

2018



# MORE THAN A MARKET

How German companies are growing roots in Chinese society

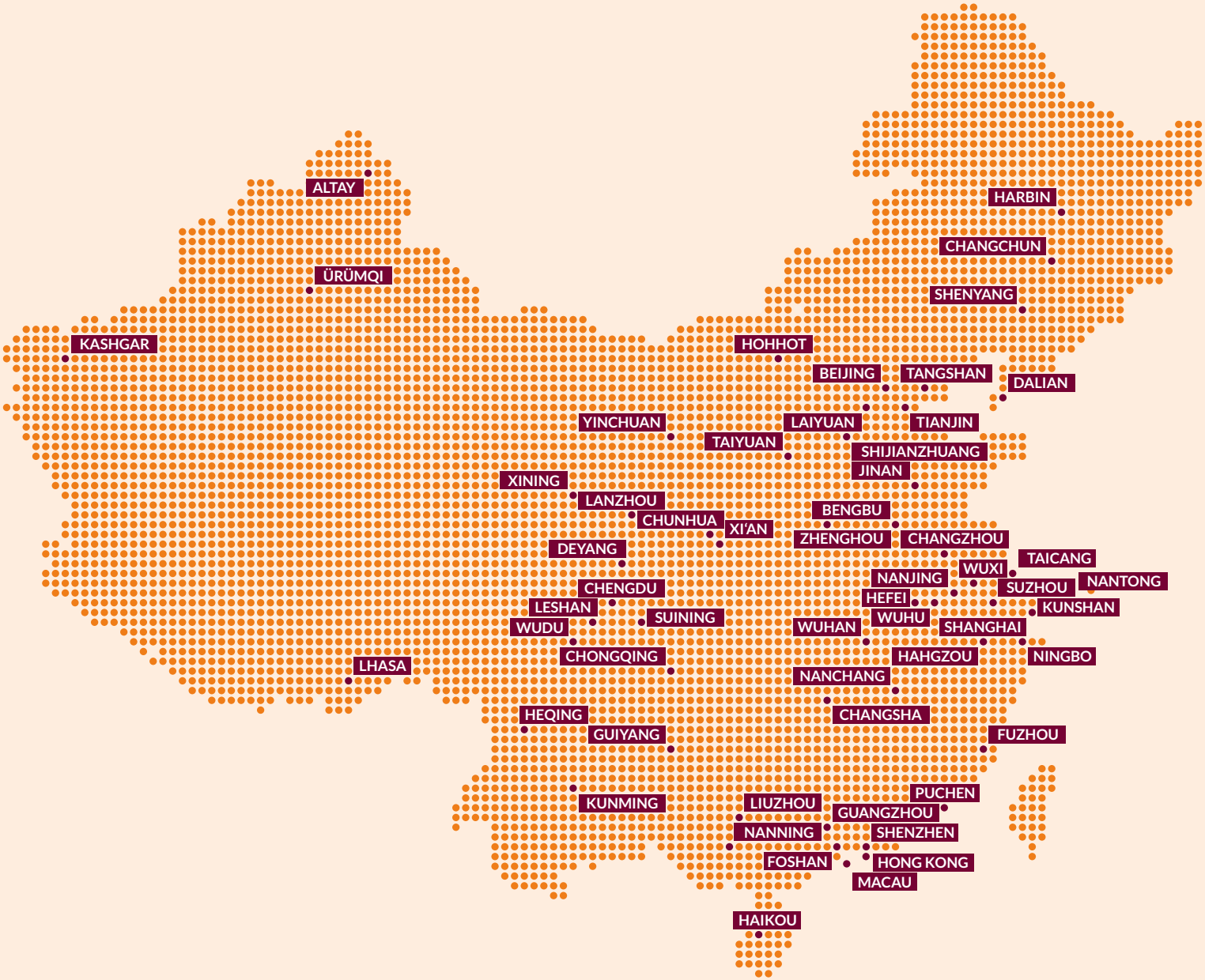




# CONTENT

	PAGES
MAP OF ENGAGEMENT	04 – 07
INITIATORS	08 – 09
GREETING BY THE AMBASSADORS	10 – 11
MORE THAN A MARKET INITIATIVE	12 – 15
CASE STORIES OF SOCIAL ENGAGEMENT	16 – 79
CASE ABSTRACTS OF SOCIAL ENGAGEMENT	80 – 111
IMPRINT	112 – 113

MAP OF ENGAGEMENT





## CASE STORIES: PAGE 18 – 79

P 18	<b>Adidas</b>
	adidas School Football Program Various Cities
P 20	<b>Alba Group</b>
	Sino-German Basketball Exchange Beijing, Shanghai
P 22	<b>BASF</b>
	BASF Kids' Lab Chongqing, Guangzhou, Nanjing, ...
P 24	<b>Bayer</b>
	Innovative Agriculture for Sustainability Various Cities
P 26	<b>BMW Brilliance Automotive &amp; BMW China Automotive Trading</b>
	BMW China Culture Journey Beijing, Shanghai, ...
P 28	<b>Bosch (China) Investment</b>
	Bosch Community Program Various Cities
P 30	<b>Brose</b>
	Care about poor young students in Qinghai Qinghai Province
P 32	<b>Celanese Corporation</b>
	150K Volunteer Hours Challenge Beijing, Guangzhou, Nanjing...
P 34	<b>Changsha Bach's Bakery</b>
	Bach's Bakery Changsha
P 36	<b>Continental</b>
	Education for Young Generation, Continental Wuhu Library Program, Continental Changchun Plant Primary School Education Assistance Project Wuhu City, Guizhou Province, Changchun City

P 38	<b>Covestro</b>
	Zhi wei you ai – Helping the Disabled Shanghai
P 40	<b>E.G.O. Components</b>
	Summer Camp for Migrant Workers' left-behind Children Taicang
P 42	<b>Festo</b>
	Supporting WorldSkills China Shanghai
P 44	<b>Fiducia Management Consultants (Shanghai)</b>
	Fidu-Share Beijing, Shanghai, Shenzhen
P 46	<b>Inclusion Factory</b>
	Social Inclusion Advisory Taicang
P 48	<b>K.D.F. Distribution (Shanghai)</b>
	Care for Retinoblastoma Children Shanghai
P 50	<b>Lanxess</b>
	Lanxess Community CSR Project Various Cities
P 52	<b>Mann + Hummel</b>
	Caring for Autistic Children, Cooperation with disabled Factory, Charity Riding Shanghai, Jilin Province
P 54	<b>Ningbo Silk Trend Garments</b>
	PMX Summer Kindergarten Ningbo
P 56	<b>Pfrang Association</b>
	Support for school children from poor families Jiangsu and Anhui Provinces
P 58	<b>Porsche (China) Motors</b>
	Integrated Early Childhood Development Program (IECD) Shanxi & Guizhou Provinces

P 60	<b>Schaeffler</b>
	Special Love for Special You, Concern about the leftover Children or disabled Children, Growth Academy Various Cities
P 62	<b>Siemens</b>
	Caring Hands Heqing County (Yunnan)
P 64	<b>Taicang Roundtable</b>
	Social Engagement for Taicang Various Cities
P 66	<b>TÜV Rheinland</b>
	PV lights up thousands of Dream Roads ahead Yunnan
P 68	<b>Volkswagen Automatic Transmission (Tianjin)</b>
	Work 2 Work Tianjin

## Supply Chain Management

P 70	<b>Brugger Magnetsysteme</b>
	Increasing Sustainability in Magnet Supply Chains Various Cities
P 72	<b>Deutsche Telekom</b>
	Together for Strong Brands Supplier Development Program (SDP) Beijing
P 74	<b>Metro Jinjiang Cash &amp; Carry</b>
	Star Farm Shanghai
P 76	<b>Rewe Services (Shanghai) &amp; Tchibo</b>
	Sustainable chemical and environmental Management in the textile Sector Various Cities
P 78	<b>Together for Sustainability (TfS)</b>
	Evonik Industries, BASF China, Henkel China Investment Various Cities

## MAP OF ENGAGEMENT

### CASE ABSTRACTS: PAGE 82 – 111

<b>P 82 Aichelin Heat Treatment Systems (Beijing)</b> Window on the World for Little Swan Public Welfare Elementary School – for Migrant Workers' Children in Beijing Beijing	<b>P 87 Coroplast Harness Technology (Kunshan)</b> Employee Assistance Program Kunshan	<b>P 92 Grand Kempinski Hotel Shanghai</b> Kick Off - Football Project Shanghai
<b>P 82 Beiersdorf</b> Blue Care Wuhan, Nantong	<b>P 87 Covestro Polymers</b> Grooming Youngsters for a Brighter World Shanghai	<b>P 93 Greencarrier Shanghai</b> Heart-to-Heart Project Shanghai
<b>P 83 BHS Corrugated Machinery Shanghai</b> Dual Education Shanghai	<b>P 88 DHL Global Forwarding</b> Read together – delivering Books to Children Various Cities	<b>P 93 Hape International</b> We Care We Share project Various Cities
<b>P 83 Boehringer Ingelheim</b> Hundreds Questions of Parkinson Disease Book Project Beijing	<b>P 88 Duravit (China) Sanitaryware</b> Care for Children Chongqing	<b>P 94 Harmony Shanghai</b> International Dance Project Vivaldi – the Four Seasons Shanghai
<b>P 84 Borgward Automotive China</b> The Water Source of China Tibet	<b>P 89 Evonik Industries</b> Dr. E's Science Tour Shanghai	<b>P 94 Hella</b> Hella-USST University Corporation Project, Hella Scholarship Shanghai, Jilin, Changchun
<b>P 84 Bosch Investment</b> CSR Development at Nanfang Bearing Changzhou	<b>P 89 Evonik Industries</b> BVB Evonik Soccer School in China Shanghai	<b>P 95 Henkel (China) Investment</b> Million Chances Pucheng, Chunhua and Jiaxian (Shaanxi Province)
<b>P 85 Bosch Rexroth (Beijing) Hydraulic</b> GoGreen@PkP Beijing	<b>P 90 Freudenberg Chemical Specialities</b> I Love Robots Program Shanghai	<b>P 95 Infineon Technologies</b> Green Logistics Hangzhou
<b>P 85 Carl Zeiss (Shanghai)</b> ZEISS China Employee Volunteer Support Underprivileged Children Gongxi County, Xinhua City, Hunan	<b>P 90 Freudenberg Regional Corporate Center Asia (Freudenberg Management (Shanghai))</b> e2: Freudenberg Green IT Classroom Suzhou	<b>P 96 Infineon Technologies</b> Infineon University Program Enables China Innovation Shanghai
<b>P 86 Century 3 (Shanghai)</b> Donation Laptops to Rural Students Gansu, Guangxi and Guizhou Provinces	<b>P 91 German Club Shanghai</b> Kachera Soup Kitchen (KSK) Shanghai	<b>P 96 Kaercher Cleaning Technology (Changshu)</b> Make Special Children Not Special Shanghai
<b>P 86 ContiTech China Rubber &amp; Plastics Technology</b> Changshu Children Welfare House Project Changshu	<b>P 91 German Club Shanghai</b> Big City, Little Love – Glory Box Yunnan	<b>P 97 Kempinski Hotel Beijing Lufthansa Center</b> Kempinski Brand Class Various Cities
	<b>P 92 German School Shanghai Hongqiao</b> Shining Star Shanghai	<b>P 97 Kern-Liebers (Taicang)</b> The First Children's Craftsman Summer Campus Taicang

<b>P 98</b>	<b>Knauf New Building Material (Wuhu)</b> Knauf Blue Various Cities
<b>P 98</b>	<b>Knorr-Bremse Commercial Vehicle Systems (Shanghai)</b> Care Children Chongqing
<b>P 99</b>	<b>KPMG</b> KPMG Hope School Mission Gansu, Sichuan, Yunnan
<b>P 99</b>	<b>Lufthansa Technik Component Services Asia Pacific</b> Down Syndrome Kids Caring Day and Mid-Autumn Elderly Visit Hong Kong
<b>P 100</b>	<b>Mahle Technologies Holding (China)</b> Enjoy the Power of Technology of Mahle Various Cities
<b>P 100</b>	<b>Mandarin Oriental Pudong, Shanghai</b> Shanghai Young Bakers Shanghai
<b>P 101</b>	<b>Merck</b> Green Crystal Project (Phase I) Suining City, Sichuan Province
<b>P 101</b>	<b>Metro Jinjiang Cash &amp; Carry</b> Boxes of Love Various Cities
<b>P 102</b>	<b>MR China</b> MR Primary School Library Yunnan
<b>P 102</b>	<b>Mubea Automotive Component (Taicang)</b> Diversity and Inclusion Factory Practice @CSR Creative Mode Taicang, Kunshan, Shenyang
<b>P 103</b>	<b>Nora Systems (Shanghai)</b> Rubber Flooring for China Rehabilitation Research for Deaf Children Beijing
<b>P 103</b>	<b>OBAG Hochbau &amp; ENERelektronik</b> Education and Training in the Field of low Energy Construction Hangzhou
<b>P 104</b>	<b>Peiyue Organic Farm</b> Grow your own Food Shanghai
<b>P 104</b>	<b>SAP Labs</b> SAP Labs China Business Women's Network Various Cities
<b>P 105</b>	<b>Schuler</b> Lighting the Hope, Forming the Future Dalian
<b>P 105</b>	<b>Shanghai United Family Hospital and Clinics</b> Healthcare for All Shanghai, Henan Province
<b>P 106</b>	<b>Shunde Kautex Plastics Technology</b> Dual-way Vocational Education Foshan (Guangdong)
<b>P 106</b>	<b>The Linde Group</b> Linde Enables Your Dreams Leshan City, Sichuan Province
<b>P 107</b>	<b>Trolli Guangzhou Confectionery</b> Being a Responsible Food Manufacturer Guangzhou
<b>P 107</b>	<b>Trumpf</b> Trumpf China 2017 Team Building with Annual Topic CSR Various Cities
<b>P 108</b>	<b>Turck China Companies</b> Sustainable Improvements of Study environment and Conditions Tangshan City, Hebei Province
<b>P 108</b>	<b>TÜV Rheinland</b> Water Stewardship Kunshan
<b>P 109</b>	<b>Vaillant Group</b> Vaillant HVAC Talents Training Project Various Cities
<b>P 109</b>	<b>Voith</b> 150 Good Causes Shanghai; Kunshan, Jiangsu Province
<b>P 110</b>	<b>Volkswagen FAW Engine (Dalian)</b> Together Green 2025 Dalian
<b>P 110</b>	<b>Wago Electronic (Tianjin)</b> China Community Service Volunteer Club Tianjin
<b>P 111</b>	<b>Wenzel Measuring Machines (Shanghai)</b> Enterprise Cooperation between China Jiliang University and Wenzel Group Hangzhou

# WORKING TOWARDS SHARED VALUES

LIZ MOHN, VICE-CHAIRWOMAN  
OF THE BERTELSMANN STIFTUNG,  
EXECUTIVE BOARD



We live in a time of unprecedented transformation. Changes stemming from globalization and digitalization are resulting in great uncertainty. These are challenges that both China and Germany face. In a world of increasing complexity, there is neither a simple nor just one solution. Robust strategies can only be found and implemented if the interests, expertise and contributions of all societal actors are included right from the very beginning. No country can face these challenges alone. We have to communicate values, take responsibility and build trust in order to create a peaceful and just world engaged in dialogue, a world with more social and economic stability.

Not only must policy makers and civil society get involved and play their part, so must the business community. Social responsibility has become a global topic. Companies are no longer at home in just one country, they are at home wherever they have employees, customers or partners. The More than a Market Initiative shines a light on this culture of social responsibility: German companies are working hard and successfully to contribute to China's sustainable development – through responsible corporate leadership and proactive efforts to shape the social environment.

China and Germany are special partners for each other. China is Germany's most important trading partner, and about 8,000 German companies are active in China. Both nations are stable and reliable players in a world of growing tensions and conflicts. The great achievements arising from our collaborations would not be possible without open dialogue, shared interests and partnerships based on respect, trust and values.

The More than a Market Initiative shows the variety of forms that these partnerships can take. It exemplifies how successful German-Chinese cooperation can do its part to bring the world closer together and work towards a better future based on shared values.

# RESPONSIBILITY THROUGH ACTION

SIMONE POHL, JENS HILDEBRANDT  
ALEXANDRA VOSS – GERMAN  
CHAMBER OF COMMERCE IN CHINA



The German Chamber of Commerce in China has been proudly serving and representing German companies in China for decades – be it in the North, South and Southwest, or East. German companies have been successfully contributing their chapters of the “China Story” for years by enriching the Chinese market with high quality products and reliable business practices, while learning from and growing with their Chinese counterparts in the Middle Kingdom.

But German companies are not only trusted business partners, they are just as committed to serving as responsible producers and reliable employers. With more than a million jobs that German companies have created in China, the German Chamber of Commerce in China proudly observes that German companies are exploring diverse ways of socially engaging with their Chinese employees, their local communities and social partners around them. China is much more than a market to our German companies – it is a home, a place for personal growth and most importantly a place that German companies want to positively impact: our More Than a Market initiative is one such avenue for affecting positive change in the business world and beyond through an array of meaningful projects: Our projects

range from increasing access to education and caring for left-behind children to employment opportunities for people with special needs, combating poverty, engaging in culture, sports, environmental protection and many other issues that lay at the heart of China’s sustainable development.

Our initiative is maximizing visibility of this longstanding and impressive engagement to a wider audience. The German Chamber is delighted to support our members in their unique social engagement by fostering project cooperation, exchange of ideas and doing our best in keeping the momentum going! As always, we are grateful for the incredible support of our members. They have exceeded our expectations with almost three times as many project submissions than when we started with the awards in 2016. It is gratifying to witness the significant impact our initiative has had. We would therefore like to take this opportunity to extend a big thank you to all the companies that have supported our initiative so far and we hope that you will continue to support us in years to come. You and your employees have done a great job and we are proud to showcase all your inspiring projects in this publication.

# MULTIFACETED AND TRUSTFUL EXCHANGES

MICHAEL CLAUSS, AMBASSADOR  
OF THE FEDERAL REPUBLIC OF GERMANY  
TO THE PEOPLE'S REPUBLIC OF CHINA



The relations between Germany and China have developed very positively in recent years. They are based on multifaceted and trustful exchanges between governments, companies and citizens of both our countries. Clearly, our economic relationship plays a major role in our bilateral affairs. Since 2016, China has become Germany's biggest trading partner in the world. Germany is China's most important trading partner in Europe. The trade volume between our countries rose to about 187 billion euros in 2017, a further increase of 10 per cent from the year before. The deeper integration of our economies is also reflected by the increase of Chinese investment in Germany. China relies on technology and knowhow from Germany, in particular in the field of intelligent manufacturing or Industry 4.0 to support the upgrade of its industries. Some 6,000 German companies have made China their second home. They run production sites, sales offices and R&D centers in China and offer jobs to hundreds of thousands of Chinese citizens. The substantial impact of German companies on China's economy is also echoed by their total investment in China which has reached almost 80 billion euros. Sino-German relations have not only thrived politically and in economic terms, but also socially. The recent exhibition „Deutschland 8“,

which displayed 320 works of 55 post-war German artists in Beijing, attracted 750.000 visitors. Last year, we also held a so-called „People-to-People“ dialogue for the first time. Moreover, Germany's attraction as a destination for Chinese students and tourists has risen year after year. German companies have also put more and more emphasis not only on their economic contribution, but also on their support of China's social and environmental development. They engage with communities in which they operate, they donate money to charitable causes and they set up projects in numerous areas like education, environmental protection or in support of the socially deprived.

The More than a Market initiative highlights the most remarkable contributions of German companies in China. It rewards companies for their countless activities and makes them visible to a greater audience. The initiative is therefore an encouragement for companies to broaden their responsibility as corporate citizens in China. I am confident that this year's winners will inspire even more companies to increase their social commitment and to take part in this outstanding initiative.



# A BETTER FUTURE FOR THE DEVELOPMENT OF SINO-GERMAN RELATIONS

SHI MINGDE, AMBASSADOR OF THE  
PEOPLE'S REPUBLIC OF CHINA TO GERMANY



This year marks the 40th anniversary of China's reform and opening up. After only a short period of 40 years, a large developing country with a large population and a weak foundation has grown into the world's second largest economy. China's development has provided impetus for the expansion and deepening of all-round cooperation between China and Germany. The both countries have gradually grown into one of each other's most important and closest economic partners. China has been Germany's most important trading partner for two consecutive years. This is inseparable with the active participation of the more than 8,000 German companies in China.

Under the background that China's development has entered a new stage, the people's need for a better life is growing, but the social development is still unbalanced and inadequate, which provides a

broad space for German companies in China to actively practice corporate social responsibility. I am very pleased to see that many German companies not only win good reputation and credibility among Chinese consumers with their own technology, products and quality, but also increasingly participate in social welfare projects such as poverty alleviation, education and training, and sports and culture. The rapid and enthusiastic response that the "More than a Market" initiative can bring about reflects the sense of responsibility that German companies have to take root in Chinese society and help with the development in China. I look forward to that the German companies in China will continue to actively fulfill its social responsibilities on the basis of enhancing its competitiveness and support China to achieve sustainable economic and social development. I believe this will surely help both sides build a better future for the development of Sino-German relations.



# MORE THAN A MARKET

## GIVING GERMAN COMPANIES' SOCIAL ENGAGEMENT IN CHINA THE VISIBILITY AND SUPPORT IT DESERVES

The relationship between Germany and China is marked by deep and long-established economic, political and social ties. German companies and their commitment to the Chinese market have been major drivers of this relationship, which has proven greatly beneficial to both sides.

