodafone McLaren Mercedes and also supports the campaign against drink driving.

Investing In Academic Collaboration: **0/1**

Humanitarian Aid: 1/1

Through its "Disaster relief" programme Diageo reacts rapidly and pro-actively to disasters which affect communities which fall within Diageo's market area. The company works with organisations such as the Bridge Foundation in the US to anticipate events such as hurricanes and co-ordinate disaster relief more effectively.

CD Involvement Ranking: $3.5 \times 70\% = 2.45$

Overall Ranking: $1.05 + 2.45 = 3.5$
 $3.5 / 6.8 = 0.51 \rightarrow F$

DANONE

GRADE: D

Industry:	Tobacco, Food & Beverages
Founded:	1973
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Franck Riboud (Chairman and CEO), Jacques Vincent (Vice-Chairman and COO)
Products:	Dairy products, water, baby food
Market value:	US\$42,382.5 million
Employees:	101,000 (end 2010)
Website:	www.danone.com

Activities

Danone is a food, beverage and tobacco retailer. Danone bases its business culture on the belief that economic performance and attention to consumers and society as a whole are intrinsically related. The company is motivated to uphold this dual economic and social correlation and it claims that this has served as the basis for its success and the idea has always been at the heart of Danone's decisions, including the most difficult ones.

Danone states that the company is supporting people by offering healthy and balanced nutrition for every stage of life, helping to reduce nutritional imbalances that lead to obesity or dietary deficiencies and allowing everyone access to quality food.

Engagement In Cultural Diplomacy

Danone organises multiple international conferences, seminars and programmes for specialists, graduates and other stakeholders. Furthermore, the company gives out several awards such as the Prize for Scientific Journalism, The Matty Chiva Prize to Awaken Children's taste, the Danone International Prize for Nutrition and the Scientific Research Award for young scientists.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: 1/1

In 2011, Danone employed around 700 managers who work outside of their country of origin. In total those managers represent 50 different nationalities. From these 700, about 24% are female.

International Internship Programmes: 1/1

Danone offers a variety of different internships for students from around the world.

Transnationalism: 1/1

As a truly global company, the Danone Group has offices and factories worldwide.

Promoting Human Rights/Civil Rights: 11

Danone promotes fundamental social principles including prohibition of child labor, prohibition of forced labor, the prohibition of all forms of discrimination, freedom of association and the right to collective bargaining. Furthermore it supports the protection of the physical integrity of

employees in the workplace, application of national law on working hours and the application of national law on minimum wages. Additionally, the company has defined minimum standards for the Danone business units, business partners and suppliers.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing In Cultural Exchange Programmes: **1/1**

The Danone Institute regularly organizes scientific exchanges, such as conferences, workshops and forums involving some of the most renowned experts worldwide.

Grants And Scholarships: 1/1

Danone Institute is a sponsor of several different seminars, lectures, and programmes for graduates and professionals.

Investing In Music: **0/1**

Investing In Visual Arts: **1/1**

The Danone Institute annually publishes books and educational kits for schools, focusing on the topics connected to health and sports.

Investing In Films Industry: 0/1

Investing In Sporting Events: 1/1

The company organizes The Danone Nations Cup, which was first established in 2000. The competition involves 2.5 million children from 40 different countries. This international tournament, which is supported by FIFA, brings together junior teams from around the world and is sponsored by its figurehead Zinedine Zidane, former French World Champion player.

Investing In Academic Collaboration: **1/1**

The Danone Institute is in contact with graduates and professionals from around the world. They initiate collaborations through the means of conferences, internships and scholarships.

Humanitarian Aid: 1/1

Danone invests in humanitarian aid by sponsoring the 1001 Fountains Association. The Association supplies healthy drinking water to rural populations using an environmentally-friendly process which runs on solar energy.