More than 8000 German companies are active in China. These companies see the country as more than just a market and production base. After years of cooperation, colleagues and employees have become friends and family. For German companies, China is more than a market!

This dedication to China has led companies to develop innovative sustainability strategies and consider to a much greater extent engaging in activities that demonstrate corporate social responsibility (CSR). Many German players now strive to grow roots in Chinese society by pursuing CSR projects.

When the More than a Market initiative was launched 2015 by the German Chamber of Commerce in China and the Bertelsmann Stiftung, the founders had a clear vision: to shine a light on how German companies engage in Chinese society and to support companies in developing more and better social projects.

Much has happened since. In 2016, the first More than a Market Awards were given and the initiative, which originally started in Shanghai, was rolled out for German companies all over China.

The third round of the More than a Market Awards is taking place in 2018, with an impressive 100 projects participating. The companies driving these projects account for more than 500000 jobs in China, around half of the jobs created in the country by German businesses. This reflects German companies' strong and sincere commitment to contributing to China's sustainable development.

This publication documents the 2018 More than a Market applicants, highlighting projects of particular merit. The projects illustrate the notable, diverse efforts made by employees on all levels to create meaningful change, increase motivation and promote well-being and happiness – internally in their organizations and externally in society. From these many excellent entries, a shortlist of candidates and, subsequently, prizewinners were selected by an independent jury made up of six political, business and civil society leaders from China and Germany.

Beyond shining a light on all the impressive efforts, this publication aims to encourage companies to launch more projects, partnerships and initiatives that can help spread effective CSR practices among corporations in China – to the lasting benefit of the country's communities, public sector and businesses.

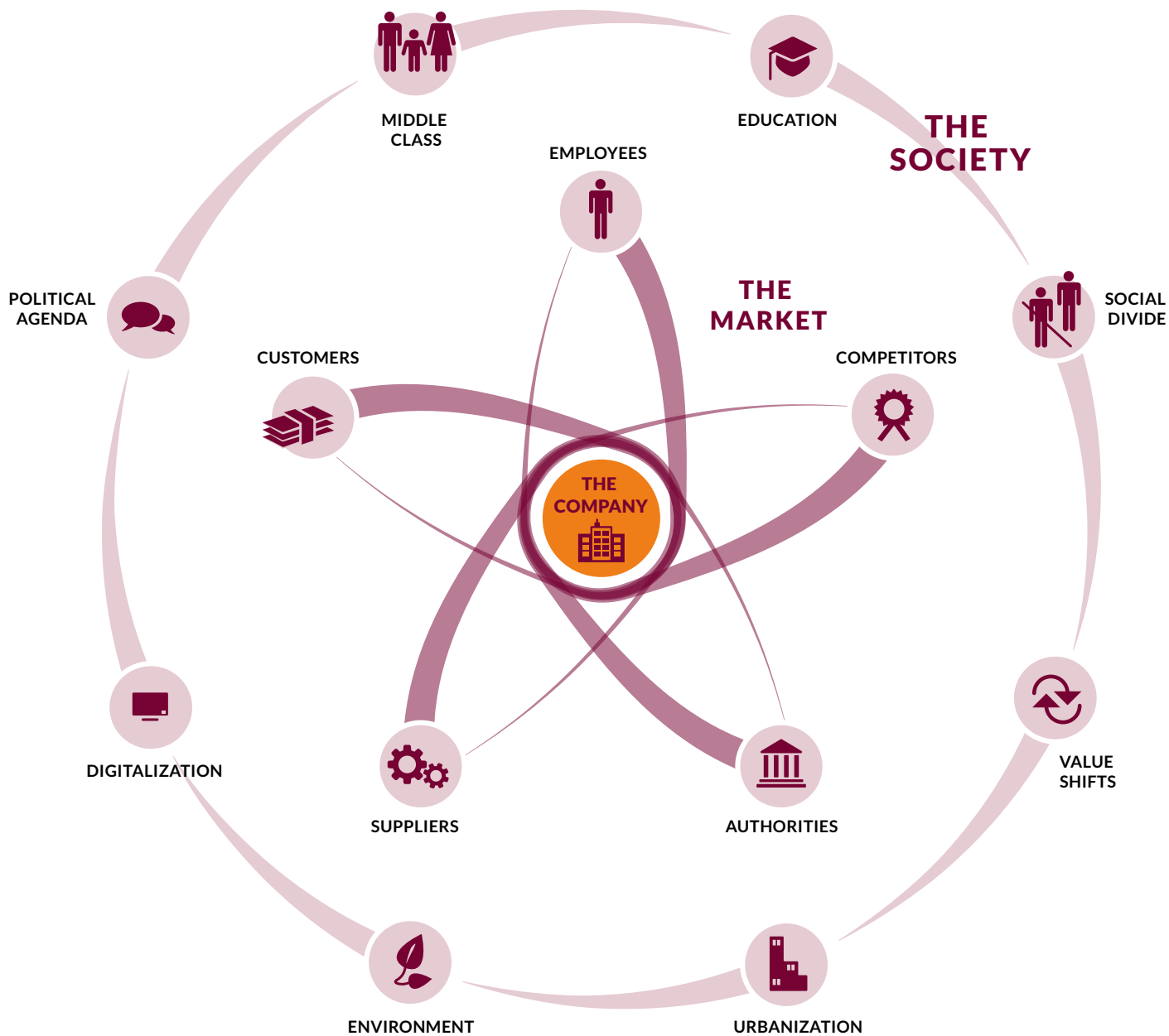
Awarding a prize is not the main priority when it comes to fulfilling our shared vision. More than a Market's foremost goal is supporting and increasing responsible engagement in China through projects of all sizes. Social responsibility knows no borders, yet it must sometimes be adapted to specific surroundings. The examples in this brochure illustrate the many practical ways people can engage in CSR in China.

Many firms participate in the Chinese market through the technology, products, skills, quality, research and innovation they offer. Regardless of their size, most German firms operating in China have a genuine respect for the country's people and culture. Since they are extremely invested in the country, these successful businesses are actively contributing to the development of Chinese society, something that deserves to be highlighted further in order to increase its positive impact.

The More than a Market initiative has established itself as a visible, impactful and outstanding platform for collaboration among German companies, enabling them to generate valuable support for good causes in China. Nevertheless, we need to keep on learning and experimenting, with and for the participating businesses, so they can gain further recognition and become even more integrated into Chinese society.

We would like to thank everyone who has participated in the initiative so far. Moreover, we would like to expand our activities, which is why we invite other companies and individuals to join More than a Market. This is the only way we can share the insights we have gained and turn them into mutual benefits and sustainability for all.





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# CASE STORIES

ADIDAS

ALBA GROUP

BASF

BAYER

BMW

BOSCH INVESTMENT

BROSE

CELANESE CORPORATION

CHANGSHA BACH'S BAKERY

CONTINENTAL

COVESTRO

E.G.O. COMPONENTS

FESTO

FIDUCIA MANAGEMENT CONSULTANTS

INCLUSION FACTORY

K.D.F. DISTRIBUTION

LANXESS CHEMICAL

MANN+HUMMEL

NINGBO SILK TREND GARMENTS

PORSCHE

SCHAEFFLER

PFRANG ASSOCIATION

SIEMENS

TAICANG ROUNDTABLE

TÜV RHEINLAND

VOLKSWAGEN

## **SUPPLY CHAIN MANAGEMENT**

BRUGGER MAGNETSYSTEME

DEUTSCHE TELEKOM

TOGETHER FOR SUSTAINABILITY

METRO JINJIANG CASH & CARRY

REWE SERVICES & TCHIBO



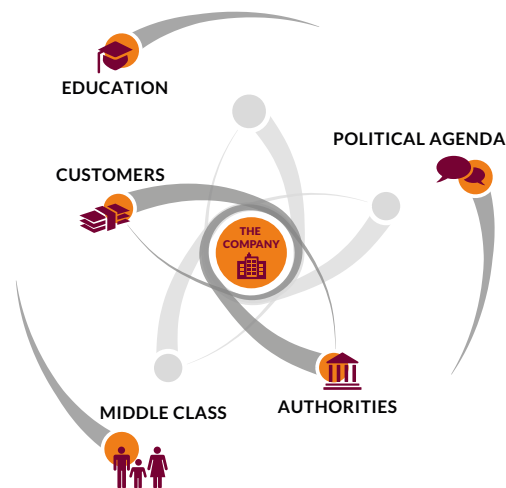




## CASE STORY

# ADIDAS

## ADIDAS SCHOOL FOOTBALL PROGRAM



### SOCIAL CHALLENGES

China is a football-crazy nation without a football team of any note. The national team continues to disappoint, and the domestic football league remains in deplorable shape, despite the large sums of money that are being poured into the Chinese football system. While this is certainly not one of China's more pressing problems, it is one that genuinely bothers many people – including President Xi Jinping, who has said that he wants to see China become an international football powerhouse. Chinese authorities have therefore set themselves the target of establishing the sport as a key subject in 20,000 schools by 2020. On a related note, physical education (PE) tends to be neglected in Chinese schools, where the

emphasis is on book-learning. At the same time, Chinese media are reporting a decline in overall health and fitness among Chinese teenagers. Thus, the football craze may prove useful after all – if it helps to get schools to pay more attention to sports.

### PROJECT APPROACH

Since 2015, the Adidas School Football Program has been working to inspire Chinese schoolchildren to play football and adopt it as a lifelong physical activity. The program also aims at nurturing Chinese football talent.

To make a real impact, Adidas partnered in 2015 with the Chinese Ministry of Education (MOE) as a way of reaching the maximum number of schools and students nationwide. In addition, the company works

with local education bureaus, which ensure that the program gets strong support not just in Beijing, but on site, everywhere it is implemented in the country. Further, the company leverages its expertise and resources to provide support for football lessons both inside and outside schools – for example, by focusing on PE lessons, supporting teacher training and bi-annual football camps, and hosting its own in-school training sessions. In order to extend the project's scope, the project team has also launched a coaching app, available for free, which is designed for Chinese students and their teachers.

### VALUE ADDED

The project supports MOE's teacher-training programs, which have reached more than

18,000 PE teachers so far. It has also supported MOE's summer and winter training camps, which have been attended by some 3,000 children. In addition, Adidas donated more than 160,000 balls to over 1,900 schools across the country, enabling over one million students to enjoy the game in their regular PE classes. In order to maximize the attention football gets, the company has also brought clubs such as Man United and Ajax Amsterdam and star players like David Beckham and Paul Pogba to China. Moreover, it has hosted 12 training sessions for 410 schoolchildren.

### LESSONS LEARNED

The coordination and cooperation of multiple parties is essential if a project is to function on the national level. To that end,



## KEY FIGURES



**Sector**  
Sporting goods  
industry

**Headquarters  
in Germany**  
Herzogenaurach

**Project start**  
2015

**Active in China**  
since 2007

**Employees**  
worldwide 56,000  
in China 3,000



the work Adidas has done with government authorities, local schools and international partners, among others, has been crucial.

### IDEAS FOR THE FUTURE

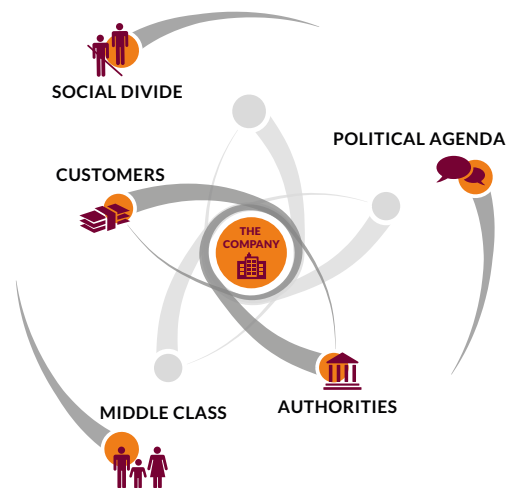
Adidas' three-year partnership with MOE started in 2015 and the company will seek to extend it in 2018. The company also intends to intensify its various partnerships and to expand the program's scope. As Adidas is looking to engage additional partners, the company will also work to increase the effectiveness of its coordination activities.



## CASE STORY

# ALBA GROUP

## SINO-GERMAN BASKETBALL EXCHANGE



### SOCIAL CHALLENGES

Fostering dialogue between people from different cultures is important, especially in today's globalized world. Yet this is not always easy. In China, it can be difficult for international students to become acquainted with Chinese families or students and vice versa. This is because foreign students usually attend international schools. Even if Chinese students are present in these schools, they are part of different "streams." At a German school, for instance, they learn in classes held in English while German students learn in German, so there is not necessarily any contact. Getting to know each other outside of school is also rare, since foreign and Chinese students often live in parallel worlds. This is why it is

important to give students from different cultures the chance to interact and thus learn from each other's backgrounds.

### PROJECT APPROACH

The Alba Group is one of the leading recycling and environmental services companies as well as raw material providers worldwide. The Alba Group has been a partner of the Alba Berlin basketball team for nearly 30 years. For the company, using basketball as a tool for intercultural exchange was therefore an obvious choice. After the Alba Berlin basketball team visited China for the first time in 2011, the company and the club started a program for the Chinese community in Berlin, which has more than 10,000 Chinese residents. The program focuses on

organizing basketball tournaments and other events.

The next step was to extend the program to China. Alba focused its work there on schools and universities which already had links to Germany. The first event, a basketball weekend, took place in 2013 at the German School in Shanghai Hongqiao. Participants included Chinese students who are studying German and the weekend gave them the opportunity to mingle with native speakers. Since then, the company has regularly organized similar events at other locations, such as the German Embassy School in Beijing, the Swiss German International School in Hong Kong and Tongji University in Shanghai.

### ADDED VALUE

Alba's numerous events and partnerships have been promoting personal and cultural exchange between China and Germany for many years. Its tournaments in Beijing, Shanghai and Hong Kong reach several hundred students each year. In 2018, Alba will also co-host the sixth PASCH basketball tournament in Shanghai. PASCH, which is short for "partner schools," is an international network of more than 2,000 schools that have a connection to Germany. An important part of this event is that Chinese participants will get to stay with German families in Shanghai, and that 23 Chinese participants will travel to Berlin to take part in a basketball and culture camp there.

## KEY FIGURES



**Sector**  
Recycling

**Headquarters**  
in Germany  
Berlin

**Project start**  
2011

**Active in China**  
since 1990s

**Employees**  
worldwide  
7,500

in China  
ca. 220



Moreover, Alba has a partnership with Tongji University in Shanghai and Technische Universität (TU) Berlin, which it uses to help Chinese students at TU Berlin get used to their new environment.

Over the years, more than 10,000 Chinese and German teenagers and young adults have participated in Alba's basketball projects.

### LESSONS LEARNED

Networking and involving partner organizations such as sport associations are crucial to the project's success. Just as important is moving forward one step at a time. For instance, Alba initiated the project where it is based, in Berlin, before extending it to China. The experiences

gained in Berlin helped as the company planned events abroad. Identifying the right target group, in this case university and school students, is also essential.

### IDEAS FOR THE FUTURE

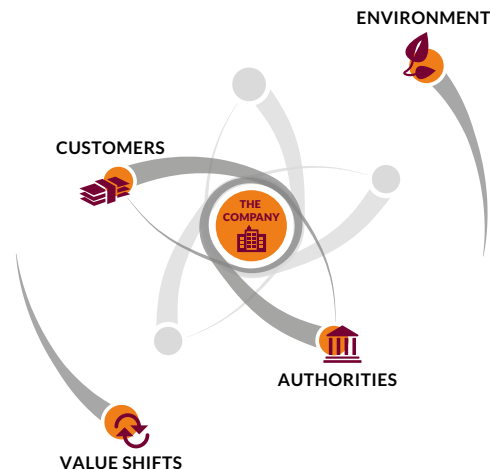
Alba is expanding its German-Chinese projects by offering additional Berlin camps for students at Chinese schools. The goal is to give them an opportunity to improve their basketball skills and study German in Berlin. This year, Alba's basketball weekends in Shanghai and Beijing will also include advanced training courses for coaches and teachers, giving them the opportunity to acquire certification.



## CASE STORY

# BASF

## BASF KIDS' LAB



### SOCIAL CHALLENGES

Chemistry enables numerous innovative solutions we enjoy today and we need in the future. It has been playing a central role in everyday life and making crucial contributions to the societies and ecological sustainability. However, chemistry or chemicals do not have a great reputation and many people simply equate “chemical” with “unhealthy” partly due to unfamiliarity with natural science. The challenge is to raise awareness of the benefits of natural science and cultivate scientific thinking, especially among children. Such awareness cannot be achieved overnight. It is a long-term cooperative effort involving various private and public stakeholders.

### PROJECT APPROACH

As a leading chemical company, BASF strives to promote science education and sustainability concept. In China, chemistry is not yet part of the curriculum in primary schools and children have limited access to hands-on chemical experiments. Leveraging its expertise, BASF has designed an educational program called Kids' Lab which offers schoolchildren opportunities to explore chemistry through simple experiments. BASF Kids' Lab was introduced to China in 2002 and has become an annual program in Beijing, Shanghai, Chongqing, Hong Kong and Taipei. BASF organizes this program in cooperation with local science museums. The program has also been held in other Chinese cities, including Nanjing, Guangzhou, Shenyang, Wuhan, Kaohsiung and Taoyuan. Free

of charge, Kids' Lab makes it possible for children to conduct chemical experiments in a safe environment and thus learn about science and its everyday uses in an entertaining way. The experiments are designed by BASF's Research and Development staff to be safe, fun and instructive. In addition, BASF has been training student volunteers from Chinese universities to serve as instructors at the Kids' Labs.

### VALUE ADDED

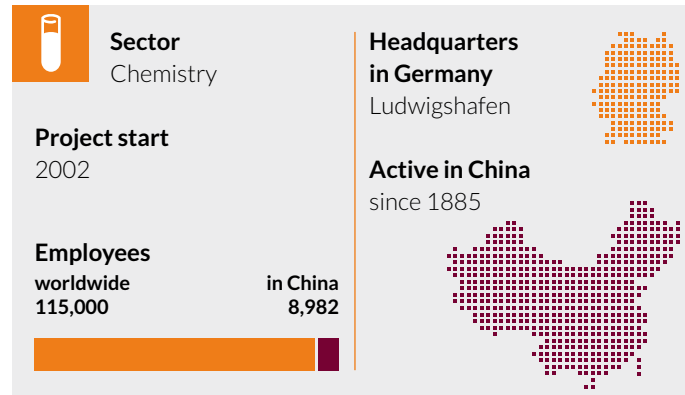
Since its inauguration in China in 2002, BASF Kids' Lab has reached more than 184,000 participants across the country. Now the Kids' Lab family is bigger and bigger: some participants have now become chemists working at BASF or other chemical companies while some volunteers have become

parents and bring their children to participate in the Kids' Lab. The program is thus playing a significant role in science education. It has been raising awareness of and generating interest in the natural sciences, especially chemistry. Children have learned about the role of chemistry in daily life and in environmental protection, and how science can contribute to a sustainable future.

BASF Kids' Lab is a long-term commitment to the China market, which is harder than it sounds. It is BASF's continuous investment from the first day back to 16 years ago that has generated positive impact on the participants' perception of natural sciences and improved better understanding among the general public.



## KEY FIGURES



### LESSONS LEARNED

Kids' Lab is a collaborative effort between BASF, Chinese science museums, local communities and university students, who act as instructors. In order to expand the reach of Kids' Lab as a science education program, BASF has been exploring ways of leveraging international and local events and topics that are particularly relevant to Chinese society and attractive to children. For example, Kids' Lab introduced a new experiment in 2016 to explore the environmental impact of everyday products and discuss how waste segregation helps make plastics recycling possible; during the Shanghai Expo in 2010, Kids' Lab partnered with Sesame Street to make the program more accessible to schoolchildren.

### IDEAS FOR THE FUTURE

BASF intends to introduce Kids' Lab to more cities in China and get more children involved in the program. BASF plans to expand the influence of Kids' Lab by leveraging digital platforms such as its Virtual Lab Game Center and BASF's WeChat account ("BASF in Action") to benefit more children throughout the year so that they will have the opportunity to conduct interesting experiments by using easy-to-get materials with the help of their parents and experience the fun of researching and discovering chemistry.



## CASE STORY

# BAYER

## INNOVATIVE AGRICULTURE FOR SUSTAINABILITY



### SOCIAL CHALLENGES

There are approximately 300 million farmers in China. As a result, China ranks first in agricultural output worldwide. This is all the more remarkable as China has only 10 percent of the world's arable land – which produces food for about 20 percent of the world's population. In spite of this success, China's agricultural sector is facing serious challenges, including weak agricultural infrastructure, severe shortages of natural resources such as water, and insufficient use of science and technology in farming. Social considerations play a part here, since rapidly switching to more industrial methods of farming would put severe strain on China's labor market. The challenges are also tied to technical issues, especially a more rational use of resources.

This is a difficult problem to tackle due to the high degree of decentralization in China's farming industry. Addressing it requires multiple, ongoing efforts in a range of areas. Over time, the cumulative impact of these efforts can make a significant difference in how agricultural products are produced in China.

### PROJECT APPROACH

Bayer is contributing to these efforts through its project Innovative Agriculture for Sustainability. Running since 2015, the program aims to attract and develop scientific talent in China's agricultural sector. By doing so, it is also helping create smart solutions for farming, environmental protection and biofuels, while applying innovative technologies to the problems that are emerging as China develops agriculturally.

As a first step, Bayer partnered with Enactus, one of the world's largest student organizations. This allowed it to motivate more than 14,000 students from universities across China to launch team projects and apply for support from Bayer. Ultimately, 265 teams applied to work on 1,100 projects.