CD Involvement Ranking: $6 \times 70\% = 4.2$

Overall Ranking: $1.2 + 4.2 = 5.4$
 $5.4 / 6.8 = 0.79 \rightarrow D$

HEINEKEN

GRADE: E

Industry:	Tobacco, Food & Beverages
Founded:	1864
Headquarters:	Amsterdam, Netherlands
Area served:	Worldwide
Key people:	Jean-François van Boxmeer (CEO), René Hooft Graafland (CFO), Cees van Lede (Chairman of the Supervisory Board)
Products:	Beers and lagers
Market value:	US\$31,514.8 million
Employees:	65,730 (average, 2010)
Website:	http://www.heineken.com

Activities

Heineken is one of the world's most renowned brewers and is committed to growth and maintaining its independence. The brand bears the founder's family name – Heineken – and is available in almost every country on the globe and is the world's most valuable international premium beer brand. Heineken states that it achieves its global coverage through a combination of wholly-owned companies, licence agreements, affiliates and strategic partnerships and alliances. Some of its wholesalers also distribute wine, spirits and soft drinks. The company also plays an important role in society and in the communities in which it operates. Heineken stresses that social responsibility and sustainability underpin all of their operations.

Engagement in Cultural Diplomacy

Heineken somewhat active in the field of cultural diplomacy and the majority of its activities involves name sponsorship. For example, Heineken is a sponsor of important sport events such as UEFA Champions League or Heineken Open (tennis). Furthermore Heineken is also a sponsor for over than 500 music events around the world. Additionally, the company owns a Heineken University, which organises International Graduate Programmes for students around the world. Heineken also hosted a symposium considering the role of business in helping to address the ongoing HIV/AIDS epidemic in Africa. Heineken also strives to work routinely together with all those who have a responsibility to address alcohol abuse. That means working with the industry and governments, but also with Non-Governmental Organisations (NGOs) and other third parties to ensure that consumers make positive choices in relation to alcohol consumption.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

Based on its international set up and its global marketing strategies, Heineken employs people from more than 65 different countries and thus has considerable diversity with regards to its employees.

International Internship Programmes: **1/1**

Heineken has an 18 month International Graduate Programme and finances its own Heineken University.

Transnationalism: **1/1**

Heineken has a presence in over 65 countries worldwide.

Promoting Human Rights/Civil Rights: **1/1**

Heineken is working to provide its people with the highest standards of health care and employee rights, as well as introducing business ethics and making a positive impact to local communities. Heineken further maintains a world-wide policy of compliance with laws and regulations. Additionally, it is stated that they respect local cultures in the regions around their operations and that the human rights of its employees are always respected.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **1/1**

Heineken University is facilitating a best practice exchange between Heineken's business units. It also strengthens growing links between its students and employees globally.

Grants And Scholarships: **0/1**

Investing in Music: **1/1**

Heineken is one of the largest sponsors of music festivals in the world and partners over 500 music events worldwide every year.

Investing in Visual Arts: **0/1**

Investing in Films Industry: **0/1**

Investing in Sporting Events: **1/1**

Heineken is associated with The UEFA Champions League and also has a long association with rugby, having sponsored three World Cups (1993, 2003, 2007).

Investing in Academic Collaboration: **1/1**

Functional and leadership training across the Heineken organisation is coordinated by Heineken University, in cooperation with some of the world's leading institutions in business training and education.

Humanitarian Aid: **1/1**

Heineken has launched the Heineken Africa Foundation to support the improvement of health for people living in Sub-Saharan African communities. Heineken financially support relevant health projects and health-related education.

CD Involvement Ranking: $5 \times 70\% = 3.5$

Overall Ranking: $1.2 + 3.5 = 4.7$
 $4.7 / 6.8 = 0.69 \rightarrow E$

IMPERIAL TOBACCO

GRADE: F

Industry:	Tobacco, Food & Beverages
Founded:	1901
Headquarters:	Bristol, United Kingdom
Area served:	Worldwide
Key people:	Iain Napier (Chairman), Alison Cooper (CEO)
Products:	Cigarettes, cigars, fine-cut rolling tobacco, snuff, rolling papers and tubes.
Market value:	US\$31,456.3 million
Employees:	38,000 (2010)
Website:	www.imperial-tobacco.com

Activities

Imperial Tobacco is a leading international tobacco company, which manufactures, markets and sells a comprehensive range of cigarettes, tobaccos, rolling papers, filter tubes and cigars. Imperial Tobacco products are available in over 160 countries worldwide. The most important regions of business for the company are the European Union, USA, Eastern Europe, Africa and the Middle East and Asia. Within the EU, Imperial Tobacco is a leader in the UK and Spain and also has a strong market presence in Germany and France.

Engagement in Cultural Diplomacy

Imperial Tobacco organizes the International Graduate Programme for people around the world. The company takes part in many projects aimed at protecting the environment and increasing awareness of the risks associated with smoking. In the 2010 financial year, Imperial Tobacco allocated around EUR3 million to community investment activities.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

With almost 40,000 employees, Imperial Tobacco is a multinational company with a very international and diverse body of employees.

International Internship Programmes: **1/1**

Imperial Tobacco organizes the International Graduate Programme to develop international senior managers of the future and also offers smaller internships for economic/business students interested in the company.

Transnationalism: **1/1**

Imperial Tobacco products are available in over 160 countries worldwide and has facilities and factories all over the world. Therefore, the company can be considered transnational in nature.

Promoting Human Rights/Civil Rights: **1/1**

The employment practices in each of Imperial Tobacco's locations are governed by local legislation and by various group policies designed to ensure fair and ethical employment practices. Imperial Tobacco's policy respects the fundamental human rights of individuals across all the Group's operations and states that it tries to influence its business partners to do the same.

Company Policy Ranking: $4 \times 30\% = 1.2$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants And Scholarships: 1/1

The International Graduate Programme financed by IT covers the first five years of studies and offers the opportunity get working experience in different parts of the world.

Investing in Music: **0/1**

Investing in Visual Arts: **0/1**

Investing in Films Industry: 0/1

Investing in Sporting Events: 0.5/1

Until 2005 Imperial Tobacco was a sponsor of Formula One McLaren team. However, the company recently stopped its sponsorship and is recently sponsoring only a limited number of minor sport events.

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: 1/1

In the 2010 financial year, Imperial Tobacco allocated EUR3 million to community investment activities. However, the company does not extend its humanitarian support beyond the donation of money. Next to these donations, since 2010 IT collaborates with the European Commission to tackle the illegal tobacco trade, with a partnership totalling in \$ 300 million payments from the company to the EU over the next 20 years.

CD Involvement Ranking: $2.5 \times 70\% = 1.75$

Overall Ranking: $1.2 + 1.75 = 2.95$
 $2.95 / 6.8 = 0.43 \rightarrow F$

PERNOD-RICARD

GRADE: F

Industry:	Tobacco, Food & Beverages
Founded:	1975
Headquarters:	Paris, France
Area served:	Worldwide
Key people:	Pierre Pringuet (CEO), Patrick Ricard (Chairman)
Products:	Distilled beverages
Market value:	US \$24,710.5 million
Employees:	18,180
Website:	www.pernod-ricard.com

Activities

Created by the merging of Pernod and Ricard in 1975, Pernod Ricard has based its goals and aims on both organic growth and acquisitions. The purchase of parts of the Seagram businesses (2001) and the acquisitions of Allied Domecq (2005) and Vin&Sprit (2008) have propelled the group to the position of leader in the premium segment and world co-leader in wines & spirits.

Engagement in Cultural Diplomacy

Based on its international standing and reputation, the company is committed to raising young peoples' awareness of risks connected with irresponsible drinking through targeted communication, prevention and education initiatives.

The Group is a partner of the Alcohol and Health Forum, launched by the European Commission in 2006.

Pernod Ricard also supports the International Center for Alcohol Policies (ICAP). Additionally, the Group is also an active member of the Global Alcohol Producers Group (GAP Group) and sponsors several sport, music, and cultural events.

Indicator

Ranking System = 30% Company Policy

Employee Diversity: **1/1**

The company has an international standing with about 18,000 employees in more than 70 countries. As such, the company's body of employees is quite diverse.

International Internship Programmes: **1/1**

Pernod Ricard offers a wide range of internships for international students in several different areas of the company. These internships can be both short, or long-term internships up to one year. They can be completed either during or post a Bachelor or Master's degree. The company also offers smaller internships for high school students, which last only a few weeks in order to help young people to get an idea of what working at the company is about.