Bayer selected the best 25 teams, then provided them with funding and with guidance from in-house specialists. As part of a two-year process, Bayer incubated the projects into social enterprises and entrepreneurial start-ups. During the process the teams received business consulting from Bayer along with additional funding and material support. Eventually, the company used a competitive process to narrow the shortlist to 10 and finally to three start-up companies.

### VALUE ADDED

Through the project, the participating teams gained a deep understanding of the importance of sustainable agricultural development. They also improved their knowledge and skills in the related areas and enhanced their ability to generate solutions and put them into practice. The project's greatest achievement was identifying and training a group of young talents capable of helping modernize China's agricultural sector. Moreover, the project resulted in three viable, innovative projects offering solutions in the areas of cold chain logistics, pest control and reducing water consumption. These solutions offer real benefits to local communities and farmers. At the same time, other outstanding responses and ideas were identified which can

## KEY FIGURES



**Sector**  
Chemistry

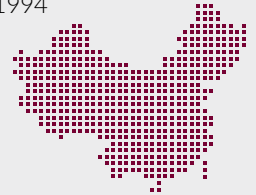
**Project start**  
2015

**Employees**  
worldwide  
115,200

in China  
10,000

**Headquarters**  
in Germany  
Leverkusen

**Active in China**  
since 1994



promote sustainable agricultural development in the future.

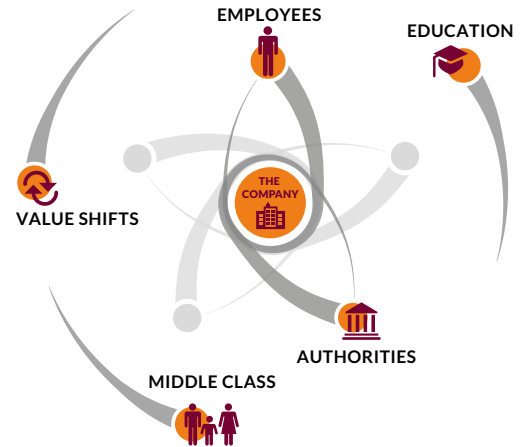
### LESSONS LEARNED

The project demonstrates how effective it can be for a company to address its social responsibility in a way that reflects its core business. Throughout the program, Bayer was able to leverage its expertise as a leader in agricultural technology. Bayer's robust, long-standing partnership with Enactus also benefitted the project.



# BMW BRILLIANCE AUTOMOTIVE & BMW CHINA AUTOMOTIVE TRADING

## BMW CHINA CULTURAL JOURNEY



### SOCIAL CHALLENGES

Even though it may be impossible to quantify, it is clear that many intangible aspects of traditional culture in China are vanishing. This is true of many traditional crafts and everyday customs, and of languages and folk art. To some degree, this is to be expected given the influence of electronic media, the economic development China is undergoing and the country's unified, national education system. Traditional practices that once were valued no longer seem useful to many people. The challenge is therefore to protect China's rich heritage by finding new applications for these venerable practices.

### PROJECT APPROACH

This is the purpose of the BMW Culture Journey program and a number of related projects also

carried out by BMW. The program was launched in 2007 as a charity financed by donations. Since 2016, BMW has been restructuring it as a range of projects enabling practitioners of intangible cultural activities to find new uses for their skills. Ultimately, the aim is to develop sustainable applications for these practices that reflect life today, as this is the most effective way of protecting them.

One way to approach this is through art and design. Accordingly, in 2016 BMW invited 23 traditional artists and craftspeople to design items for its BMW Lifestyle stores and thus contribute their cultural heritage to the company's business environment.

At the same time, BMW initiated interactive workshops at the BMW Experience Center in Shanghai. It also engaged a

number of BMW dealers to host Intangible Cultural Heritage Workshops. The goal is to raise awareness and provide opportunities for city dwellers to learn about and interact with cultural practices that would otherwise be unfamiliar.

BMW also organizes programs for practitioners of various traditional skills – in the areas of fashion, food, music and handicrafts, for example – so they can learn from each other and adapt their skills to modern life.

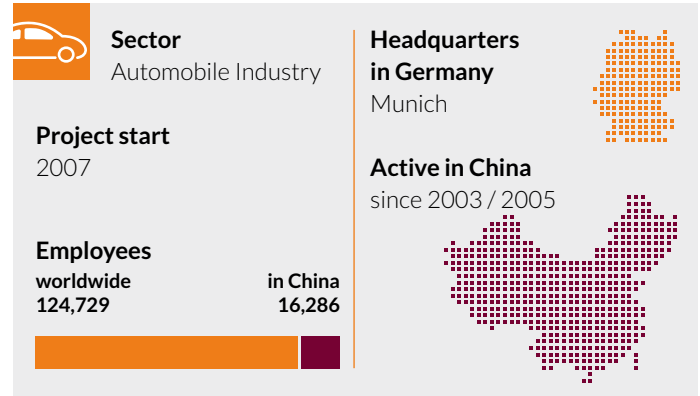
The company provides additional support for the practitioners, for instance through the Tsinghua BMW Innovation Center for Intangible Cultural Heritage, which was established with Tsinghua University's Center of Arts and Design, one of the leading institutions of higher learning in China. The center's purpose is to organize training courses, work-

shops and exhibitions with practitioners and to provide them with resources to establish their own businesses. Moreover, senior managers from BMW also lend a hand by giving lectures at the center, thereby providing guidance on business management, marketing, social media and related topics.

Tourism can also make traditional practices more resilient, and BMW Culture Journey includes a range of long-term activities that encourage sustainable tourism and help local populations adapt to it in a manner that sustains their cultural heritage.

In order to maximize the scope of the program, BMW engages key stakeholders. They include the company's associates, dealers, car owners and partners, as well as contacts available through its social resources, such as designers, celebrities,

## KEY FIGURES



influencers, academics and government officials. BMW also supports the program through its access to the media.

### VALUE ADDED

Raising awareness is an important part of the program. This is why every year for 11 years BMW has been bringing 50 journalists, academics, designers and entrepreneurs to select rural areas that are important for China's intangible cultural heritage. The 2017 BMW China Culture Journey Festival, a three-day event, is another case in point. It attracted over 3,500 visitors and helped the program's beneficiaries take in over RMB 100,000.

At the same time, the Tsinghua BMW Innovation Center continues to support and train 10 practitioners of traditional culture each year in order to help them

develop, sustain and find useful applications for their skills. With regards to tourism, the project has published travel guides dedicated to China's intangible cultural heritage. The guides have been downloaded more than one million times to date.

### LESSONS LEARNED

After running the program as a charity funded by donations for a number of years, BMW realized that it would be more effective and sustainable if it focused on helping the program's beneficiaries become self-sufficient. This is the direction the program has taken since 2016. Cooperation with local and provincial authorities, especially culture departments and heritage centers, is also important for the program's success.

### IDEAS FOR THE FUTURE

BMW intends to increase the scope of the project by both supporting a growing number of practitioners and helping them and their communities integrate their traditions into contemporary life in China.

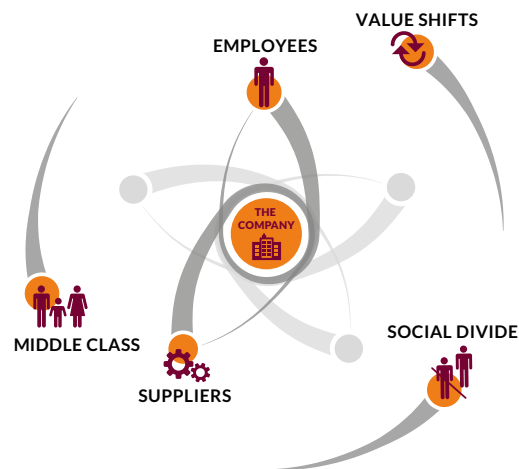




## CASE STORY

# BOSCH INVESTMENT

## BOSCH COMMUNITY PROJECT



### SOCIAL CHALLENGES

When a company starts actively addressing social issues such as poverty alleviation and education, one of the most helpful resources it can draw on is its employees. This is especially true of firms which operate internationally. Their staff frequently possess knowledge of the local community and have contacts within it that can give the company valuable insights, enabling it to do good in a way that is truly effective. Larger companies have an advantage here, because their “grassroots” resources – their employees – are more widely dispersed. At the same time, they face a bigger challenge, namely identifying and tapping the potential of a large number of people. How can companies access input from staff and volunteers and then effectively plan and design

socially useful projects that have an impact?

### PROJECT APPROACH

Established in 2017, the Bosch Community Program operates on the understanding that Bosch employees at different locations in China are well placed to develop local approaches and address real needs in the communities around them. Bosch has therefore designated CSR coordinators at the company’s various entities throughout China. The coordinators are now motivating volunteers and building partnerships with NGOs to collect ideas for charitable projects. As a next step, the coordinators will apply to the Bosch Community Program for funding for these projects.

In order to ensure they are effective, the prospective initiatives have to fulfill a number

of criteria, such as having clear objectives, a detailed execution plan, an efficient budget and partnerships with experienced NGOs. Moreover, managers at the various Bosch entities are being encouraged to play a role in these activities. Once a project is approved by the Bosch Community Program, it will receive funding for one year. In order to extend the funding, the project will have to demonstrate its effectiveness. This decentralized approach allows Bosch to address a wide range of challenges without losing focus. For example, a Bosch employee in Suzhou learned about a local institution, located near the Bosch plant, that helps autistic children. The institute was in need of support, and the Bosch Community Program began providing financial aid and medical attention, while organizing as-

sistance from Bosch volunteers and raising public awareness. It also involved the local labor union and Bosch management in the project.

### VALUE ADDED

In the past six years, Bosch has funded 24 projects organized by seven Bosch entities throughout China, contributing financial support amounting to RMB 9.6 million. Since the inception of the Bosch Community Program last year, the number of projects funded has greatly increased, with 10 initiatives supported through the program in 2017 alone. These projects addressed a wide range of issues, including student aid, disaster relief, support for autistic children and their families, and improved education for the children of migrant workers.



## KEY FIGURES



### Sector

Mobility Solutions,  
Industrial Technology,  
Consumer Goods, Energy  
and Building Technology

**Project start** 2017

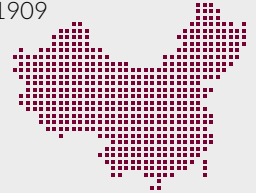
### Employees

worldwide  
390,000

in China  
66,000

**Headquarters  
in Germany**  
Stuttgart

**Active in China**  
since 1909



## LESSONS LEARNED

Careful planning and clear criteria for funding an initiative are key. The best way to ensure the effectiveness of a project is by investing time in advance. Successful planning, moreover, requires communication and co-operation with all stakeholders.

## IDEAS FOR THE FUTURE

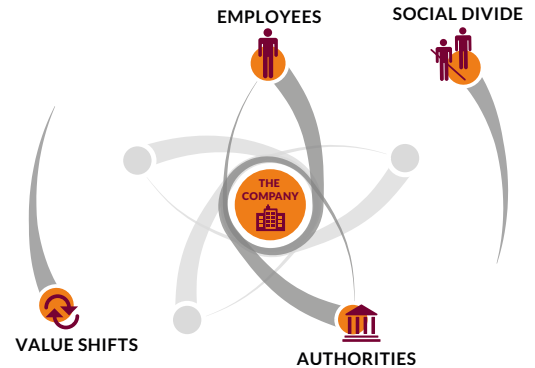
In order to engage more volunteers, Bosch intends to launch an e-platform within the company through which employees can register as volunteers, receive information about ongoing projects and sign up for volunteer activities in their respective cities. In addition, Bosch intends to introduce paid volunteer leave to make it easier for employees to get involved.



## CASE STORY

# BROSE

## CARE ABOUT POOR YOUNG STUDENTS IN QINGHAI



### SOCIAL CHALLENGES

In China, six years of primary education and three years of junior middle school are supposed to be tuition-free. Yet despite compulsory education laws, this is still a target rather than a realized goal. Moreover, school attendance varies widely between wealthy cities and underdeveloped villages, where dropout rates, especially in junior middle school, are high. A study of rural students in four provinces found that between one-sixth and one-third of students did not complete their schooling. Rural China is at an even greater disadvantage when it comes to senior middle schools, which are not part of China's compulsory education system, but which students must attend to qualify for university. While going to a senior middle school has become the norm in the cit-

ies, only about one-third of rural students continue on to this level. The challenge is therefore to help children living in rural China to catch up.

### PROJECT APPROACH

In order to support students who could not otherwise complete their schooling, Brose has focused on Qinghai Province, a thinly populated and mostly rural part of western China. To gain the necessary insights into the situation on site, the company has partnered with Gesanghua Education Aid, a Chinese NGO specialized in comprehensive education aid in western China.

The cooperation with Gesanghua enabled Brose to gather detailed information on local schools and students and identify the best candidates in Qinghai for receiving aid. Brose then

chose to support one secondary school in the province by providing scholarships for its students. To raise the necessary funds, the company organized monthly charity events in 2016.

Through its direct involvement and visits to the school, Brose also realized that the students would benefit from experiencing the world beyond their villages. In 2017, the company therefore began organizing an annual summer camp that brings students to Shanghai, where Brose's China headquarters is located. During the camp, the students are paired with Brose volunteers, learn about the company and its business, and receive English lessons as soon as they are back in Qinghai.

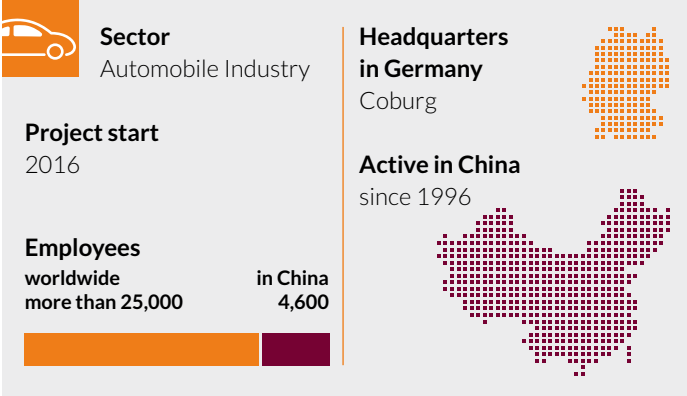
### VALUE ADDED

Through Brose's sponsorship and the efforts made by the company's volunteers, 30 students in Qinghai have received scholarships that are enabling them to complete senior middle school and qualify for university. In addition, Brose's annual summer camp is helping students widen their perspective and better understand the opportunities available to them.

### LESSONS LEARNED

Cooperation with an experienced NGO turned out to be crucial for the success of the project. Direct involvement was also key. For example, while the scholarships are essential, Brose learned that widening the students' perspective – in this case through the summer camp in Shanghai – is equally important.

KEY FIGURES



IDEAS FOR THE FUTURE

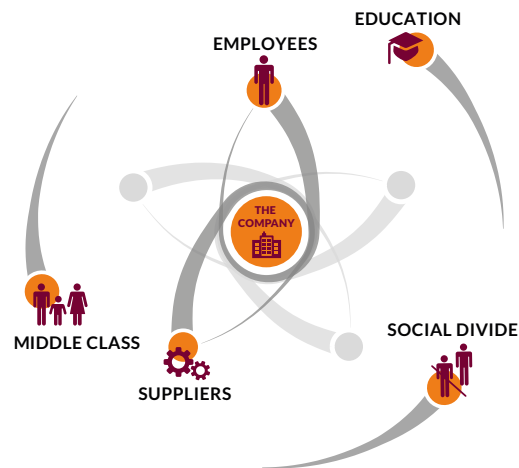
In addition to the school project in Qinghai, Brose is engaged in several other programs to support education and environmental protection in China. The company intends to continue these projects and extend their scope. A further goal is to increase the number of Brose employees who volunteer their time and to include additional external partners in Brose's projects.



## CASE STORY

# CELANESE CORPORATION

## 150K VOLUNTEER HOURS CHALLENGE



### SOCIAL CHALLENGES

Most people have a natural propensity to help others. Yet people often feel it is difficult to find an approach that can make a difference on an individual level. The workplace provides a good solution to this problem, since people working at a company are already part of an effective organization which allows them join forces with others and make a real impact. For companies, the challenge is to unleash employees' natural potential and provide a framework for their willingness to do good.

### PROJECT APPROACH

This is precisely what Celanese did in 2017 when it launched the Volunteering Challenge, asking its employees worldwide to contribute 150,000 volunteer hours on behalf of children, schools and families in need. En-

vironmental projects were also included in the challenge. In order to increase motivation and impact, Celanese matched each hour by adding \$10 to special accounts set up for individual volunteers. It was possible for volunteers to donate the money to any qualified, charitable NGO, and there was no limit on the number of hours and the amount of money volunteers could accumulate.

To give direction to the challenge, the Celanese Foundation and the Celanese China CSR Committee proposed projects for volunteers to engage in. The goal was to make it easier for staff to get involved and make a contribution.

In China, the CSR Committees in each Celanese office played a key role during the initiative, taking responsibility for internal communication, volunteer re-

cruitment and project management.

The Warm Winter Project is a case in point. Celanese became aware that in remote, rural areas in China – many of which have harsh winters – poor people, and children in particular, often do not have adequate clothing. This is why in September and October 2017, employees and their families across China went through their wardrobes and donated unneeded clothes to the relevant Celanese site. As a result, thousands of pieces of clothing were delivered to two NGOs and distributed to people in need by local volunteers and partners. From November and December, another sub project Shoe Painting was carried out. Over 300 employees drew cartoon pattern on the shoes, which were delivered to Gengjia primary school in Jiangxi prov-

ince, before spring vacation. In a warm and interesting way, the shoes benefited all school children by encouraging them wear shoes and change their health condition.

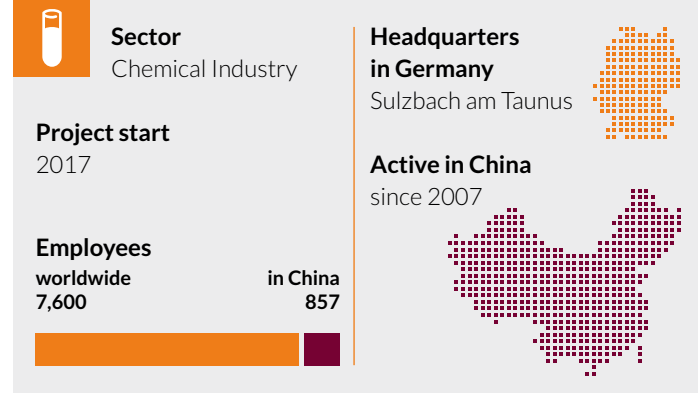
Another example is Celanese's ongoing support for the Huaxin Children's Recovery Center. The center had already been receiving support from Celanese for several years. In 2017, the employees in China accepted the challenge of providing as many volunteer hours as they could, thereby increasing support for the center and benefiting children with disabilities.

### VALUE ADDED

Globally, Celanese employees responded to the Volunteering Challenge by donating no less than 170,589 hours, including 38,221 hours contributed by friends and family members.



## KEY FIGURES



That is 113 percent of the time originally targeted. And Celanese increased the impact by contributing \$10 for each hour to the volunteers' accounts. Overall, 95 percent of Celanese employees in China participated in at least one project.

In terms of outcomes, more than 400 children and their family members benefitted from the Warm Winter Project, one of the initiatives included in the challenge. At the Children's Recovery Center, moreover, 50 children with disabilities received direct support from Celanese volunteers.

For its part, Celanese also gained from the Volunteering Challenge, as the project increased dedication, teamwork and motivation among employees.

### LESSONS LEARNED

The project demonstrates that people really do want to help and, given the opportunity, will get involved. Matching the hours with financial contributions was

effective as well, as it basically doubled the volunteers' efforts.

### IDEAS FOR THE FUTURE

Celanese will continue its volunteering programs and is seeking

new opportunities for volunteers to do good in an effective, sustainable manner, while focusing returning more value to community.

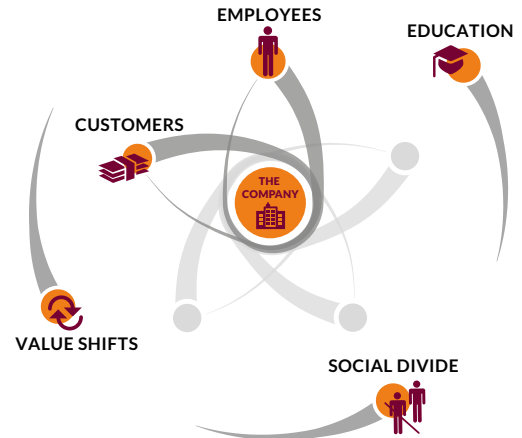




## CASE STORY

# CHANGSHA BACH'S BAKERY

## BACH'S BAKERY



### SOCIAL CHALLENGES

In China, 115,000 children under the age of seven are believed to suffer from severe to profound deafness. Approximately 30,000 babies are born with hearing impairments each year. Once they grow up and complete their education, it is difficult for them to find meaningful work due to misperceptions in society and communication difficulties. As a result, deaf people often have social and economic disadvantages. Having a useful skill, on the other hand, improves their working and living conditions and helps them gain self-esteem. The challenge is to make this possible by minimizing barriers for hearing-impaired young people when they seek jobs, thus helping them participate in the labor market.

### PROJECT APPROACH

Bach's Bakery began in 2011 as a platform for training and employing deaf people. Uwe Brutzer, the company's founder, already had experience in hearing and speech training for deaf children. He knew that vocational training for people with hearing impairments was needed. Bach's Bakery currently has two trainees and employs four bakers with hearing impairments. The trainees learn to make sour-dough bread in the form of loaves, buns and rolls, as well as pastries, cakes and chocolate. The program at Bach's brings the trainees to a skill level that enables them to work in other bakeries as well. The training takes place in the bakery's workshop and is funded by the income generated by Bach's Bakery, meaning the project

supports itself. German master bakers and confectioners conducted the training at Bach's from 2011 to 2014. Since then, Brutzer has overseen the training program.

### VALUE ADDED

Bach's skillful and dedicated staff – including those with hearing impairments – continue to make the bakery a success. In addition, numerous deaf people have learned baking at Bach's, most of whom still work in the bakery business. The project team expects they will thrive and gain additional skills as they continue working, making it possible for them to support themselves and their families. By using traditional and social media and by increasing awareness among customers and friends, the bakery has helped increase acceptance

of people with special challenges in society.

### LESSONS LEARNED

The project at Bach's is self-sustaining. The high quality of the bread produced is the most important factor for making the program sustainable. That means Bach's most important task is also what it does best: making really good bread. Communication in sign language with the staff is equally essential.

### IDEAS FOR THE FUTURE

Bach's Bakery remains focused on keeping the project sustainable and self-supporting. Stability rather than expansion is the priority. Bach's will therefore continue to focus on baking good bread and providing vocational training for people with hearing disabilities.

KEY FIGURES

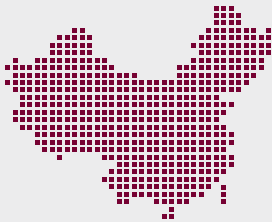


Sector  
Bakery

Active in China  
since 2011

Project start  
2011

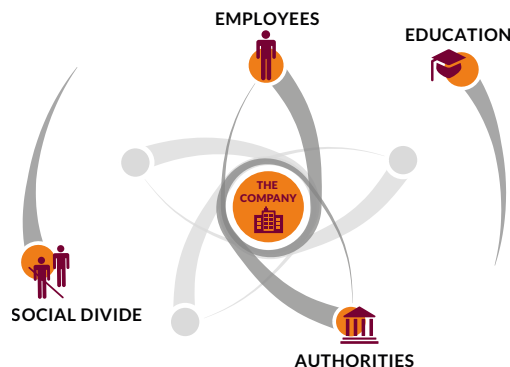
Employees  
in China  
12



## CASE STORY

# CONTINENTAL

## LIBRARY PROGRAM, EDUCATION FOR YOUNG GENERATION, PRIMARY SCHOOL EDUCATION ASSISTANCE PROGRAM



### SOCIAL CHALLENGES

There are more than 61 million “left-behind” children in China – children whose parents have gone elsewhere to find employment as migrant workers. Most of these youngsters, around 80 percent, grow up with their grandparents; another 13 percent live with other relatives or friends. More than seven percent are left in unstable situations. What makes their lives even more difficult is that the schools in their home villages are often ill equipped, putting them at a further disadvantage compared to their urban peers. An important challenge in China is helping left-behind children and their families by providing basic necessities and by giving them access to a decent education.

### PROJECT APPROACH

Continental China (based in Shanghai) and its subsidiaries in Changchun and Wuhu are running a number of programs to help mitigate this issue. To identify needy schools and families, Continental’s programs have partnered with local education bureaus, other municipal authorities, the Red Cross and an NGO, the Library Project. Based on the information obtained from partners, the programs conduct on-site visits to get a detailed picture of what is needed before mobilizing the necessary resources. Sometimes, school needs have been extremely basic. For instance, during an on-site visit to a rural primary school, Continental Changchun’s plant manager learned that the school had no tap water or heating. Drinking water came from a well;

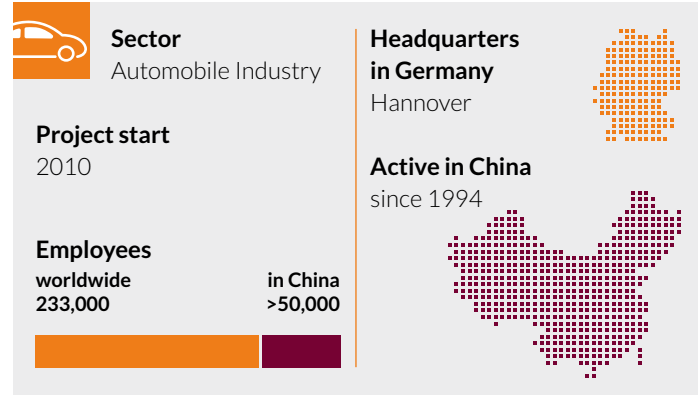
firewood was used for cooking meals. Continental subsequently provided the school and local families with heating systems, electrical appliances, warm clothes and other necessities. Apart from this “first aid,” Continental Changchun is giving long-term assistance to four schools by providing them with funding, teaching materials and equipment for physical education classes, and by financially assisting local families in need. Continental Wuhu is providing similar support to four schools, and the company’s Shanghai headquarters to two. In addition, the Wuhu program, which has been running since 2013, donates one school library per year. On another note, Continental supports university students in what may well be the most fun activity in the area of corporate social responsibility: The compa-

ny acts as sponsor for Formula Student China, an annual event that allows student teams from different Chinese universities to design and build a racing car, before putting it to the test in a real race. So far Continental has supported more than 10 teams from all over China by providing auto parts, knowledge and funding. The company also sponsors the event’s organizer, the Chinese Society of Automotive Engineers.

### VALUE ADDED

To date, Continental’s programs have equipped underprivileged schools with more than 100,000 books and 2,000 items for PE classes, as well as computers and classroom furniture. They have also provided direct financial support and donations of daily necessities such as clothes and school uniforms.

## KEY FIGURES



Moreover, these activities have raised awareness for the plight of needy schoolchildren. This, in turn, has motivated individuals and organizations outside of the program to help other schools. Not least, many Formula Student China participants join Continental after graduation. This increases awareness for the event within the company, which in turn leads to more support for it. The event has thus created a sort of virtuous cycle for itself.

### LESSONS LEARNED

On-site visits at local schools are key for the program's success, as they are indispensable for a thorough understanding of the conditions and needs in each case. In addition, cooperating with an experienced and professional NGO plays an important role.

### IDEAS FOR THE FUTURE

Continental will continue its programs for schools and families in need and will extend their scope over time. In addition,

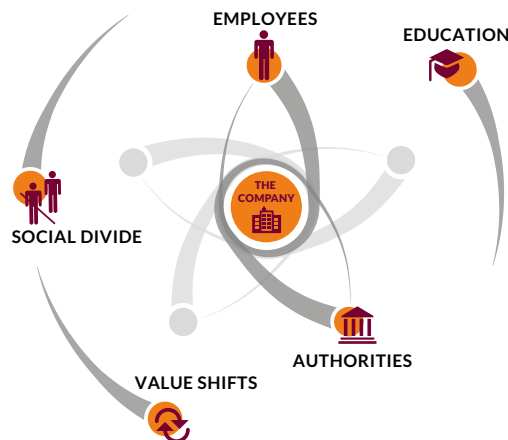
the company will maintain its sponsorship of Formula Student China and gradually increase its involvement.



## CASE STORY

# COVESTRO

## ZHI WEI YOU AI – HELPING THE DISABLED



### SOCIAL CHALLENGES

China has made progress in including people with disabilities in society, but much remains to be done. This is particularly true in the areas of education and employment. While Chinese universities do offer some opportunities for people with disabilities, they are not sufficient for truly overcoming the problem. Similarly, people with special needs face serious obstacles in finding companies willing or able to employ them. That means most of the people with disabilities in China are unemployed and cannot provide for themselves or their families. The challenge is to help put a framework in place that allows special-needs individuals to become gainfully employed.

### PROJECT APPROACH

This is why, in 2015, Covestro employee Soenke Ibs took up contact with a student group at Shanghai Lixin University. His goal was to act as an advisor to the group and support it with his expertise as it designed a viable operational model. That same year, with assistance from the NGO Enactus, the group held a job fair for people with disabilities. In 2016, it contacted the Shanghai Disabled Person's Employment Service Center in a – largely unsuccessful – attempt to extend the scope of its work by cooperating with the center. Other attempts at reaching out to organizations were also met with hesitant responses until the group established a partnership with the Shanghai Youth Deaf-Mute Technical College in 2017.

The group conducted a survey and interviewed students and teachers to identify current needs and get a better picture of the measures that would best help young people with disabilities to plan a career and find a job. It became clear that trust must be built before participants will be willing to join. Once this happened, the program was able to assist the students in their career planning, provide interview training, and connect them with potential employers.

### VALUE ADDED

The team launched a job fair especially for physically disabled job seekers in May 2015. Twenty-five companies participated, as did 126 people with disabilities, 19 of whom found work through the fair. At the same

time, the project connected 80 candidates with 20 companies using a dedicated database.

The project has also hired two part-time teachers and, through Enactus, invited 20 volunteers to participate. In 2016, more than 130 people benefitted from the program, and seven physically disabled people found jobs with salaries above RMB 1,000 per month.

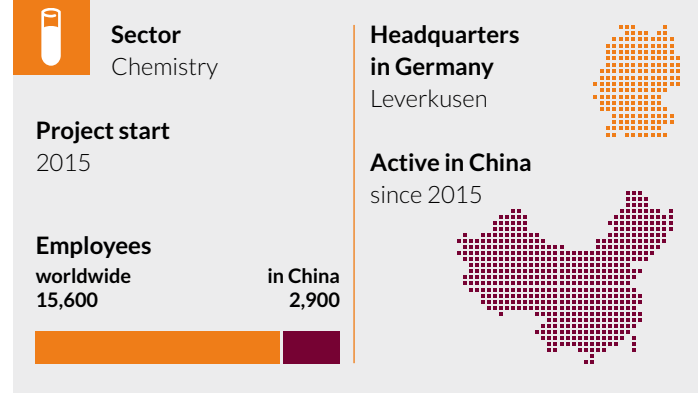
Since 2017, the program has been providing career planning services to 14 people with disabilities.

### LESSONS LEARNED

A thorough preparation phase is crucial, and targets must be clearly define if a project of this sort is to succeed. This is also true if trust is to be built with the program's potential bene-



## KEY FIGURES



ficiaries. The participants also learned that stable leadership is key if the project is to develop as planned.

### IDEAS FOR THE FUTURE

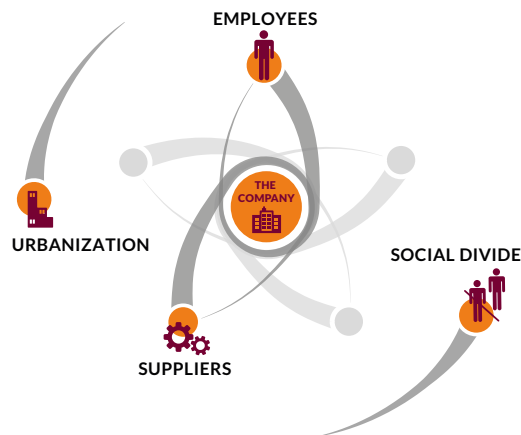
The project intends to conduct more interviews with participants – both the students seeking jobs and contacts at the firms capable of hiring them – in order to better calibrate its career planning advice and its efforts to identify potential employers. In addition, it will expand its scope by making information on career planning and interview training available through videos produced in cooperation with the Art and Design Academy at the Shanghai Institute of Technology.



## CASE STORY

# E.G.O. COMPONENTS

## SUMMER CAMP FOR MIGRANT WORKERS' LEFT-BEHIND CHILDREN



### SOCIAL CHALLENGES

One of the most important factors contributing to China's economic success over the past 40 years has been a highly mobile labor force. Some 277 million people, more than one-third of the country's working population, are rural migrant workers who have left their villages to find employment in factory towns. Their mobility, however, comes at considerable personal cost. Even though the workers are key to China's success, urban authorities often exclude them from social services at their workplaces, such as welfare programs and public child care. This is why many migrant workers leave their children behind, to be cared for by their extended families. Under these conditions, it is not possible to have a normal

family life. Mitigating this problem is among the biggest challenges in Chinese society.

### PROJECT APPROACH

More than two-thirds of the 680 employees at E.G.O. Components Taicang are migrant workers who do not live with their families and who are often very far from home. Under normal conditions, these people would see their families only once a year, during the main holidays at Chinese New Year. The company therefore gives these employees the opportunity to bring their children to Taicang for a Summer Camp which runs for six weeks during the children's summer vacation. The Summer Camp took place for the first time in 2016. It was very successful, and the company organized it again in

2017. This allowed family members to spend precious time together and experience a normal family life. A total of 80 children took part in the program. During the Summer Camp, internal and external volunteers organize daily activities for the children while their parents are at work. The activities take place from 8 a.m. to 4:30 p.m. and they include English lessons, dancing, painting, music, pottery, swimming, martial arts, sports and team building. Excursions to Shanghai and Taicang have also been part of the program, making it possible for the children to learn more about their parents' work environment. After work, the parents have a chance to be together with their children until the next morning.

### VALUE ADDED

The Summer Camp contributes to reintegrating families who are otherwise separated. Moreover, the children take part in many fun and useful activities which are normally not accessible to them. They also learn about a part of China they did not know before.

The program also has economic benefits. A high turnover rate among migrant workers – usually the result of family issues – is a serious problem for companies. The Summer Camp is an effective way of addressing this challenge.

### LESSONS LEARNED

Many other companies and organizations in Taicang have visited the Summer Camp, confirming that projects like this are

## KEY FIGURES



**Sector**  
Manufacturing

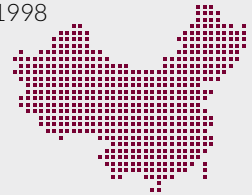
**Project start**  
2016

**Employees**  
worldwide  
6,000

in China  
680

**Headquarters**  
in Germany  
Oberderdingen

**Active in China**  
since 1998



necessary. Many of the children who took part during the second camp in 2017 had participated the year before – additional proof that the Summer Camp worked. Special attention was paid to creating new activities and courses for the children to ensure that the “regulars” would not simply repeat what they had done the year before.

### IDEAS FOR THE FUTURE

Reuniting parents and children at Taicang is good for everyone, which is why E.G.O intends to continue the Summer Camp in the future. The organizers will also continue using employees’ proposals to improve the program. In its first two years, the program was designed for children aged 6 to 12. Looking ahead, E.G.O. intends to include

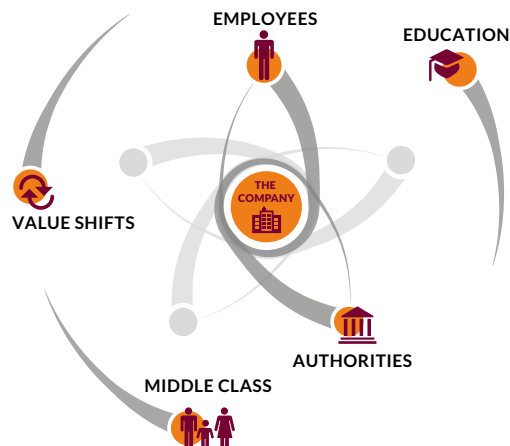
younger and older children. The company is also looking for other companies to take part in the camp.



## CASE STORY

# FESTO

## WORLDSKILLS PROJECT



### SOCIAL CHALLENGES

Every year, about 11 million students in China enroll in vocational and technical schools. There are approximately 15,000 such institutes at secondary level and they face a number of challenges. For example, curriculums and training methods are outdated and can barely keep pace with the evolving market's needs. Teachers, moreover, often lack practical skills, and students do not get enough hands-on training and workplace experience. Consequently, there is a gap between international vocational-training standards and those found in China. Another result is that there is a serious, chronic shortage of skilled workers on the Chinese labor market.

### PROJECT APPROACH

As the world's largest international skills competition, WorldSkills allows young people from across the globe to compete and be recognized as the best of the best in their chosen vocational area. China first joined WorldSkills in 2010. In 2012, Festo began cooperating with the Chinese Ministry of Human Resources and other authorities to support Chinese teams in their bid to win at the competition. A long-standing partner of WorldSkills, the company has since been selecting, equipping and training the best Chinese teams for the competition. In 2004, long before China joined WorldSkills, Festo began

preparing for the country's participation by organizing yearly groups that traveled to the event as observers. Since China has been involved, Festo has sponsored all major WorldSkills China events by proposing rules and by providing equipment and technical support. In addition, Festo and its Chinese partners initiated the mechatronics competition at WorldSkills China in 2012.

### ADDED VALUE

The Chinese team trained by Festo won a silver medal at the international WorldSkills competition held in Brazil in 2015. Two years later, at WorldSkills 2017 in Abu Dhabi, the team trained by Festo China won a

gold medal, the first China has received at a WorldSkills mechatronics competition.

Even more significant than winning medals is the fact that more and more people in China are becoming aware of occupational skills and their significance. Both the national and international WorldSkills competitions have contributed significantly to increasing interest in this issue in China. Festo is very pleased to be playing a part in this.

### LESSONS LEARNED

Even if there have been notable improvements in vocational training in China, the gap between international and Chinese standards is still readily apparent. During its involvement



## KEY FIGURES



**Sector**  
Industrial Automation

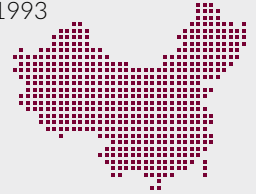
**Project start**  
2012

**Employees**  
worldwide 18,700

in China  
2,000

**Headquarters  
in Germany**  
Stuttgart

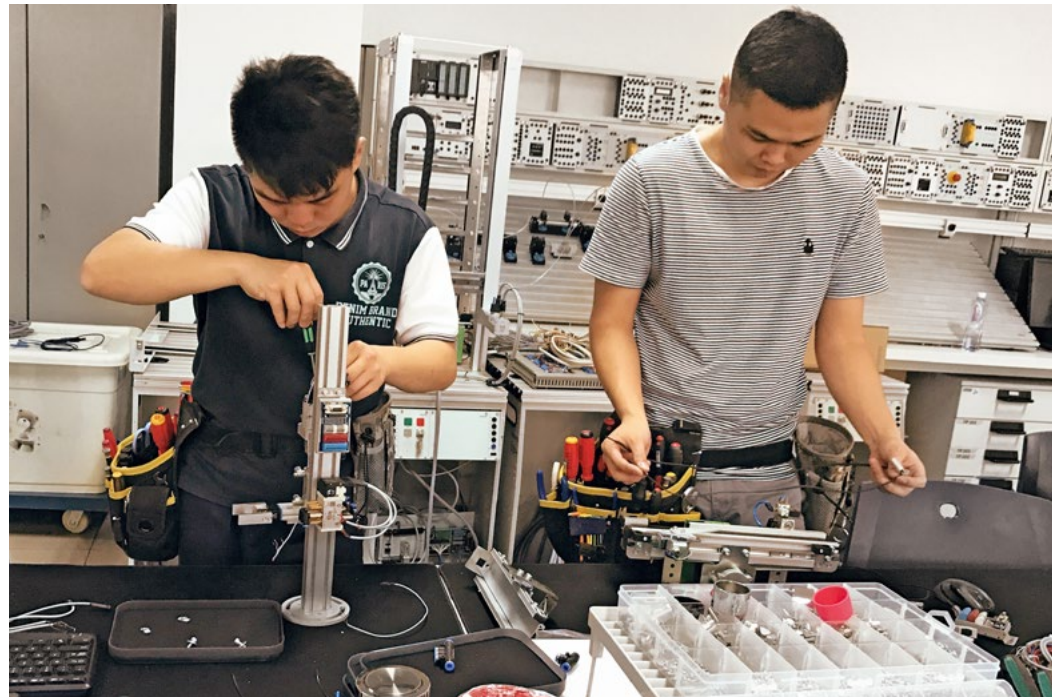
**Active in China**  
since 1993



in WorldSkills China, Festo has learned to adapt to the situation on site and to help bridge the gap step by step.

### IDEAS FOR THE FUTURE

There is still much to be done when it comes to promoting and developing vocational training in China. Festo will continue its involvement in the national WorldSkills competition, thereby doing its bit to raise standards. Festo China will also continue to work with local governments so it can provide effective support for the country's efforts, especially now that Shanghai has been selected to host the international WorldSkills competition in 2021.

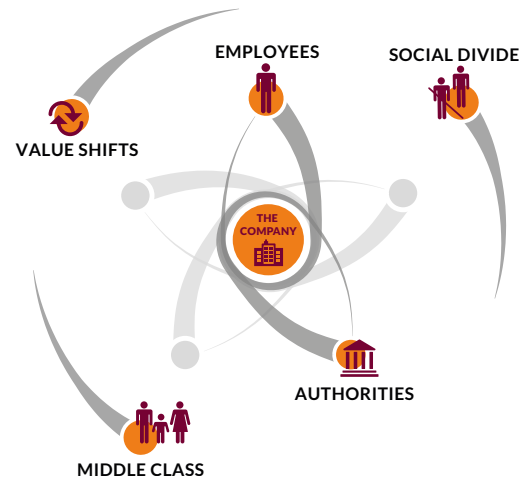




## CASE STORY

# FIDUCIA MANAGEMENT CONSULTANTS (SHANGHAI)

## FIDU-SHARE



### SOCIAL CHALLENGES

Social issues in China are varied and wide-ranging. For example, the country is suffering from an imbalance in social and economic development between different regions. Moreover, its elderly population is growing rapidly and vast environmental problems exist, such as air, water and soil pollution. Fiducia addresses a wide range of social issues as a result. Its activities include improving the welfare of the elderly, raising awareness for environmental protection and increasing the social inclusion of handicapped children and young people from low-income families. These are some of the most pressing challenges China is facing today.