Transnationalism: **1/1**

Pernod Ricard has established distribution networks in 70 countries and more than 89% of Group sales are generated outside France.

Promoting Human Rights/Civil Rights: **0/1**

Company Policy Ranking: $3 \times 30\% = 0.9$

Ranking System = 70% Company's Direct CD Actions

Investing in Cultural Exchange Programmes: **0/1**

Grants And Scholarships: 0/1

Investing in Music: **0.5/1**

The Group has given young musicians the opportunity to train as orchestra performers by sponsoring the Atelier Ostinato. However this constitutes the entirety of the company's involvement in music.

Investing in Visual Arts: **1/1**

Pernod Ricard has been a partner of Centre Pompidou in Paris since 1997 and since 2006 the company also signed a new partnership with the Musée du Quai Branly located at the foot of the Eiffel Tower in Paris.

Investing in Films Industry: 0.5/1

Jameson, a brand owned by Pernod Ricard, was the main sponsor at the Tropfest festival in Sydney.

Investing in Sporting Events: 0.5/1

The company is one of the official sponsors of the Rugby World Cup 2011 in New Zealand. Also, it supports the Australian Open tennis tournament

Investing in Academic Collaboration: **0/1**

Humanitarian Aid: 1/1

The Group supports and promotes the non-profit organisation "l'Appel", an international organisation which carries out operations to help needy children and their families.

CD Involvement Ranking: $3.5 \times 70\% = 4.55$

Overall Ranking: $0.9 + 2.45 = 3.35$
 $3.35 / 6.8 = 0.49 \rightarrow F$

7. Ranking

The main ranking is presented in the table below. The table presents the 100 European companies with the highest market value ranked according to the overall score each received

based on their company profile. Based on the calculation method explained in the methodology section of this report, the table illustrates the level to which these companies are engaged in cultural diplomacy, from the highest to the lowest.

Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Oil & Gas	BP	UK	\$98,502.9	6.8	1.00	A+
Telecommunications	Vodafone	UK	\$145,923.3	6.8	1.00	A+
Telecommunications	Telefonica	Spain	\$114,411.3	6.8	1.00	A+
Pharmaceuticals, Chemicals	GlaxoSmithKline	UK	\$98,600.1	6.8	1.00	A+
Oil & Gas	Statoil	Norway	\$88,366.3	6.8	1.00	A+
Mining	Xstrata	UK	\$69,240.3	6.8	1.00	A+
Automobiles and Parts	Daimler	Germany	\$75,385.2	6.8	1.00	A+
Energy & Utilities	E On	Germany	\$61,193.3	6.8	1.00	A+
Banks, Financial Institutions & Insurance	Deutsche Bank	Germany	\$54,720.5	6.8	1.00	A+
Banks, Financial Institutions & Insurance	BBVA	Spain	\$54,559.3	6.8	1.00	A+
Automobiles and Parts	Renault	France	\$16,370.8	6.8	1.00	A+
Oil & Gas	Royal Dutch Shell	UK	\$228,128.7	6.65	0.98	A
Electronics & Information Technology	Volvo	Sweden	\$37,407.8	6.65	0.98	A
Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Oil & Gas	Gazprom	Russia	\$190,829.1	6.5	0.96	A
Automobiles and Parts	BMW	Germany	\$53,188.5	6.5	0.96	A
Retail	L'Oreal	France	\$69,898.3	6.45	0.95	B
Pharmaceuticals, Chemicals	Bayer	Germany	\$64,120.8	6.45	0.95	B
Energy & Utilities	RWE	Germany	\$35,754.8	6.45	0.95	B

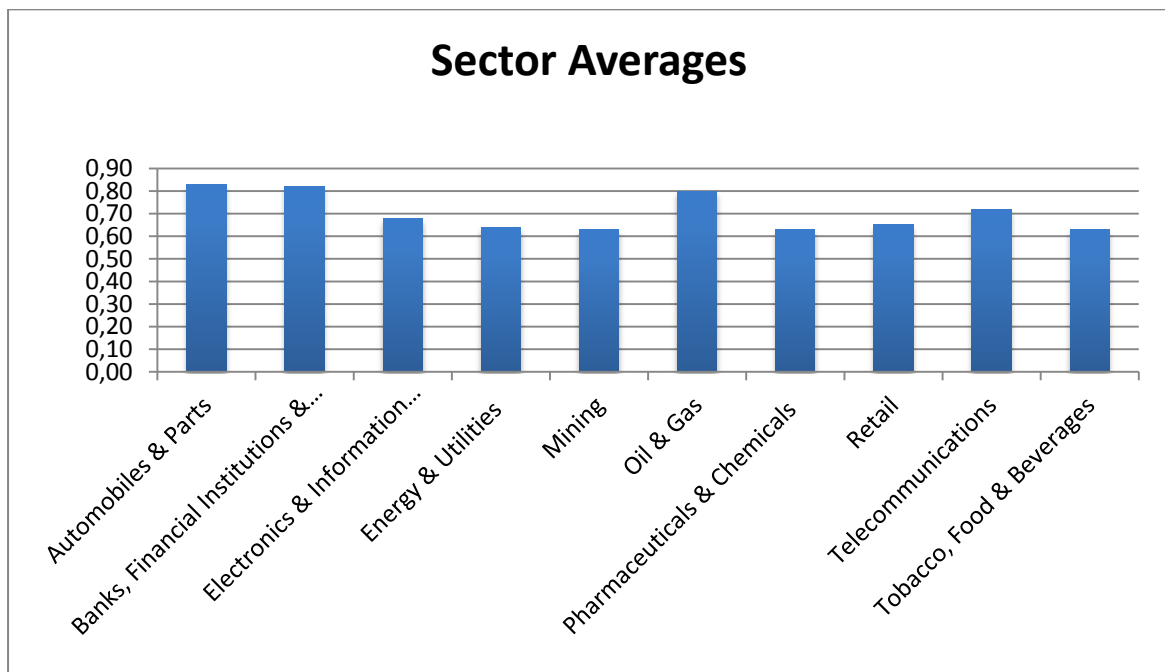
Automobiles and Parts	Fiat	Italy	\$11,265.5	6.45	0.94	B
Telecommunications	BT Group	UK	\$23,094.5	6.45	0.95	B
Electronics & Information Technology	Deutsche Post	Germany	\$21,823.7	6.45	0.95	B
Banks, Financial Institutions & Insurance	HSBC	UK	\$181,936.9	6.3	0.93	B
Automobiles and Parts	Volkswagen AG	Germany	\$72,978.5	6.1	0.90	B
Oil & Gas	BG Group	UK	\$84,230.0	6.1	0.90	B
Retail	LVMH	France	\$77,612.9	6.1	0.90	B
Oil & Gas	Lukoil	Russia	\$60,835.3	6.1	0.90	B
Electronics & Information Technology	Nokia	Finland	\$32,072.6	6.1	0.90	B
Mining	Rio Tinto Group	UK/Australia	\$106,255.3	6.1	0.89	C
Mining	ArcelorMittal	Luxemburg	\$56,539.9	6.1	0.89	C
Automobiles and Parts	Porsche AML	Germany	\$10,060.9	5.95	0.88	C
Automobiles and Parts	Peugeot	France	\$9,260.0	5.95	0.88	C
Banks, Financial Institutions & Insurance	Sberbank of Russia	Russia	\$83,576.6	5.75	0.85	C
Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Banks, Financial Institutions & Insurance	Banco Santander	Spain	\$98,119.8	5.45	0.80	C
Telecommunications	France Telecom	France	\$59,428.3	5.45	0.80	C
Banks, Financial Institutions & Insurance	Standard Chartered	UK	\$60,865.1	5.4	0.79	D
Tobacco, Food & Beverages	Danone	France	\$42,382.5	5.4	0.79	D
Retail	Metro Group	Germany	\$22,176.1	5.4	0.79	D
Automobiles and Parts	Michelin	France	\$14,937.1	5.4	0.79	D