### PROJECT APPROACH

The Fidu-Share campaign has been running since 2010. To date it has partnered with more than 20 NGOs in Shanghai, Shenzhen and Hong Kong. It is organized by a team of administrative and management staff at Fiducia. In 2017, the company committed a budget of RMB 168,000 to the initiative.

In selecting the right projects to support, the Fidu-Share organizing team gathers input by interviewing staff. As a next step, the team members personally meet with the selected NGOs to determine if their needs are in line with Fiducia's volunteering and fundraising targets. Based on the findings, the team compiles a detailed annual activity plan, which is then published internally to give all employees a clear

idea of their volunteering opportunities. Staff can join various teams by e-mail or Google calendar or by signing up on sheets posted in each office. Everybody is encouraged to join more than one team. Depending on the activity, family members are also invited to join in.

### VALUE ADDED

Examples of Fidu-Share's activities include annual visits to the Shanghai Yodak Cardio-thoracic Hospital, in cooperation with the Heart to Heart organization. Moreover, in 2017 for the first time, Fidu-Share sponsored a child in need of heart surgery. Fidu-Share is also providing ongoing education sponsorships to rural children and support for village schools, for example by providing desks to schools that

cannot afford adequate furniture. Fidu-Share volunteers are also active at retirement homes and participate in various fundraising activities.

Over the years, Fidu-Share has become a regular part of Fiducia's corporate activities and the project's long-term sustainability contributes significantly to its impact. This can be seen in the way Fiducia's staff have responded, as more employees sign up each year for Fidu-Share events in cooperation with the project's NGO partners such as the Shanghai Children's Home. Over time, Fidu-Share's hands-on, personal approach to its initiatives and its direct interaction with NGO partners have created a deeper understanding of the causes the company addresses.

## KEY FIGURES

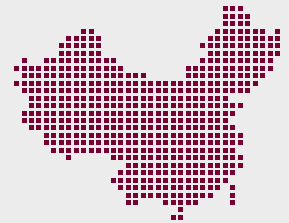


**Sector**  
Management  
Consulting

**Active in China**  
since 2002

**Project start**  
2010

**Employees  
in China**  
110



### LESSONS LEARNED

Organization, effective communication, dedicated leadership and teamwork are key factors contributing to Fidu-Share's success. The program is now a standard part of the corporate culture. Its effectiveness stems from the company's efforts to communicate clear, annual activity plans to all staff in a timely manner. Following each event, photos are posted in the office, printed in newsletters and shared on websites and the corporate LinkedIn homepage, thereby motivating volunteers further.

### IDEAS FOR THE FUTURE

Fiducia will work to deepen its connections with NGO partners and find new ways to support them. In addition to vol-

unteering and donations, the company will look at additional sponsorships for children, and further activities in the areas of education and healthcare. Additionally, Fidu-Share will organize more events involving staff from all Fiducia offices in China and Hong Kong. By bringing all teams together, Fiducia will pool its resources to further benefit its NGO partners.



## CASE STORY

# INCLUSION FACTORY

## SOCIAL INCLUSION ADVISORY



### SOCIAL CHALLENGES

The majority of people with intellectual, mental and physical disabilities in China live in poverty, and relatively few are gainfully employed. Even though in the past two decades laws have been passed and administrative measures taken which have had some beneficial impact, the situation remains difficult. And while the government is providing incentives aimed at increasing the employment of people with disabilities, most companies in China are unaware of these opportunities or lack the know-how to make use of them. In addition, prospective employers have difficulty finding and recruiting people with disabilities, and are often unsuccessful at integrating them when they do. The challenge is therefore to provide a professional service dedicated to the recruitment, training, in-

clusion and retention of people with disabilities.

### PROJECT APPROACH

The Social Inclusion Advisory Project is a part of the Taicang Sino-German Handicapped Workshop. It is based on the experience gained at the Inclusion Factory and the Inclusion Academy – also part of the Handicapped Workshop – which provide employment and vocational training for people with disabilities.

The aim is to create a framework that makes it possible to identify relevant jobs for people with disabilities, find and train potential candidates, create awareness in the target companies and provide ongoing support after recruitment.

At present there is insufficient information on the social and professional inclusion of people

with disabilities in China. The Advisory Project's first step after its launch in July 2017 was therefore to create a comprehensive picture of the current employment situation of people with disabilities in China. This included conducting interviews with people and their potential employers. It also involved identifying existing services in other countries – such as Lebenshilfe in Germany and the Shekulo Tov in Israel – and adapting them to the needs of the project's clients, to Chinese culture and to China's labor laws.

The project's biggest contributor beside the main sponsor Taicang Round Table – an alliance of more than 50 European companies in Taicang – is KfW, the German state-owned development bank. In addition, the German Chamber of Commerce in Shanghai plays a crucial role

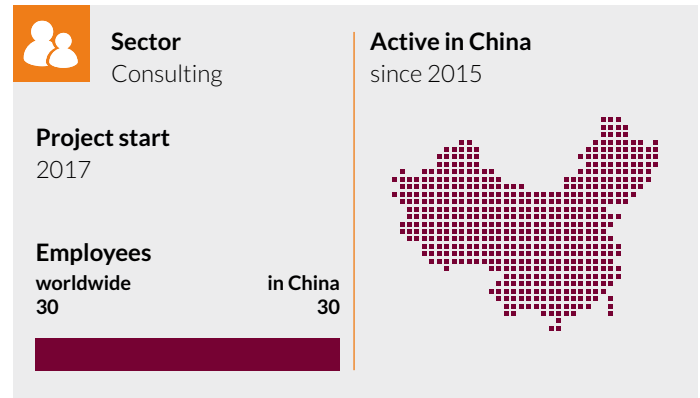
in raising awareness of the project's goals and capacities among prospective employers.

### VALUE ADDED

The first phase of the project began in mid-2017 and was largely focused on providing an overview of the employment situation of people with disabilities in China. Yet within seven months of its inception the project had already placed a number of people with disabilities in jobs at reputable companies throughout China. Moreover, it is counselling other firms on how to recruit, integrate and retain people with disabilities.

In another important step, the project is conducting sessions in Disability Equality Training that target the middle management of prospective employers. Such training is essential, since even well-intentioned companies

## KEY FIGURES



frequently lack the know-how needed to integrate and retain people with disabilities.

These sessions have now reached 31 managers from eight German companies throughout China. Six of the companies have implemented projects for the inclusion of people with disabilities in administrative and manufacturing positions.

The project still needs time to evaluate the results of its current approach, and the retention rate of employees with disabilities will be a key criterion in the evaluation. A rate of more than 5 percent will be considered a success. Globally, retention rates of people with disabilities range between 1 and 5 percent.

### LESSONS LEARNED

The inclusion of people with disabilities is usually welcome and supported by top management, but frequently ignored or blocked by middle management. This is most likely due to a lack of knowledge and awareness. It has also become clear that there is insufficient support from the relevant government institutions, particularly in the process of finding people with disabilities for employment. The project will monitor and adjust its approach on an ongoing basis in order to address these and other issues in the most effective manner possible.

### IDEAS FOR THE FUTURE

The Social Inclusion Advisory Project will continue to aggregate, analyze and disseminate statistical and other relevant information on the employment

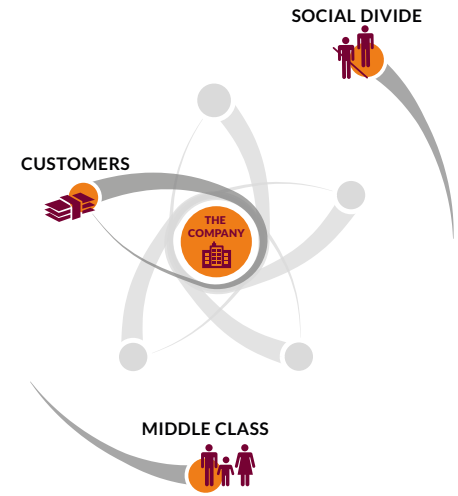
and social inclusion of people with disabilities in China. Another important objective for the future is ensuring the relevant Chinese authorities become more actively involved.



## CASE STORY

# K.D.F. DISTRIBUTION SHANGHAI

## CARE FOR RETINOBLASTOMA CHILDREN



### SOCIAL CHALLENGES

Retinoblastoma is a form of cancer that develops from immature cells in the retina, the eye's light-detecting tissue. It is almost exclusively found in children younger than five years of age. If detected early on, it is very treatable and, given the right medical conditions, about 95 percent of children with the disease can be cured. If, however, the disease is not detected early or if treatment is not available, it inevitably proves fatal. Retinoblastoma is relatively rare, occurring in about one in every 20,000 births. There are some 5,000 to 8,000 cases per year worldwide. Since China has the globe's largest population, it also has the largest number of

children with retinoblastoma – about one-fifth to one-sixth of all cases worldwide. In China, many families cannot afford the cost of medical treatment when a child is born with the disease, which means the child is fated to suffer blindness and death. The challenge is therefore to provide support and timely medical care for these families.

### PROJECT APPROACH

In November 2017, K.D.F. started cooperating with the Fund for Care of Children with Retinoblastoma (RB), which is administered by the foundation affiliated with the Shanghai Jiaotong University School of Medicine. As a result, K.D.F. now bears the costs of intravenous or

arterial treatment for a number of children with the disease. It also makes it possible for these children to return to the clinic for follow-up treatment. In addition to its financial support through the fund, K.D.F. organizes visits by volunteers who engage in care activities at regular intervals. This allows them to monitor the children's progress. The fund is K.D.F.'s main partner and the first in China devoted to helping needy families who have children with RB.

### VALUE ADDED

Only a few months after the launch of K.D.F.'s funding project, five children have benefited from timely treatment. Their progress is now being

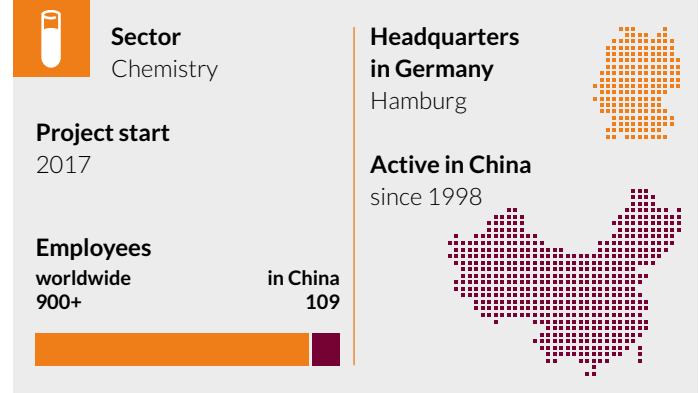
monitored. Moreover, the follow-up visits from K.D.F.'s volunteers are providing the children and their families with emotional support in addition to the financial assistance and medical treatment they are receiving.

### LESSONS LEARNED

K.D.F. has found that its charitable project is having an impact even beyond the individuals who are directly benefitting from the program, as it is also raising awareness for the disease and for the plight of those who suffer from it. K.D.F. therefore expects that, over time, more companies and other social actors will join its efforts to help children afflicted by RB.



## KEY FIGURES



## IDEAS FOR THE FUTURE

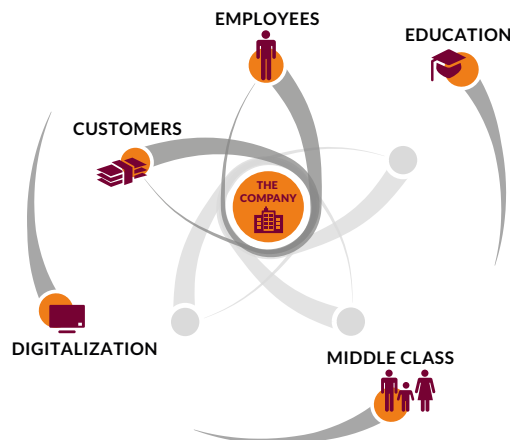
As a next step, K.D.F. will encourage more of its employees to learn about RB and get involved in the project by contributing financially and by volunteering their time and emotional support.



## CASE STORY

# LANXESS

## LANXESS COMMUNITY CSR PROJECT



### SOCIAL CHALLENGES

Health, safety and the environment are important issues for everyone. They are especially important in the chemical industry, and more care needs to be taken there, especially in developing countries like China. Nearly 600 injuries and deaths occurred due to accidents in China's chemical industry in the first eight months of 2016 alone. On average, that translates into one casualty every 10 hours. The challenge is therefore to promote best practice in the industry, thereby improving the health and safety of employees.

### PROJECT APPROACH

In cooperation with the China Petroleum and Chemical Industry Federation (CPCIF) LANXESS has held five workshops on health, safety and environmental (HSE) issues since 2014. The workshops took place in Ningbo, Shanghai, Qingdao and Changzhou. Participants included representatives from Chinese chemical companies, industrial parks and government authorities, as well as Lanxess management. In addition, various Lanxess sites throughout China have held nine Open Days since 2012. Moreover, the company communicates regularly with Chinese chemical firms and the relevant authorities in each location to foster good practice in the industry.

### ADDED VALUE

All in all, nearly 2,000 local residents, teachers, students, industry professionals, volunteers and government officials have been invited to visit Lanxess production sites in Changzhou, Wuxi, Qingdao and Liyang. Plant tours during these Open Days are designed to showcase the emphasis Lanxess puts on sustainability and ecological responsibility. In addition, the company offers courses and workshops on safety and provides visitors with chemical equipment. It also promotes HSE by granting scholarships and making donations. Through these activities, the company works to convey the importance of health, safety and environmental protection to various actors in the Chinese chemical industry.


### LESSONS LEARNED

Lanxess has come to understand that increasing awareness of environmental issues and safety is an ongoing challenge and cannot be accomplished without sustained effort. What is therefore needed is more assistance for the industry, and a long-term commitment which can increase the effectiveness of that assistance over time.

### IDEAS FOR THE FUTURE

Lanxess will expand its efforts to improve HSE outcomes in the chemical industry in China. The company is already planning new workshops and Open Days for 2018.

KEY FIGURES



Sector

Chemistry

Project start

2012

Employees

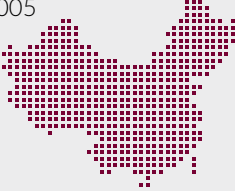

worldwide	in China
16,700	1,900

Headquarters in Germany

Cologne

Active in China

since 2005

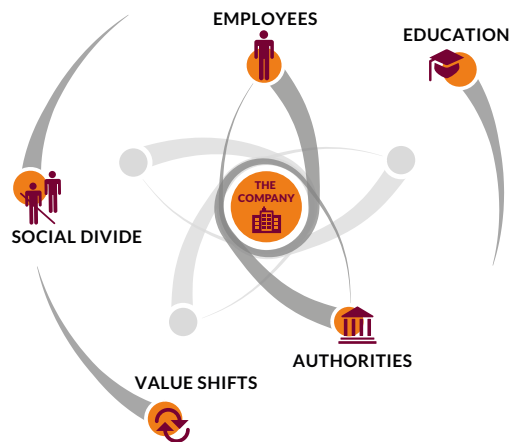




## CASE STORY

# MANN+HUMMEL

## COOPERATION WITH THE INCLUSION FACTORY, CHARITY CYCLING, CARING FOR AUTISTIC CHILDREN



### SOCIAL CHALLENGES

People with disabilities face many obstacles and much inconvenience in China. Access to education and employment is difficult, and the vast majority of the country's 83 million people with disabilities do not have jobs. Moreover, few facilities have barrier-free access, and even using the subway system is complicated. In short, China still has room for improvement in promoting the inclusion of special-needs individuals in daily life. To a considerable extent, this is because these individuals are ignored by society at large, the same situation that applies to others in need of support, such as poor people afflicted by disease. Therefore, the challenge is to raise awareness of the need for inclusion in China and to offer effective assistance.

### PROJECT APPROACH

Mann + Hummel engages in a number of activities designed to achieve exactly that. Some are long-standing projects that take place on an ongoing basis or at regular intervals, others are one-off events. Mann + Hummel's cooperation with the Inclusion Factory in Taicang is an example of an ongoing project. The Inclusion Factory employs people with disabilities, working as a subcontractor for mainly German and European firms. In 2017, Mann + Hummel and the Inclusion Factory spent several months identifying and preparing a suitable cooperative project. Once Mann + Hummel agreed that the factory would act as a supplier, the company's engineers provided tools and training, as well as instructions and support for quality control,

procurement and logistics. Regular production started in November 2017.

In addition to long-term projects of this sort, Mann + Hummel engages in a variety of events to raise funds and increase awareness. It also organizes volunteers to support organizations that assist children with serious diseases. For example, in May 2017, 26 volunteers from Mann + Hummel took part in an event in Shanghai at which everyone cycled 10 kilometers from the Shanghai Children's Medical Center to the International Finance Center. The event raised a total of RMB 300,000 for sick children whose families cannot afford the necessary medical treatment. Importantly, the event also attracted considerable attention in Shanghai's central financial district, thus en-

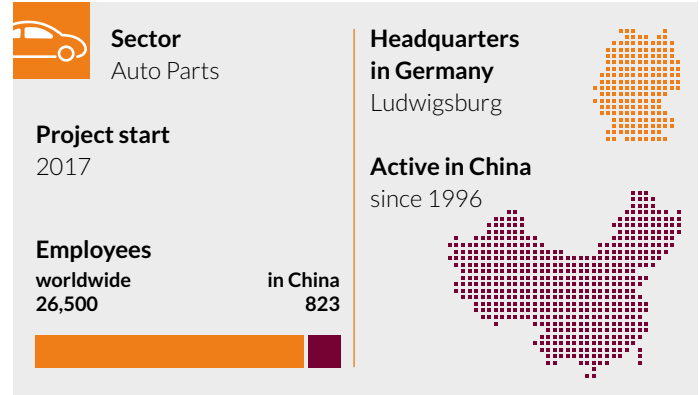
hancing awareness of the issue of children in need.

In addition, volunteers from Mann + Hummel Changchun visit Jilin Province Rehabilitation Center, which supports disabled people. Every year, Mann + Hummel organizes fun sports events that encourage autistic children to engage more with the outside world. Nature and sports are the best medicine, and Mann + Hummel's involvement enhances other rehabilitation efforts.

### VALUE ADDED

The Inclusion Factory is supplying 288,000 by-pass valves for oil filters at the Mann + Hummel Shanghai plant every year. This provides steady, full-time employment at the Inclusion Factory for people with disabilities. In addition to creating jobs, the

## KEY FIGURES



project also generates income for the factory, thereby supporting its larger mission. Moreover, organizing volunteers within the company for fund-raising and external events not only brings direct benefits in the form of financial aid, it also generates awareness and commitment within the company and in society at large.

### LESSONS LEARNED

Mann + Hummel has found that organizing volunteer activities creates a virtuous cycle, since volunteering tends to be “contagious.” This is in part because Mann + Hummel publicizes the events, but also because volunteers tell their colleagues about their experiences and encourage others to join in. Moreover, the products made at the Inclusion Factory for Mann

+ Hummel are of excellent quality, which means the project is viable. As a result, the company discovered that such projects can be replicated by Mann + Hummel and other companies.

### IDEAS FOR THE FUTURE

Mann + Hummel plans to develop additional projects with the Inclusion Factory. Moreover, the company will inform other enterprises and the relevant government agencies of its pos-

itive experiences with the factory. Mann + Hummel will also expand its fund-raising activities and its efforts to raise awareness of the need for greater inclusion in China.





## CASE STORY

# NINGBO SILK TREND GARMENTS

## PMX SUMMER KINDERGARTEN

### SOCIAL CHALLENGES

Pervasive social problems are generally not solved in one fell swoop, but in a series of smaller steps. The difficulties most migrant workers face in China are a case in point. China's success in recent decades has largely depended on the nearly 280 million workers who have left home to find jobs elsewhere in the country. Many of them are also fathers and mothers, and they are often forced to leave their children in their home villages where they are cared for by relatives. China has more than 60 million "left-behind children" as a result. While no one company can completely solve this problem, each can do something for its own employees. The challenge is to encourage

enough companies to contribute in their own environment that the overall problem begins to be addressed in a meaningful way.

### PROJECT APPROACH

Since 2009, the Polymax Group has ensured that the employees at its Ningbo facility in eastern China can spend two months with their children during the school holidays. To make this possible, the firm holds an annual summer camp for the children each year in July and August at the company site. Polymax has more than 200 employees in Ningbo. During the camp, the company organizes daily activities for the children, for instance visits to the zoo and museums, and picnics in the park. The children also meet the local fire brigade

and talk with policemen and nurses, encounters that are both fun and educational. In addition, the company employs qualified teachers to look after the children every day during the camp. It also turns a floor in the company building into a classroom, while making the materials and equipment available that are required for doing arts and sports.

### ADDED VALUE

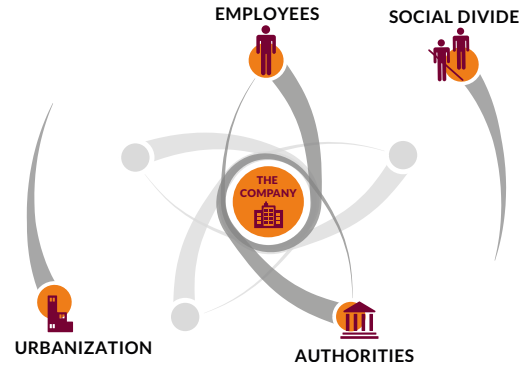
All children need to see their parents, and the company makes this possible for its employees for two months every year. The result is happier children and parents. This in itself is important to the company's owners and management. It also benefits the firm, because it helps employees balance family life and work.