Tobacco, Food & Beverages	Nestle	Switzerland	\$199,406.6	5.3	0.78	D
Oil & Gas	Total	France	\$143,227.1	5.25	0.77	D
Pharmaceuticals, Chemicals	Roche	Switzerland	\$127,055.6	5.25	0.77	D
Energy & Utilities	Fortum	Finland	\$30,205.7	5.25	0.77	D
Banks, Financial Institutions & Insurance	Allianz	Germany	\$63,872.0	5.25	0.77	D
Tobacco, Food & Beverages	Unilever	Holland/UK	\$87,303.4	5.10	0.75	D
Energy & Utilities	EDF	France	\$76,664.7	5.1	0.75	D
Mining	Anglo American	UK	\$67,950.0	5.05	0.74	D
Banks, Financial Institutions & Insurance	Lloyds Banking Group	UK	\$63,388.1	5.05	0.74	D
Retail	Inditex	Spain	\$50,083.9	5.05	0.74	D
Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Electronics & Information Technology	Ericsson	Sweden	\$42,148.2	5.05	0.74	D
Energy & Utilities	Iberdrola	Spain	\$50,697.0	4.9	0.72	D
Telecommunications	Swisscom	Switzerland	\$23,186.6	4.9	0.72	D
Mining	BHP Billiton	UK/Australia	\$85,482.4	4.75	0.70	D
Retail	Hermes International	France	\$23,176.0	4.75	0.70	D

Tobacco, Food & Beverages	SABMiller	UK	\$56,154.2	4.7	0.69	E
Tobacco, Food & Beverages	Heineken	Netherlands	\$31,514.8	4.7	0.69	E
Banks, Financial Institutions & Insurance	BNP Paribas	France	\$87,789.0	4.55	0.67	E
Telecommunications	Telecom Italia	Italy	\$28,759.9	4.55	0.67	E
Pharmaceuticals, Chemicals	Sygenta	Switzerland	\$30,865.4	4.7	0.66	E
Telecommunications	Deutsche Telekom	Germany	\$66,658.6	4.4	0.65	E
Telecommunications	Telenor	Norway	\$27,273.1	4.4	0.65	E
Tobacco, Food & Beverages	British American Tobacco	UK	\$79,904.0	4.35	0.64	E
Retail	Richemont	Switzerland	\$30,268.7	4.35	0.64	E
Banks, Financial Institutions & Insurance	UBS	Switzerland	\$69,006.9	4.20	0.62	E
Electronics & Information Technology	SAP	Germany	\$75,209.9	4.05	0.60	E
Oil & Gas	ENI	Italy	\$98,502.9	4	0.59	F
Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Pharmaceuticals, Chemicals	BASF	Germany	\$79,546.8	4	0.59	F
Pharmaceuticals, Chemicals	AstraZeneca	UK	\$63,514.2	4	0.59	F
Electronics & Information Technology	Atlas Copco	Sweden	\$31,766.8	4	0.59	F
Electronics & Information Technology	Sandvik	Sweden	\$22,396.6	4	0.59	F
Automobiles and Parts	Continental	Germany	\$18,130.8	4	0.59	F
Mining	Severstal	Russia	\$19,764.0	3.9	0.57	F
Energy & Utilities	CEZ	Czech Republic	\$27,507.3	3.75	0.55	F
Tobacco, Food & Beverages	Anheuser-Busch InBev	Belgium	\$91,560.1	3.7	0.54	F

Retail	Tesco	UK	\$49,141.7	3.7	0.54	F
Mining	Novolipetsk Steel	Russia	\$26,381.1	3.7	0.54	F
Electronics & Information Technology	Schneider Electric	France	\$46,543.7	3.65	0.54	F
Oil & Gas	Rosneft	Russia	\$96,953.5	3.6	0.53	F
Tobacco, Food & Beverages	Diageo	UK	\$47,541.2	3.5	0.51	F
Energy & Utilities	GDF Suez	France	\$91,809.4	3.3	0.49	F
Pharmaceuticals, Chemicals	Air Liquide	France	\$37,817.3	3.3	0.49	F
Energy & Utilities	National Grid	UK	\$33,402.3	3.35	0.49	F
Tobacco, Food & Beverages	Pernod-Ricard	France	\$24,710.5	3.35	0.49	F
Retail	The Swatch Group	Switzerland	\$23,587.3	3.25	0.48	F
Pharmaceuticals, Chemicals	Sanofi	France	\$92,044.4	3.15	0.46	F
Sector	Name	Country	Market Value (in millions)	Indicator	Quotient	Grade
Electronics & Information Technology	AP Moller-Maersk	Denmark	\$40,926.7	3.15	0.46	F
Mining	Eurasian Natural Resources	UK	\$19,331.2	3.0	0.45	F
Retail	Carrefour	France	\$30,116.6	3.0	0.44	F
Pharmaceuticals, Chemicals	Novo Nordisk	Denmark	\$61,961.4	2.95	0.43	F
Electronics & Information Technology	ABB	Switzerland	\$55,670.6	2.95	0.43	F
Tobacco, Food & Beverages	Imperial Tobacco	UK	\$31,456.3	2.95	0.43	F
Oil & Gas	Surgutneftegas	Russia	\$43,418.2	2.85	0.41	F
Telecommunications	Teliasonera	Sweden	\$37,443.0	2.7	0.40	F
Automobiles & Parts	Nokian Renkaat	Finland	\$5,490.9	2.7	0.40	F

Energy & Utilities	Enel	Italy	\$59,355.1	2.5	0.37	F
Retail	Hennes & Mauritz	Sweden	\$48,531.6	2.35	0.35	F
Telecommunications	KPN	Netherlands	\$26,068.1	2.4	0.35	F
Pharmaceuticals, Chemicals	Novartis	Switzerland	\$143,633.0	2.15	0.34	F
Mining	MMC Norilsk Nickel	Russia	\$50,058.2	2.15	0.31	F
Energy & Utilities	Centrica	UK	\$26,876.0	1.9	0.28	F
Mining	Antofagasta	UK	\$21,507.6	1.45	0.21	F



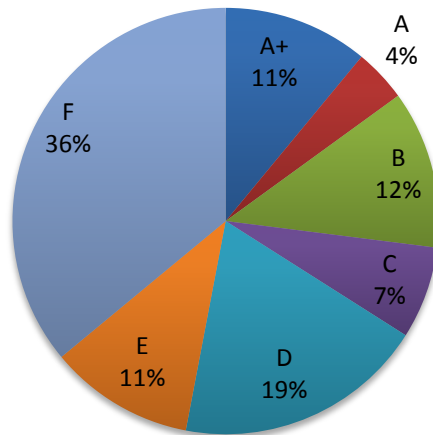
Average: .70 Grade: D

Results by Sector

The results show that some sectors appear to be more active in the field of cultural diplomacy than others, as can be seen more clearly in the Sector Averages graph. The sector with the highest average is Automobiles & Parts with .83, followed closely by Banks, Financial Institutions & Insurance with .82, and Oil & Gas with .80. Thus, the highest sector grade is a C. The sector with the next highest average, and the only D grade, is Telecommunications. The remaining sectors received, an E grade, the lowest sector grade. Hence, while the most common grade given to the individual companies was an F (36 F grades in total-see Pie Chart 1), this grade was distributed across the sectors widely enough to ensure that one sector did not receive an overall F grade. Indeed, the only sector to not have a company with a F grade was Banks, Financial Institutions & Insurance, yet this sector did not receive the overall best average. The A+ grades also were not concentrated within a particular sector, but distributed across 7 of the 10 sectors,

with the four sectors with the highest averages (Automobiles & Parts, Banks, Financial Institutions & Insurance, Oil & Gas, and Telecommunications) receiving two A+ grades each, while two of the sectors with the lowest average (Mining and Pharmaceuticals & Chemicals) received one each.