### LESSONS LEARNED


The project is straightforward in terms of its concept and organization. It can be run fairly informally given the support it receives from the company's owners, managers and employees and the fact that the firm is not that large, which allows everything to take place in one location. This, in turn, has made the project more effective.

### IDEAS FOR THE FUTURE

The project's positive impact is apparent to everyone involved. The company will therefore continue to hold annual summer camps for its employees and their children.



KEY FIGURES



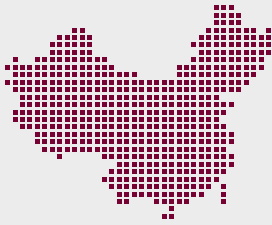
**Sector**  
Manufacturing  
& Trading  
(textile products)

**Project start**  
2009

**Employees**  
worldwide  
212

**in China**  
209

**Active in China**  
since 1986

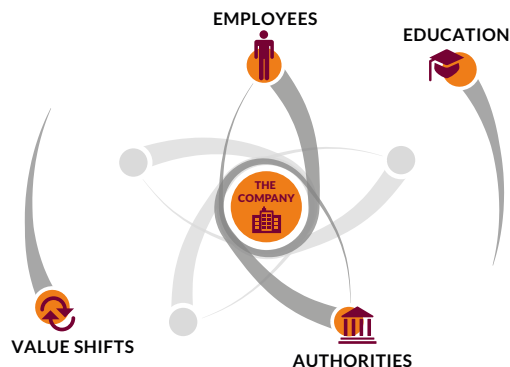




## CASE STORY

# PFRANG ASSOCIATION

## SUPPORT FOR SCHOOL CHILDREN FROM POOR FAMILIES



### SOCIAL CHALLENGES

In theory, every child in China has the right to nine years of tuition-free education. In practice, many children do not attend school or drop out early. One reason for this, especially in rural China, is that schools are centralized in more densely populated areas, whereas a large number of students live on farms in isolated villages, often so far from their school that a daily commute is out of the question. These students need to live at school and therefore cannot help their families with the farm work. Moreover, they must pay for their room and board, something many cannot afford. This means that a significant number of students do not complete the six years of elementary school and three years of junior middle school that are compulsory, at least on paper.

Moreover, they must pay for senior middle school, the additional three years required to go to university, putting it out of reach for many of them. The challenge is therefore to help rural children obtain a proper education.

### PROJECT APPROACH

In 2000, all four members of the Pfrang family were murdered by burglars in their home in Nanjing, where they had been living for many years. In order to keep their memory alive, their friends started a charitable organization which acts in their name: the Pfrang Association.

The association's purpose is to support school children from poor families in rural Anhui and Jiangsu Provinces, where Nanjing is located. The focus is mainly on the many rural children who drop out during the first nine years of school for financial

reasons. Those who are doing well at school can receive funding for a further three years, making them eligible for university.

During the 17 years since its inception, the Pfrang Association has relied on volunteers who donate their time and energy for fundraising. The majority of volunteers are expats in Nanjing and teachers at Nanjing International School (NIS). Fundraising activities include organizing events such as galas and sports days, and making and selling merchandise.

NIS has become an important partner for the association and plays a central role in its fundraising activities. Students at NIS have the opportunity to work closely with the association, for instance by designing fundraising projects and visiting students supported by Pfrang.

Last year for the first time, a group of Pfrang students visited Nanjing and stayed at the homes of NIS families. NIS also provides the venue for bigger fundraising events free of charge.

In addition, the association has partnered with Amity Foundation, an experienced NGO dedicated to meeting the needs of poor children.

The German state of Baden-Württemberg supported the association early on by making the resources in its local office available for use. The Pfrang Association is now run from the Nanjing office of Sharehouse, a small German company, with the assistance of Julia Guesten, managing partner, who has supported the association from the very start.

## KEY FIGURES

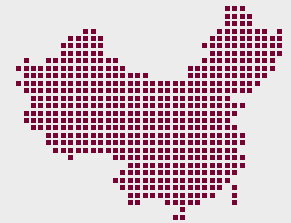


**Sector**  
Social Sector

**Active in China**  
since 2000

**Project start**  
2000

**Employees**  
worldwide  
0



### VALUE ADDED

Even when compared with the charitable efforts of much larger organizations, the Pfrang Association has had an astonishing impact. In the current school year alone, the association is supporting 324 students in 18 schools in Anhui and Jiangsu Provinces. Over the years, the association has supported over 1,000 students, each of them for several years. Many of these students have gone on to university.

### LESSONS LEARNED

The association has been able to grow, thus extending its help to an increasing number of students. Unfortunately, it is beyond the scope of the association to provide further assistance to the students once they complete their education, such as offering career advice or making contacts with poten-

tial employers. Moreover, the turnover rate of volunteers at the association is relative high since many are expats, which adds to the challenge. On a positive note, the number of Chinese volunteers and donors has been increasing over the years.

### IDEAS FOR THE FUTURE

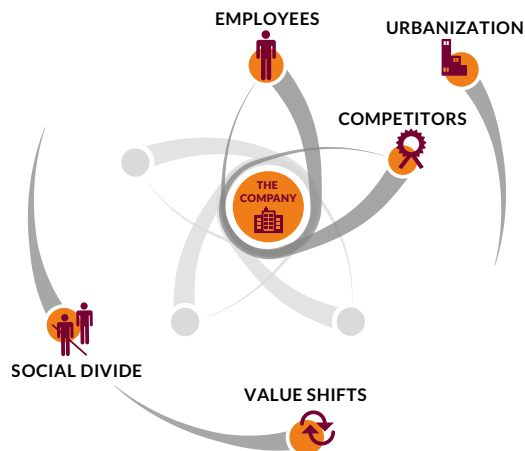
The Pfrang Association would like to build an alumni support system for its students to offer continued support after they complete their education. However, this will only be possible if the association hires paid staff to carry out the required administrative work. The association is considering ways to generate sustainable funding to reach this goal, for instance by cooperating with a social enterprise.



## CASE STORY

# PORSCHE

## INTEGRATED EARLY CHILDHOOD DEVELOPMENT PROGRAM



### SOCIAL CHALLENGES

As recently as 1980, there were no less than 300 million undernourished people in China. The situation has improved considerably, but the problem persists. It might seem incredible when one looks at a city like Shanghai, but basics such as essential health care and adequate nutrition are still lacking in the country's poorer regions. This problem is particularly serious with regards to infants and toddlers and their parents. Even though most people have diets that provide them with enough calories, they often do not eat the right foods. For example, out of 88 million children in China's poorest counties, more than a third suffer from malnutrition and are afflicted by anemia as a result. The condition is caused by a lack of iron and can stunt brain development. In one study

of 1,800 infants in rural Shaanxi Province in China's northwest, 49 percent were anemic and 40 percent were significantly delayed in their cognitive or motor-skills development due to a lack of essential nutrients. The challenge is therefore to provide the support that can help bring adequate health care and education to China's underdeveloped regions.

### PROJECT APPROACH

In 2012, Porsche started its Integrated Early Childhood Development Program (IECD) in China with the aim of promoting the growth of 0-3 year old children in remote areas of China. Porsche chose Shanxi and Guizhou Provinces for this project, which focuses on children three years of age and younger and their parents. The program delivers integrated services in

the areas of nutrition and health, early childhood education, child protection and child welfare. It is doing so through home visits by caregivers and volunteers, regular check-ups at village clinics, parenting activities at early childhood development centers, and other related measures.

To accomplish this, Porsche has partnered with UNICEF and Chinese government bodies, including the National Health and Family Planning Commission, the State Council Leading Group on Poverty Alleviation and Development, and the Ministry of Civil Affairs.

So far, Porsche has invested more than RMB 23 million in the project. In addition, the company has donated four Porsche Cayenne cars to help the project lend support where it is needed.

### VALUE ADDED

The program has assisted more than 4,000 infants and young children and 3,600 pregnant women. From 2013 to 2016, the rate of suspected developmental delays in the areas addressed by the program decreased by 18.6 percent. The measures undertaken by the project have lowered risks leading to developmental delays in children, improved early childhood education and nutrition, and reduced violence in families. The proportion of children suffering from malnutrition in the target areas dropped from 19.2 to 12.9 percent.

### LESSONS LEARNED

The IECD program is pioneering an effective approach to integrated early child development for families at risk in China's underdeveloped areas. The suc-



## KEY FIGURES



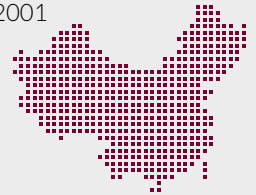
**Sector**  
Automobile Industry

**Project start**  
2012

**Employees**  
worldwide 26,500  
in China 350

**Headquarters  
in Germany**  
Stuttgart

**Active in China**  
since 2001



cess of the program shows that it can serve as a model for further and extended responses to the same problems elsewhere in the country. Work at the grassroots level, aided by mobile services, is important for the success of the project, as is effective cooperation between the program's partners.

### IDEAS FOR THE FUTURE

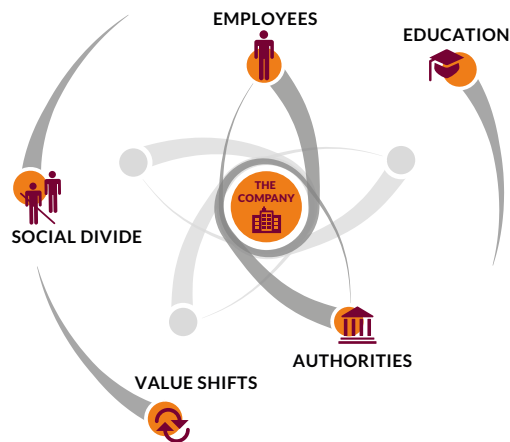
Porsche intends to increase and enhance its charitable activities in China, including the Early Childhood Development Program.



## CASE STORY

# SCHAEFFLER

## SPECIAL LOVE FOR SPECIAL YOU, CARING FOR LEFT-BEHIND AND DISABLED CHILDREN, GROWTH ACADEMY



### SOCIAL CHALLENGES

Innovation is vital for future economic growth. Cultivating and developing new talents' ability to innovate has therefore become an important topic in China. In some cases, however, a platform for gaining practical experience is lacking in talent-support programs, especially in the area of engineering. Providing such a platform has therefore become an important task for companies and society.

With regards to education, moreover, there is still a considerable gap between urban and rural schools in China. The situation is especially problematic for left-behind children, whose parents are working away from home, and for people with disabilities, who generally have difficulty getting an education and finding a job. In terms of supporting talent, some Chinese

companies are now global tech players and can offer staff valuable opportunities.

### PROJECT APPROACH

Technology, innovation and quality are key factors for success in the Schaeffler business model. Schaeffler believes its responsibilities go beyond the core business and also encompass working for the greater good in the area of technology and engineering education. That's why Schaeffler, a company that benefits from engineering know-how, founded its Growth Academy in 2001 in collaboration with leading Chinese universities.

The academy's goal is to assist talented engineering students and build a bridge between academic research and industrial application. The Growth Academy's first partner was Southwest Jiaotong University in Chengdu.

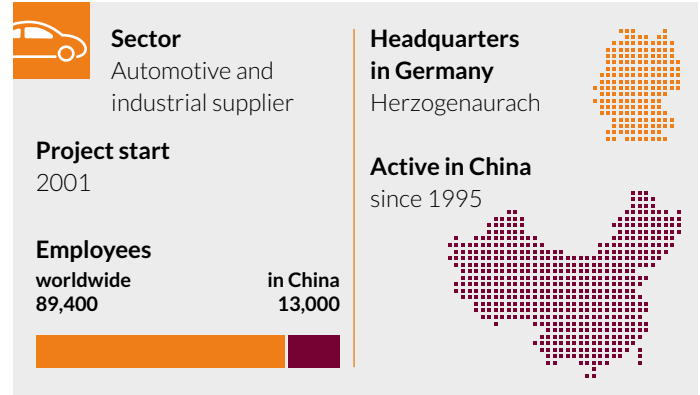
The academy designed courses on current technologies in collaboration with the university. It also provided scholarships and offered internships to students. Over time, the academy extended its activities, entering into partnerships with 30 Chinese universities. The Growth Academy has thus gradually created a platform that enhances cooperation between businesses and institutions of higher learning, with the goal of promoting excellence in engineering, renewable energy and other related topics. Not only does Schaeffler want to nurture China's top talent, it wants to help others share in the progress Chinese society has made – and that means supporting people who face disadvantages. Thus, the company has a number of projects in place that support the “left-behind” children of migrant workers

and make it possible for people with disabilities to gain access to education and employment. For instance, Schaeffler Greater China provides rural schools with funding and donations. It also organizes visits by employee volunteers to places such as Henan Shapo Primary School, Sichuan Schaeffler Hope School and Ningxia Children's Home. The company also cooperates with the Taicang Sino-German Handicapped Workshop, in particular its Inclusion Factory, to provide jobs for a growing number of people with disabilities.

### ADDED VALUE

In the 17 years since its inception, the Schaeffler Growth Academy has increased its scope and cooperated with 30 universities throughout China. More than 1,000 students have benefitted from its courses, scholar-

## KEY FIGURES



ships and internships and from contact with Schaeffler experts. At the same time, Schaeffler's partnership with the Inclusion Factory in Taicang has provided steady production tasks and employment for more people with disabilities, while hundreds of children in rural schools, hope schools and children's homes benefit from funding and aid provided by the company.

### IDEAS FOR THE FUTURE

The Growth Academy is a long-standing project that will continue to develop its partnerships and increase its scope. By supporting the real needs of these special groups, Schaeffler continues to expand its corporate citizenship and its efforts on behalf of rural schools and people with disabilities.

### LESSONS LEARNED

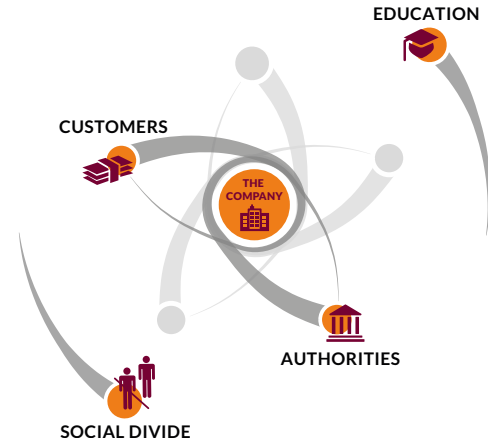
Supporting talent is an ongoing commitment since it takes time, patience and planning. The same is true of Schaeffler's work for rural schools and people with disabilities. Helping individuals with special needs become better integrated into society is not something that can be accomplished overnight. Finding real solutions is a long-term mission.



## CASE STORY

# SIEMENS

## CARING HANDS



### SOCIAL CHALLENGES

Despite decades of rapid economic progress, there is still an extreme degree of social inequality in China. For example, in a global comparison of Gini indexes, which measure income equality, China ranks next to countries such as Ghana, Congo and Angola. Its social inequality is especially visible in the differences between urban and rural areas. While big cities such as Shanghai, Shenzhen, Tianjin and Beijing have progressed spectacularly, more remote areas have not developed nearly as much. This is particularly true when it comes to education. While schools in China's most advanced regions have PISA results that are among the best in the world, schools in remote areas frequently have to make do

without even the basic necessities. The challenge is to improve the situation of these schools and narrow the gap between rural and urban children.

### PROJECT APPROACH

In 2002, Siemens started Caring Hands, a long-term education program that works to improve the situation of rural schools in Yunnan Province, located in China's remote southwest. Siemens began the project by building a village school in Yunnan. The goal was to create a good learning environment and provide a safe playground for 146 young children. Since then, the company has expanded the project by funding dozens of schools in the region and awarding financial support and scholarships to thousands of students in need.

To accomplish this, the company raised funds by involving its business partners in the project. The company also cooperated with local governments, academics and school representatives to identify actual needs on site and gain first-hand information about impoverished students and their families. This grassroots effort has enabled the project to target its support effectively.

To emphasize the importance the company ascribes to these activities, Siemens has included its managers and employee representatives in the teams executing the project.

### VALUE ADDED

Since the project started in 2002, Siemens and its partners have donated RMB 2.65 mil-

lion in funding and goods worth RMB 300,000. Caring Hands has benefitted more than 6,000 students. It supports and funds 24 schools in Yunnan and has extended financial aid to more than 3,000 needy children and their families. It has also awarded scholarships to excellent students. In addition to these funding activities, the project constructed a new primary school and has worked to improve the infrastructure at various other schools, for instance by building libraries and sports facilities and by improving access to drinking water.

### LESSONS LEARNED

Involving Siemens' business partners in the Caring Hands initiative has proved to be an effective way to maximize the



## KEY FIGURES



### Sector

Electrical Engineering  
and Electronics

### Project start

2002

### Employees

worldwide  
372,000

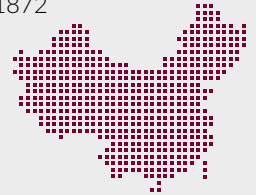
in China  
31,000

### Headquarters

in Germany  
Berlin/Munich

### Active in China

since 1872



project's impact. Moreover, Siemens' approach to supporting schools and students in need can be replicated by other companies, which further adds to its impact.

### IDEAS FOR THE FUTURE

After more than 16 years of continuous efforts on behalf of students and schools in Yunnan Province, Caring Hands has become a regular part of the company's culture. Siemens intends to continue this successful program as a result.





## CASE STORY

# TAICANG ROUNDTABLE

## SOCIAL ENGAGEMENT FOR TAICANG



### SOCIAL CHALLENGES

Companies in China, as elsewhere, have the capacity to get involved on behalf of society, and many do so. Numerous government authorities have similar aims. Both sides can make their initiatives more effective if they communicate with each other and combine their efforts. Similarly, companies can increase the impact of their initiatives if they team up with other firms. The challenge is to get private companies and public-sector actors to work in tandem so they can achieve maximum impact.

### PROJECT APPROACH

Taicang Roundtable (TRT) has over 80 members, mostly German- and European-invested small and medium-sized enterprises in Taicang City. The purpose of TRT is to combine and leverage the efforts of its

members, thereby increasing the positive impact on society, for instance through the long-standing Taicang Sino-German Handicapped Workshop. TRT's mission is also to encourage its members to partner with local actors such as official welfare initiatives so they can integrate into social projects on site and thus help produce optimal outcomes. To facilitate this, TRT works as a bridge between its member companies and the Taicang Civil Affairs Bureau.

It is thus TRT's job to keep abreast of the bureau's activities, select the best projects and make the network's members aware of them. As a next step, TRT and its members discuss which projects are the best fit and how the projects can be realized in practical terms. In addition, TRT involves the German Chamber of Commerce so that

its members can also get on-board. During the process, TRT continues to liaise between its members and the Civil Affairs Bureau in order to make sure that all participants can plan together effectively. The system also works in reverse, with TRT and its members approaching the Civil Affairs Bureau with their ideas and an invitation to join in.

In 2017, for example, TRT learned that the bureau intended to provide rural schools with second-hand computers. At the same time, TRT was aware that many of its member companies had old, functioning computers that needed to be replaced. TRT therefore got in touch with the bureau and asked it to compile a list of schools in poor rural areas that needed a computer room. Using this information and additional input from the network,

one of TRT's member companies volunteered to develop a detailed donation plan, while TRT acted as the link between the companies, the schools and the bureau.

### VALUE ADDED

In the case of the Green Computer Room Program, more than 10 schools to date have been equipped with computer rooms which now serve more than 300 students. Additional schools are to follow. The companies, in turn, avoided having to discard perfectly usable devices, which made things easier for the firms and helped protect the environment.

### LESSONS LEARNED

The Green Computer Room Program is popular among all of the participants because it creates benefits for everyone.

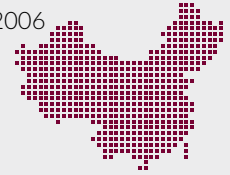
## KEY FIGURES



**Sector**  
Social Organization

**Active in China**  
since 2006

**Employees in China**  
86 member companies



TRT is working to replicate this ideal situation in other projects as well. The program has also confirmed TRT's view that public-private cooperation of this kind can be a very effective way of practicing social responsibility.

### IDEAS FOR THE FUTURE

TRT will continue to gather information about what people really need so its member companies can provide timely, effective assistance. This applies to numerous activities carried out by the network, such as its efforts to develop standards that can increase the social integration and employment of people with disabilities. By liaising with local welfare authorities, TRT will, in particular, continue to foster private-public partnerships in China.



## CASE STORY

# TÜV RHEINLAND

## PV LIGHTS UP THOUSANDS OF DREAM ROADS AHEAD



### SOCIAL CHALLENGES

In China, there is still an extreme gap between developed urban areas and the remote countryside. This is the case in many areas of life, from infrastructure and income to economic opportunities. It is also true of education, a particularly troubling situation, since it passes on disadvantages to the next generation. The problem is so severe that some rural schools even lack the most basic necessities such as a reliable electricity supply capable of providing heat and light. Given the problem's size, no single initiative can solve it. The challenge is therefore to apply as many partial solutions as possible so that, over time, they can cumulatively address the issue in a significant way.

### PROJECT APPROACH

In 2017, TÜV Rheinland partnered with Longi Solar, Chinese power supplier CGGC and Sowers Action, a Hong Kong-based NGO, to bring solar power plants to seven rural schools in Yunnan Province, located in China's remote southwest. The first step consisted of on-site assessments to determine how the solar power plants should be adopted to local conditions. The project is now designing power plants for each site, and they are scheduled to be installed at the first three schools by June 2018. The division of labor between the partners is key to the project's success: Sowers Action is in charge of coordinating schools and local education authorities. CGGC is responsible for plant design, while Longi delivers the solar panels. As project leader, TÜV Rheinland is in charge of testing and maintaining the power plants.