Pie Chart 1: Grade Allocation



Company Average by Country				
Country	Total of Scores by Country	Number of Companies	Average	Grade
Belgium	.54	1	.54	F
Czech Republic	.55	1	.55	F
Denmark	.90	2	.45	F
Finland	2.07	3	.69	E
France	11.90	17	.70	D
Germany	12.60	15	.84	C
Italy	2.56	4	.64	E
Luxemburg	.89	1	.89	C
Netherlands	1.80	3	.60	E
Norway	1.66	2	.83	C
Russia	5.04	8	.63	E
Spain	4.25	5	.85	C
Sweden	3.66	6	.61	E
Switzerland	5.4	9	.60	E
United Kingdom	16.56	23	.72	D

Results by Country

This type of categorisation is a little different from the sector categorisation because there weren't a consistent number of companies per country. The number of companies whose headquarters could be found in a total of 15 European countries varied from 1 to 23. Similar to the sector categorisation, the F grades were also widely distributed among the countries. While it is true three countries received an overall F grade (Belgium, the Czech Republic, and Denmark), these countries had only one or two companies each. Thus, while these one or two companies received F grades, the majority of companies that received an F grade were distributed across a majority of the other countries. The only countries that did not have a company with an F grade were Luxemburg (which had 1 company total), Norway (which had 2 companies total), and Spain (which had 5 companies total). The country with the greatest number of F grades (8) was the UK, which was also the country with the greatest number of A+ grades (4) and the greatest number of companies overall (23).

8. Conclusion

Overall, this project has proved extremely insightful in the involvement of European corporations in cultural diplomacy initiatives. The average involvement quotient for all 100 European companies was calculated at .70, which makes the average grade for Europe's leading companies a D. While this shows recognition of basic areas of cultural diplomacy (such as policies regarding diversity and human rights) it also could be attributed to European legislation, national policies and expected standards to which Western corporations of this size are expected to adhere. The very fact that these companies are headquartered in Europe means that they already operate under certain legislation regarding employee diversity and civil and human rights advocacy. Furthermore, their sheer size means that transnationalism is almost inevitable. The companies scoring above the average, however, particularly those reaching the A+ grade, have shown true leadership in engaging the private sector in the field of cultural diplomacy. This report rating should encourage the A+ companies to maintain their momentum, whilst also encouraging their less successful counterparts (such as the bottom 10) to not only recognise their responsibilities and capacity to support cultural diplomacy initiatives, but also to see the associated benefits of involvement.

There is no clear correlation between market value and cultural diplomacy involvement. Thus, companies that do not have a high market value cannot use this as an excuse for minimal cultural diplomacy initiatives. While it is true that the company with the highest market value (Royal Dutch Shell) received an A, and the company with the smallest market value (Nokian Renkaat) received an F, Nokian Renkaat is a part of the Automobile & Parts sector, which received the highest average score and in which the seven smallest companies are found.

This research is the first step to further research in the field. The country averages could be used in collaboration with research in the public sector to discern practical ways through which the two sectors can work together towards improving cultural diplomacy outcomes. For example, a public sector initiative could be legislation that encourages the private sector to become more involved in cultural diplomacy via tax breaks and/or quotas. Additionally, further research can be done on the top 100 companies within each European country to observe how these companies rank in their particular sectors compared to the averages presented in this report. This additional data, combined with what is in this report, will be essential to revealing concrete trends in these 10 sectors and identifying areas for recommended improvements.

Finally, it is true that the grading curve used in this report was quite strict. Even so, if one were to consider a C and above a passing grade, 34 of the 100 companies made that mark. Thus, a third of the European companies passed, and even surpassed the overall average. This neither can be categorized as good nor bad, as such a judgement was never a part of the purpose of this report. The primary purpose at this stage of the research is simply to identify and gauge current commitments as described by the companies themselves.

This report successfully has achieved its aim of researching the top 100 European companies (based on market value) in order to gauge their cultural diplomacy involvement. Through extensive research, this project has developed a transparent and simple grading system by which companies can be assessed. Looking to the future, this project has laid the way for subsequent reports of a similar nature. This report recommends expanding the breadth of the research (i.e. amount of companies and sectors) and depth (i.e. criteria for assessment, resources and number of researchers) in order to create a more comprehensive calculation and assessment of the private sector in Europe in order to identify solid trends that can be used by the public, private, and civil sectors to inform positive changes in the cultural diplomacy field. Further, this work envisions an expansion of geographical regions to cover not only European companies, but also those in North America, South America, Asia and Africa (given the

availability of fair and reliable resources), leading, hopefully, to a global assessment of private sector involvement in cultural diplomacy.