### VALUE ADDED

The project will benefit the seven participating schools in several ways. A steady power supply will ensure that blackouts, now a frequent occurrence, become a thing of the past. This will significantly improve living and learning conditions for both students and teachers. In addition, when schools generate their own power they are under less financial pressure since they have to pay less electricity. Moreover, their solar plants will be connected to the local electricity grid. This will provide them with a source of income, for instance through public subsidies for sustainable energy production.

### LESSONS LEARNED

The project demonstrates the benefits of steady involvement. TÜV Rheinland has been supporting local schools in Yunnan since 2012 by paying close attention to their actual needs. This is how the company became aware that not having a steady electricity supply is a problem. The company's ongoing involvement was what enabled it to target this specific challenge.

### IDEAS FOR THE FUTURE

TÜV Rheinland intends to extend the scope of the project in the future by bringing localized, sustainable energy to more schools. The company also plans to set up a foundation with its partners to achieve the same goal.

KEY FIGURES



**Sector**  
Testing, Inspection  
and Certification

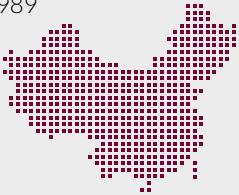
**Headquarters  
in Germany**  
Cologne

**Project start**  
2017

**Active in China**  
since 1989

**Employees**  
worldwide  
19,630

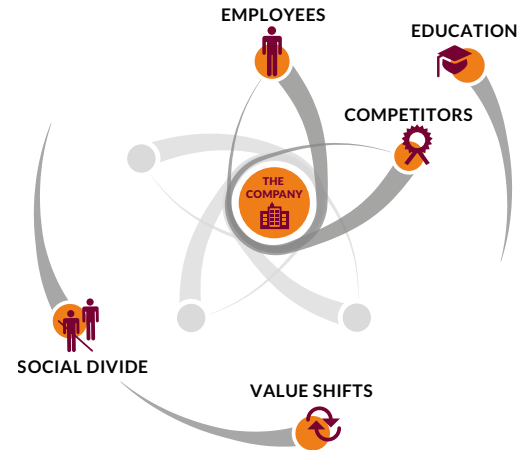
in China  
4,300



## CASE STORY

# VOLKSWAGEN AUTOMATIC TRANSMISSION TIANJIN

## WORK 2 WORK



### SOCIAL CHALLENGES

China is the most populous country in the world, which means it also has a large number of people with disabilities – approximately 83 million, according to the UN. Even though the country has made some progress integrating special-needs individuals, the situation remains challenging. Reliable statistics are hard to come by, but it is generally acknowledged that the unemployment rate among people with disabilities is high. What is known concretely is that only 4 million disabled people are employed in China's cities, while 17 million have found work in rural China. This shows that, given the size of the problem, successful integration remains a distant goal. The challenge is therefore to create as many initiatives as

possible so that, in sum, they have a significant impact.

### PROJECT APPROACH

In order to address this problem, Tianjin-based Volkswagen Automatic Transmission (VWATJ) began implementing its Work 2 Work (W2W) project in 2016. The project's aim is to provide more and better job opportunities for people with disabilities in China, thus offering them viable career paths. In order to build a framework for recruitment and training, W2W has partnered with local governments, universities and trade unions. It has also launched dedicated in-house training and mentorship programs for special-needs employees. These and similar initiatives have been led by VWATJ's human resources department

and supported by the other relevant departments within the company. From the start, the W2W project was conceived as a long-term initiative. A five-year recruitment plan – designed to create 97 positions for people with disabilities in the next four years – plays a key role in the W2W approach, as do ongoing mentoring programs for the new employees.

### VALUE ADDED

By the end of 2017, the second year was launched, W2W had filled 32 positions for employees with disabilities. Their degree of impairment ranged from 1 (highest) to 4 (lowest) and included both mental and physical disabilities. In view of the program's successful start, the Tianjin Disabled Persons Association rec-

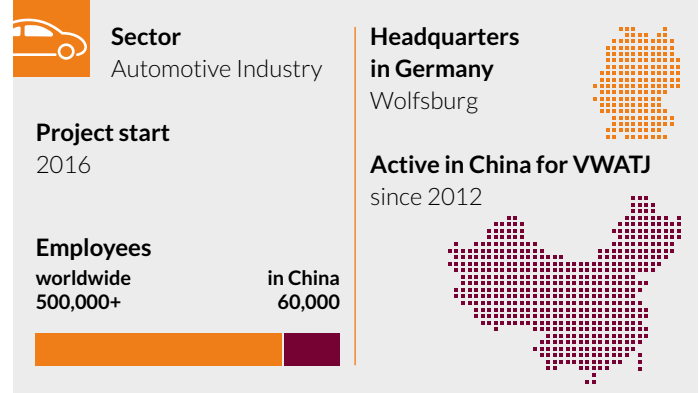
ognized it with an award for Best Practice in the Region.

### LESSONS LEARNED

The project started successfully and is on track to fulfill its five-year recruitment plan. During the first year, however, the W2W team realized that, apart from recruitment, the project needs to pay more attention to integrating special-needs employees into the company. Moreover, colleagues and supervisors need a better understanding of the physical and psychological situation of W2W staff. W2W will therefore introduce more mentoring programs and improve communication between all participants.



## KEY FIGURES



## IDEAS FOR THE FUTURE

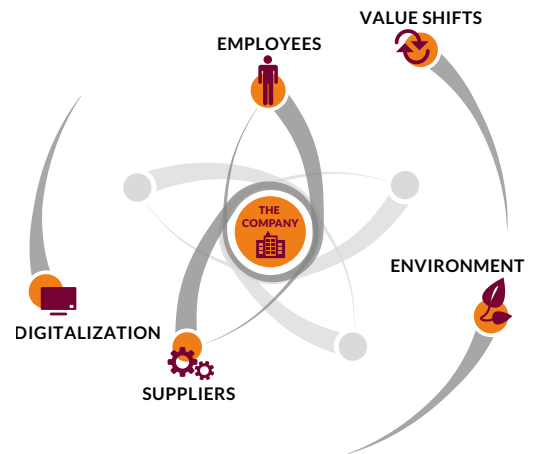
W2W will further pursue its recruitment plan and continue its cooperation with external partners. In addition, it will put more resources into mentoring programs and in-house training for special-needs employees. Finally, the W2W team plans to identify additional opportunities for sharing its experience with other companies.



## CASE STORY

# BRUGGER MAGNETSYSTEME

## INCREASING SUSTAINABILITY IN MAGNET SUPPLY CHAINS



### SOCIAL CHALLENGES

Rare-earth magnets are essential components for products as diverse as computer hard drives, wind turbine generators, headphones, electric cars and guitars. They are even used in stop motion animation. Apart from being exceedingly useful, rare-earth elements are also dangerous. All parts of the rare-earth supply chain pose serious risks with regards to health, environmental protection and safety. If ever there was a good case for careful supply chain management, the rare-earth industry is one. While China is the major source of these elements and the Chinese government classifies them as a strategic resource to which special rules apply, many of the buyers are located abroad. Can foreign companies have a beneficial impact on Chinese suppliers of rare-earth elements?

### PROJECT APPROACH

Brugger Magnetsysteme decided to focus on the risks associated with rare earths because it was concerned about the consequences of its sourcing activities in China. In 2014, it therefore launched a project to increase sustainability in magnet supply chains. The project team carried out initial audits and a comprehensive upstream supply-chain study and organized training events in corporate social responsibility (CSR). The project also helped suppliers to implement CSR plans.

On-site visits by Brugger's top management and owners, highlighted Brugger's commitment. Moreover, Thomas Brugger, owner and managing shareholder, serves as a mentor to the project.

From the start, Brugger Magnetsysteme partnered with the

Center of Environment, Health and Safety (EHS) at Nanjing University. The center's team, led by Dr. Wang Shi, contributed to the project with its expertise and its reputation as a leading Chinese authority in the field, thereby increasing the project's credibility among suppliers. The team also guided the suppliers through the CSR learning process.

In Germany, Brugger's co-financing partner was the German Development Corporation on behalf of the Ministry for Economic Cooperation and Development. In 2014, it contracted the supply chain specialists Berners Consulting to increase sustainability in magnet supply chains. Senior Consultant Miriam Fritz designed and led the project. The team carried out initial audits, a comprehensive supply-chain study and organized training events in corporate social re-

sponsibility (CSR).

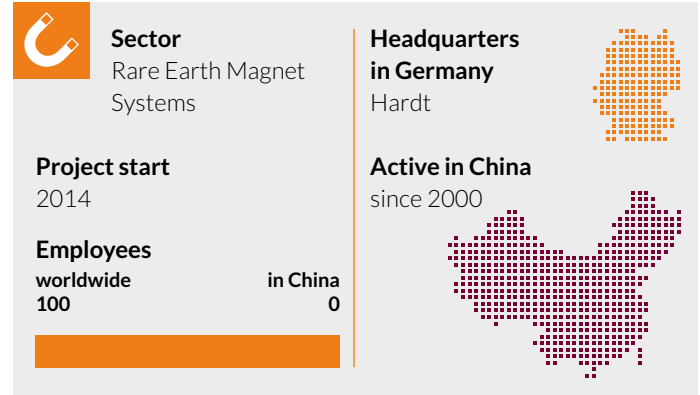
With these preparations in place, the suppliers implemented their CSR improvement activities, which involved a combination of organizational upgrades and physical improvements. All suppliers also installed additional EHS-equipment, with co-financing from Brugger's project. By the end of 2016, all participating suppliers achieved their CSR certification.

### VALUE ADDED

From the start of the project, the initiative increased CSR performance among owners, managers and staff at the suppliers. Interestingly, not only for EHS issues – the project's main target – but in other areas as well.

One example: Employees at supplier companies benefitted from better work contracts. In addition, Brugger's suppliers are

## KEY FIGURES



making an ongoing effort to improve their CSR performance. Some of Brugger's suppliers have developed their business much faster as a result of the project and even acquired new customers. Furthermore, the suppliers have become much more transparent about their own supply chains. Additional suppliers and traders have also asked to become CSR-certified by the project. Finally, through its related FairMagnet initiative, Brugger has been able to expand the project to other magnet producers outside of China.

### LESSONS LEARNED

Brugger found a number of factors particularly important for the project's success. They include having a comprehensive project concept and the direct involvement of top management, in

this case the owner, particularly during the initial on-boarding of the suppliers. Having an experienced project team is equally important, as is having a reputable and credible Chinese partner, in this case a leading university. Financial incentives were a significant factor as well, e.g. paying for equipment. Finally, co-financing from the German government was extremely useful. According to Brugger, the project would have been much smaller without it. The project's scope was limited, however, since rare earths are a strategic resource in China. The government considers parts of the supply chain to be of national importance and they cannot be included in the project as a result. Another limitation, at least temporarily, is the fact that CSR is still an emerging topic in China. According to Brugger, there is room for improvement,

but it will require a long-term commitment by all stakeholders.

### IDEAS FOR THE FUTURE

Brugger Magnetsysteme is continuing its cooperation with its suppliers to further develop their

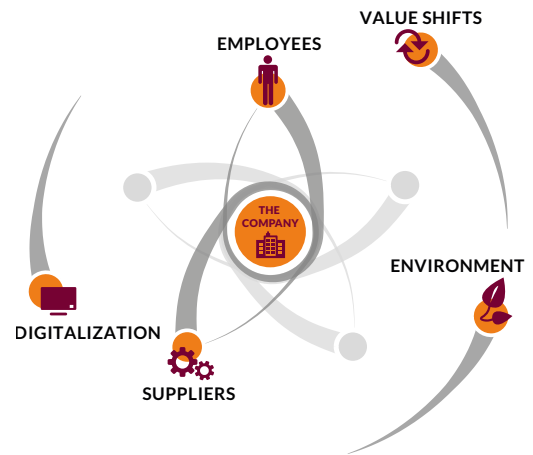
CSR efforts and to get new suppliers on board. In addition, Brugger is expanding its focus to other parts of the supply chain. It is also seeking like-minded companies in Germany to join the FairMagnet initiative.



## CASE STORY

# DEUTSCHE TELEKOM

## TOGETHER FOR STRONG BRANDS



### SOCIAL CHALLENGES

When corporate social responsibility (CSR) is not connected to a company's business it can devolve into charity. And even though charity is beneficial and can contribute to social or ecological progress, it can turn out to be economically unsustainable and result in a weakening of the company's commitment. Business organizations that find themselves in a very competitive environment – firms with low profit margins operating in developing countries, for example – may not find the time to engage in activities of this sort. If, on the other hand, social and environmental improvements can be shown to have a clear and quantifiable impact on the bottom line, they become much easier to pursue and sustain. While established companies might

find it less difficult to identify and realize such improvements, emerging companies often find it burdensome to target and implement the relevant measures. Helping them do so can generate significant social and ecological gains – gains that are not only cost-free, but even turn a profit.

### PROJECT APPROACH

This is precisely the approach that Deutsche Telekom has been taking since 2013 with its supplier development program Together for Strong Brands. China is an excellent location for implementing the program, since 30 percent of the company's supply chain expenditures – about €6 billion annually – take place there. Increasing the sustainability of Deutsche Telekom's suppliers in China can therefore have a significant impact.

The results have been impressive so far. The supplier development program (SDP) has demonstrated to Chinese suppliers that investments in social and ecological progress deliver fast and significant business benefits. According to Deutsche Telekom, the ratio of benefit to cost among program participants is over 10 to 1 within 18 months. This is a strong argument in favor of what some people might otherwise dismiss as "tree-hugging."

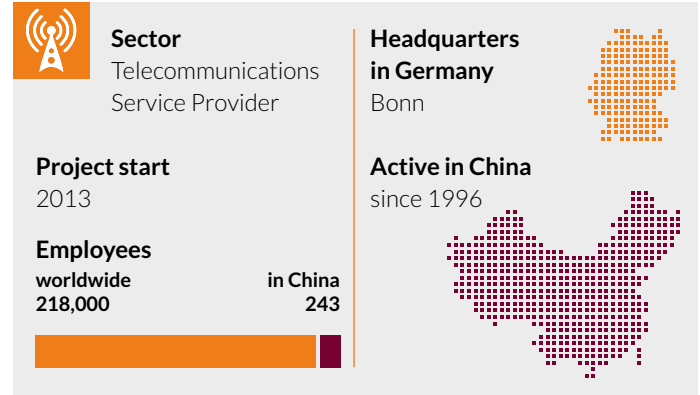
The project started with a pilot phase in 2014 and was extended over additional supply-chain segments in the following two years. Once a company is on board, it works with the experts from the Deutsche Telekom Office in Shenzhen and an external consultancy team to identify those areas with the best devel-

opment potential. This is done by benchmarking against global best practice. The criteria used include greatest social improvement, fastest payback and biggest savings potential. However, it is crucial that this not merely be seen as a cost-saving exercise. Only those measures that bring about meaningful sustainability gains are considered.

### VALUE ADDED

In 2017, suppliers in the sustainability program typically recorded annual cost savings of about €6 million, including productivity improvements of about 15 percent, quality defect reductions of 5 percent, reductions in energy consumption of up to 20 percent and a decrease in raw material consumption of 5 percent. In many cases, workforce turnover went from over 20

## KEY FIGURES



percent to roughly 8 percent. Moreover, NGOs have reported significant improvements in the living and working conditions experienced by employees of suppliers engaged in the SDP program. The program has also reduced working hours to the level prescribed by Chinese law and lowered the number of accidents. Finally, in addition to its direct economic, social and ecological benefits, reducing supply chain risks also reduces brand risk for Deutsche Telekom.

### LESSONS LEARNED

Case studies are critical to getting companies on board. They demonstrate the economic benefits to be gained from responsible practices. They also give the participants a clear idea of what to do and what returns to expect. In addition, provid-

ing ongoing support, especially for middle management in the participating companies, is essential. Motivation is also key, so involving senior leaders in a very visible way is advisable. Finally, it is important to monitor supplier

performance and take swift action if suppliers are not performing or not taking the program seriously.

### IDEAS FOR THE FUTURE

In 2018, Deutsche Telekom is

partnering with Global e-Sustainability – an industry trade body – and a number of other ICT firms in China. The aim is to extend the scope of the program and turn it into an industry-wide approach.





## CASE STORY

# METRO JINJIANG CASH & CARRY

## STAR FARM

### SOCIAL CHALLENGES

Food safety has received a lot of attention from both the government and public in China in recent years. In 2015, for instance, the Chinese government issued the revised Food Safety Law, and market supervision by the relevant authorities at all levels has been strengthened. Similarly, public awareness of food safety is on the rise. More and more, a low price is no longer the only reason why customers choose a food product. Before they decide what to buy, they consider other information, such as the where the product is from, who produced it and whether it has been awarded any quality seals. The trend is therefore towards establishing a fully transparent system along the entire supply chain, something that not only improves food safety, but also wins the trust of customers.

### PROJECT APPROACH

Metro is working to achieve exactly that goal. In 2007, Metro AG founded Star Farm, China's first food-safety consulting firm. Star Farm helps Chinese farmers establish a system to adhere to international standards of food safety and to monitor and record the various stages of food production. The system thus ensures safety and offers full transparency so Metro's customers can track the origin, processing and transportation of its food products. In order to get the participating farms up to speed, Star Farm's services also include assessment, training, consulting and safety ratings for agricultural technology and products. This brings real benefits to farmers, including higher productivity, less waste and a reduction in the use of chemicals. For Metro's customers, it means

they have a reliable quality guarantee. It also means they can instantly access comprehensive information about the food they buy, since they only need to scan the product's QR code with their mobile phones.

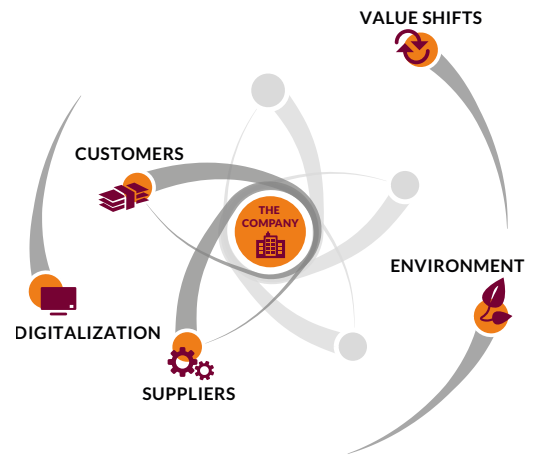
### VALUE ADDED

To date, Star Farm has made training and guidance programs available to over 22,000 farmers and 15,000 staff in China's food processing industries. It has also introduced a number of internationally recognized standards and certifications for food quality and assessed thousands of food producers according to those standards. In addition, the Star Farm Traceability System now covers more than 4,000 products, including vegetables, fruit, grain, pork, poultry and beef. This results in more sustainable farming techniques and

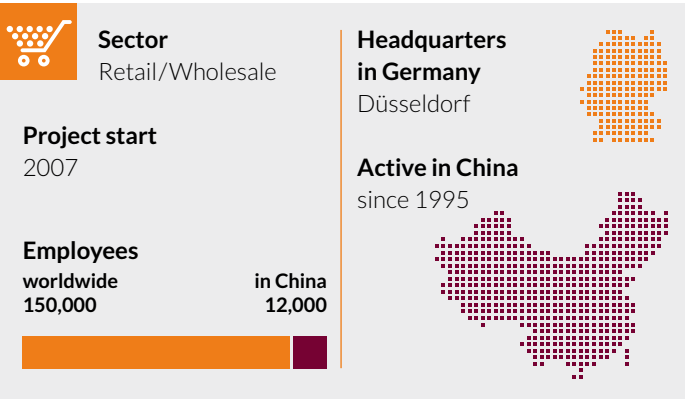
greater control of food safety and quality. As a result, the company's customers have access to food that is demonstrably trustworthy.

### LESSONS LEARNED

Easy access to the traceability system is important – both for customers and producers. Customers must be able to simply scan the QR code with their phone to review all the relevant information, instead of having to check online or at a special desk in the store. Instant access per phone encourages customers to actually view the available information. This, in turn, is an important motivation for producers, because they know that consumers understand and appreciate their efforts.



## KEY FIGURES



## IDEAS FOR THE FUTURE

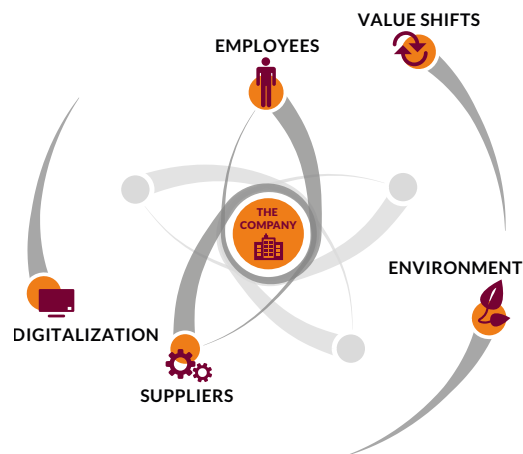
Metro is working to extend its traceability system to more of its products. The ultimate goal is to cover 71 percent. In addition, Star Farm intends to further develop its training and consulting activities to include more criteria and improvements which meet global standards, for instance so it can ensure animal welfare in farming activities.



## CASE STORY

# SUSTAINABLE CHEMICAL AND ENVIRONMENTAL MANAGEMENT IN THE TEXTILE SECTOR

REWE SERVICES (SHANGHAI) AND TCHIBO



## SOCIAL CHALLENGES

Customers like to get “bang for the buck” and many companies have been able to give them just that by offshoring production to or sourcing from low-cost countries. Yet these countries do not always have the awareness, know-how or regulatory competence to handle production in a sustainable manner. The production of textiles is a case in point. Processes in the textile supply chain require up to 600 liters of water and large volumes of chemicals for each kilo of fabric produced. All too frequently, these chemicals escape untreated into nearby lakes and rivers, causing significant pollution and health risks. This is of course a challenge for the companies impacting the environment, and for their local regulators. At the same time, it is a challenge for consumers – and for firms at the

top of the value chain, who must ask how they can help their suppliers reduce the risks involved in textile production.

## PROJECT APPROACH

In order to improve sustainability in textile production, the German retailers Rewe Group and Tchibo have partnered with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (German development agency) and the German Ministry for Economic Cooperation and Development. The partners set up the program ‘Sustainable Chemical and Environmental Management in the Textile Sector’ designed to eliminate hazardous chemicals from production processes. To reach this goal, the program provides support and training for factories in the supply chains of the initiative’s founding companies.

The initial target is to educate employees in 110 wet-process factories, 80 of which are located in China. Trainees learn how to control and optimize the use of chemicals during production in order to improve the quality of waste water. They also learn how to use water, energy and other resources more efficiently. The training concepts were developed by the partners’ Corporate Responsibility (CR) teams in Germany, while the CR teams at their Chinese subsidiaries are in charge of implementation. The training approach makes a point of qualifying Chinese educators to work in the Chinese factories – rather than sending foreign staff with a translator. These educators or trainers visit the factories to evaluate the current situation. They then give workshops and consult and train factory staff on site according

to the factory’s specific requirements. The training includes five workshop-days on chemical and environmental management, and three subsequent on-site visits to assess implementation. To launch the initiative in 2017, the partners developed training materials, educated Chinese instructors and started a pilot project involving a group of 10 factories from their supply chains. The program’s scope will be expanded from 2018 to 2020.

## VALUE ADDED

The program ‘Sustainable Chemical and Environmental Management’ Detox benefits all stakeholders. Better resource management and ecological sustainability benefits the local environment. It also improves the factories’ business prospects, since they will be better able

## KEY FIGURES



### Sector

Costumer goods  
and retail

### Project start

2016

### Employees

worldwide  
330,000

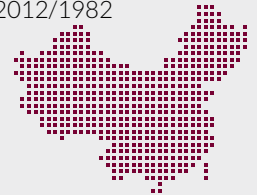
in China  
17

### Headquarters

in Germany  
Cologne/Hamburg

### Active in China

since 2012/1982



to fulfil the requirements laid out by their customers to avoid hazardous chemicals. The retailers benefit for the same reason. Finally, consumers also profit because they get the products they want. The training program is still in the pilot phase, so not many quantifiable benefits can be reported yet. 21 local trainers were trained and the training materials were aligned with the ZDHC. Further KPIs will be tracked during the roll-out, including the number of corrective actions implemented and the number of chemical substitutions made.

### LESSONS LEARNED

Two crucial factors for the project's success are feedback and effective communication among all participants. It has also become clear that the participation of top management is important

when getting suppliers on board, since it maximizes commitment and helps ensure effective decision-making.

### IDEAS FOR THE FUTURE

As a next step, workshops and factory visits will continue so that the pilot can be completed and evaluated. In addition, the project will be rolled out to more

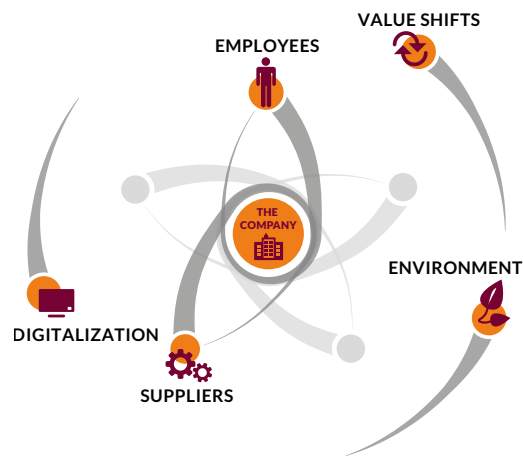
wet-process factories in 2018. The partners will also encourage other retailers to join the program and apply it to their supply chains.



## CASE STORY

# TOGETHER FOR SUSTAINABILITY (TfS)

JOINT INITIATIVE BY EVONIK INDUSTRIES,  
BASF CHINA, HENKEL CHINA INVESTMENT



## SOCIAL CHALLENGES

A company's social and ecological impact does not disappear when it outsources its business activities. This means that supply chains are an important factor in corporate responsibility. At the same time, a company cannot control the business practices of its suppliers to the same degree that it controls its own. For foreign companies operating in developing countries, this is an especially difficult situation, and one that needs to be dealt with. Chemical firms which use external logistics companies have an opportunity to address this issue – by assessing, choosing and training the logistics companies they work with. The same is true for other external partners. The challenge is to design a process which makes these assessments and training transparent, effective and scalable.

## PROJECT APPROACH

In 2011, BASF, Evonik and Henkel, along with three other leading chemical companies, joined forces to establish Together for Sustainability (TfS). Another 14 chemical companies have also joined the initiative as of 2017. This global initiative – of which China has been a member since 2013 – is to develop and implement a worldwide program to assess, audit and improve sustainability practices within supply chains in the chemical industry. The basic approach is that the initiating companies commission their procurement departments to leverage their influence over their suppliers. The aim is to improve social and ecological sustainability across their supply chains.

In addition, the TfS has developed partnerships with chemical associations in China. The plat-

form also serves to increase communication internally between members and externally with the wider Chinese chemical industry. The partnerships established in this way are used to assess, train and improve companies that work as suppliers for the member firms. In order to magnify the impact, TfS members share supplier sustainability assessment and audit data. In 2017, the 20 members of the TfS initiative conducted a total of 1,794 sustainability assessments and 441 audits worldwide. The collaboration between the TfS initiative and the China Petroleum and Chemical Industry Federation (CPCIF) to educate suppliers and raise awareness of sustainability topics continued in 2017. More than 300 participants took part in a joint TfS/CPCIF course.

The members also run a number of supporting initiatives to in-

crease the impact of TfS and supply chain management at large. For example, BASF introduced a set of tools to improve the standards among its logistics suppliers. A case in point is the Road Safety & Quality Assessment Scheme that BASF introduced to China in 2006 via the Association of International Chemical Manufacturers (AICM). This scheme, developed in partnership with a number of other companies, provides one unified assessment for external logistics firms.

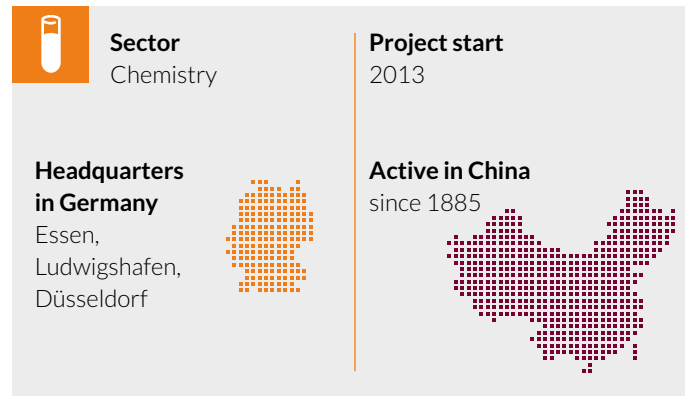
Training is equally important, and therefore Evonik and Henkel, as well as BASF, have initiated extensive training programs for their suppliers.

## VALUE ADDED

To date, TfS members have directly trained more than 1,000 chemical firms in China. In addition, TfS-designated third-par-



## KEY FIGURES



ty services have supplied more than 2,500 companies in China with tailor-made action plans based on on-site audits and on-line assessments.

TfS has also produced significant efficiency gains for the suppliers as it provides one unified scheme of criteria with regards to sustainability. This leads to greater transparency and gives suppliers clear, actionable ideas on how to improve. As a result, suppliers are more motivated and better able to make sustainability a central part of their business decisions. The initiative has received considerable attention in the chemical industry, thus benefiting the reputation of its member companies.

### LESSONS LEARNED

Safety and sustainable development of the chemical industry in China requires joint efforts

of chemical companies, customers, suppliers, government and all stakeholders. The sustainability along value chain will not be achieved without the participation of all parties. Conducting the project through the member firms' procurement activities was an effective way to generate actionable plans and tangible results. Setting a clear and transparent framework in

which suppliers can act is equally important. In addition, the initiative's partnerships with Chinese industry associations have been a crucial factor for success.

### IDEAS FOR THE FUTURE

Since its establishment in 2011, membership has increased more than threefold from 6 to 19 companies, all of which now manage their supply chains through TfS.

Besides ongoing activities, such as auditing and training supplier firms, one of the major targets of the program is to identify and develop Chinese companies so they can become TfS members. Moreover, the initiative will continue to cooperate with Chinese industry associations to further promote best practices in supply chain management among Chinese chemical companies.



# CASE ABSTRACTS

AICHELIN HEAT TREATMENT SYSTEMS

BEIERSDORF

BHS CORRUGATED MACHINERY

BOEHRINGER INGELHEIM

BORGWARD AUTOMOTIVE

BOSCH (CHINA) INVESTMENT

BOSCH REXROTH HYDRAULIC

CARL ZEISS

CENTURY 3

CONTITECH CHINA RUBBER & PLASTICS  
TECHNOLOGY

COROPLAST HARNESS TECHNOLOGY

COVESTRO POLYMERS

DHL GLOBAL FORWARDING

DURAVIT SANITARYWARE

EVONIK INDUSTRIES

FREUDENBERG CHEMICAL SPECIALITIES

FREUDENBERG

GERMAN CLUB

GERMAN SCHOOL SHANGHAI HONGQIAO

GRAND KEMPINSKI HOTEL

GREENCARRIER

HAPE INTERNATIONAL

HARMONY SHANGHAI

HELLA

HENKEL INVESTMENT

INFINEON TECHNOLOGIES

KAERCHER CLEANING TECHNOLOGY

KEMPINSKI HOTEL

KERN-LIEBERS

KNAUF NEW BUILDING MATERIAL

KNORR-BREMSE COMMERCIAL VEHICLE

SYSTEMS

KPMG

THE LINDE GROUP

LUFTHANSA TECHNIK COMPONENT SERVICES

MAHLE TECHNOLOGIES HOLDING

MANDARIN ORIENTAL PUDONG

MERCK HOLDING

METRO JINJIANG CASH & CARRY

MR CHINA

MUBEAAUTOMOTIVE COMPONENT

NORA SYSTEMS

OBAG HOCHBAU & ENERELEKTRONIK

PEIYUE ORGANIC FARM

SAP LABS

SCHULER

SHANGHAI UNITED FAMILY HOSPITAL AND  
CLINICS

SHUNDE KAUTEX PLASTICS TECHNOLOGY

TROLLI GUANGZHOU CONFECTIONERY

TURCK COMPANIES

TÜV RHEINLAND

TRUMPF

VAILLANT GROUP HEATING, COOLING AND  
ENVIRONMENTAL TECHNOLOGY

VOLKSWAGEN FAW ENGINE

VOITH

WAGO ELECTRONIC

WENZEL MEASURING MACHINES







## AICHELIN HEAT TREATMENT SYSTEMS (BEIJING)

"WINDOW ON THE WORLD" AT YANJING LITTLE SWAN SCHOOL IN BEIJING

In Chinese cities, a strict household registration system known as *hukou* governs access to social services. As a result, the children of migrant workers cannot go to public school, with devastating consequences. That is why migrants in some big cities began establishing schools themselves. While these institutions provide a basic education, they are fighting an uphill battle given their lack of funding and expertise. Aichelin therefore "adopted" one of them, the Yanjing Little Swan School, in 2017. Since then it has been supporting the school by providing basic necessities, such as desks, tables, computers, books, supplies and storage space. Aichelin volunteers also assist the teachers directly by offering an ongoing series of classes on life in other countries – a "window on the world" for the students. Aichelin continues to encourage its employees to volunteer and will increase its support for the Yanjing Little Swan School over time.



## BEIERSDORF

WE CARE, BLUE CARE

We Care is Beiersdorf's sustainability strategy. "Care" refers not only to the environment but to people, too. For example, Beiersdorf believes families are crucial to a strong society and a key source of support and care. In China, the company helps the children of disadvantaged families, such as migrant and left-behind children. There are more than 58 million left-behind children in the country – youngsters whose parents are employed elsewhere as migrant workers. Beiersdorf China assists them by tapping the collective power of employees, customers and consumers and by working with an NGO. In 2014, the company constructed a "Blue Classroom" in a migrant school and, in 2016–2017, together with the NGO, built a "Happy Space" to provide more room for education and free-time activities. By engaging with this vulnerable group, Beiersdorf employees have learned to care not only for the children's material needs, but also their need for recognition and equal treatment.



# BHS CORRUGATED MACHINERY (SHANGHAI)

## DUAL EDUCATION

The lack of skilled workers and the gap between academic training and practical application are notorious problems on the Chinese labor market. To help remedy this situation, BHS started a training program in 2016 that is based on the German “dual system” of vocational training. Its partner for the project is the Jiaxing Nanyang Polytechnic Institute. Early in 2017, the first group of students from Jiaxing Poly entered the program. This means they are receiving six months of on-the-job training at BHS, along with six months of classroom instruction at their college. To ensure the training is effective, BHS has matched each student with a coach who is guiding the student during his or her time at the BHS production facilities. The company has also arranged accommodation for the students. In the future, BHS will continue to develop a “dual system” curriculum with Jiaxing Poly and will grow the program by developing it into a regular training center. Moreover, BHS will involve other companies and thus expand the program’s scope.



# BOEHRINGER INGELHEIM

## BOOK PROJECT: HUNDREDS OF QUESTIONS ON PARKINSON'S DISEASE

During the past 40 years, life expectancy in China has risen from 65 to 76 years. At the same time, the ratio of elderly to young people has also increased, partly because of the one-child policy. Diseases related to old age have become more prevalent as a result. Parkinson's Disease is a case in point. There are about 2.5 million people with Parkinson's in China, and 100,000 new cases are diagnosed each year. At the same time, there is little information available on how to best manage the disease. In 2016, Boehringer Ingelheim therefore decided to publish *Hundreds of Questions on Parkinson's Disease*, a book that offers pragmatic advice in Chinese. The company began by collecting the most pressing questions that people have. To do so, it used social media such as WeChat, its Parkinson's-related website pajo.cn and a telephone hotline. It then invited experts, including from the Chinese Medical Association, to answer the questions and give actionable advice. After promoting the book using traditional and social media, the first print run of 5,000 copies sold out within four weeks. Boehringer Ingelheim continues to publish and promote the book.





## BORGWARD AUTOMOTIVE

### CHINA'S WATER RESOURCES

Even though China has one of the most abundant supplies of freshwater in absolute terms, it is one of the “driest” countries on the planet when it comes to water per person, having a per capita figure 25 percent below the world average. At the same time, some of the country’s businesses and farms are careless in their use of water. The first step toward remedying this problem is therefore raising awareness. That is why Borgward partnered with the Chinese television station BTV in 2016 to sponsor an expedition to the source of the Yellow River on the Qinghai-Tibet Plateau, and a 10-part documentary which follows the expedition. Broadcast in 2017, the series examines climate and other environmental changes that are impacting the river and its catchment area. As a part of its support for the film, Borgward equipped BTV with a fleet of SUVs capable of making the difficult journey through mountains and along glaciers. Borgward hopes that the documentary will continue to raise awareness among the public about the issue of water scarcity and related environmental problems.



## BOSCH (CHINA) INVESTMENT

### CSR DEVELOPMENT AT NANFANG BEARING

Corporate social responsibility (CSR) does not end at the factory gates. It includes a company’s supply chain as well. Bosch therefore sees to it that its suppliers worldwide are up to speed on the relevant issues. It does so by assessing, monitoring and supporting their practices in a number of fields, such as labor law and human rights, health and safety, environmental protection and anti-corruption activities. Bosch’s efforts on behalf of CSR development at Nanfang Bearing, one of its Chinese suppliers, is a case in point. In 2014, Bosch’s first step was to send a team of assessors to the company to take stock of the situation. Once this was well documented, Nanfang Bearing was supported by Bosch coaches as the company developed an improvement plan, which was promptly implemented. To assure the plan’s success, Bosch re-assessed the relevant measures four months later. This straightforward process benefits all stakeholders, and Bosch will continue to use it to improve its supply chains.



## BOSCH REXROTH (BEIJING) HYDRAULIC

GOGREEN @ PKP

While the ongoing urbanization process in China is bringing many benefits, it also poses the pressing question of how China's urban growth can be made more sustainable. Beijing, the country's capital, views environmental protection as an important task, one the government can use to improve people's lives. In order to support Beijing's energy-saving and emission-reduction efforts and to better implement the Bosch Group's corporate goals on energy efficiency and environmental sustainability, the company introduced the GoGreen project for reducing CO<sub>2</sub> emissions. The Bosch energy platform was used to analyze energy consumption at Bosch Rexroth (Beijing) Hydraulic Co., Ltd. (a Bosch Group production plant), and the resulting measures for maximizing resource efficiency have been implemented. Since 2011, 12 major energy-saving projects and several environmental protection activities have been launched by the plant. Since 2016, the plant has reduced its infrastructure consumption by 52% compared to 2010. Its cumulative reduction of CO<sub>2</sub> emissions has been 7,039 tons. Moreover, a system for upgrading the treatment of waste gas in the painting line was completed in 2017 and is estimated to be reducing volatile organic compounds by 7.29 tons per year. In 2018, new ongoing investment is being made in a waste-water treatment system. Apart from the technical solutions for reducing CO<sub>2</sub> emissions that Bosch Rexroth (Beijing) Hydraulic Co., Ltd. is utilizing to increase sustainability, the plant promotes support for such activities among its employees through training, communications and rewards programs.



## CARL ZEISS (SHANGHAI)

ZEISS CHINA EMPLOYEE VOLUNTEER SUPPORT UNDERPRIVILEGED CHILDREN

The lack of proper nutrition is a serious problem in many of China's poorer regions. According to a government survey, out of the 88 million children aged 6 to 15 living in the country's most disadvantaged rural areas, around one-third suffer from anemia due to a lack of iron. Iron deficiency can stunt brain development, which means many of these children will have difficulty doing well later in life. That is why Zeiss China employee volunteers and Free Lunch Fund, its partner NGO, began supporting an elementary school in Gongxi County, Hunan Province, in 2017. Since then they have provided a midday meal on a regular basis to around 200 students and teachers. In addition, Zeiss donated microscopes for science lessons at the school and designed lesson plans that allow students to make the most of the equipment. Eye health checks are also part of the program, which Zeiss employee volunteers organizes for students and teachers at the school. In the future, Zeiss will provide similar support to additional schools.



## CENTURY 3 (SHANGHAI)

### DONATING LAPTOPS TO RURAL STUDENTS

China is a vast country, and its various regions have experienced different degrees of economic development. The western half of the country generally lags the eastern half, something that can be seen in educational offerings. In disadvantaged regions, schools lack resources, and poorer families are often unable to send their children to school. That is why Century 3 has been providing financial support to such families for several years. Moreover, the company has been increasing its support for under-funded schools since 2017 by donating computers so students can acquire IT skills. In the first round of this new program, Century 3 collected 35 fully functional computers from within the company which were due to be replaced and had them refurbished and equipped with educational software. To ensure the devices reached the right recipients, the company partnered with Chinakids, a Chinese NGO that has contacts to rural schools in western China. As a next step, volunteers from Century 3 will visit the schools to form a detailed picture of the challenges on site. This will allow the company to expand its support in an effective way.



## CONTITECH CHINA RUBBER & PLASTICS TECHNOLOGY

### CHANGSHU CHILDREN WELFARE HOUSE PROJECT

According to the China Child Welfare Policy Report, between 30,000 and 50,000 children with disabilities are abandoned or otherwise orphaned in China each year. In 2015, for instance, a baby hatch in Shandong Province received 106 children with disabilities – within its first 11 days of operation. As such examples show, government care for orphaned and abandoned children is insufficient. This is why ContiTech started supporting the Changshu Children Welfare House in 2013. The company project provides the facility with food and clothing and organizes volunteers who donate their time. It has also provided financial support of RMB 530,000, money that has been used to open a new building and for medical care for the children. Moreover, ContiTech volunteers visit the Welfare House regularly to build relationships with the children and staff. The company plans to increase the project's scope by including additional institutions for abandoned and orphaned children.





# COROPLAST HARNESS TECHNOLOGY (KUNSHAN)

## EMPLOYEE ASSISTANCE PROGRAM

The Chinese labor market suffers from a chronic shortage of skilled workers. Employee turnover, moreover, is unusually high, making it even harder for companies with specialized workforces. One effective solution to this problem is to ensure that employees are appreciated and given the resources they need to do their jobs well. Coroplast takes a systematic approach to this challenge, for example by emphasizing professional development and in-service training and organizing outings, holiday gifts, birthday parties and other events for staff. The company also encourages employees at all levels to develop ideas for improvement and thus gain a better understanding of the atmosphere in the company. Paying attention to the atmosphere in this way is good for everyone, as it increases employee well-being and motivation and, consequently, customer satisfaction.



# COVESTRO POLYMERS (CHINA)

## GROOMING YOUNGSTERS FOR A BRIGHTER WORLD

China's rapid growth in recent decades has created its own challenges. The result is that many people in China view the chemical industry negatively. The challenge is therefore for actors in China's chemical industry to increase the public's awareness for the relevance that chemistry has to everyone's life and for the safe handling of chemical substances. In addition, it is important to groom the next generation of employees who have the capability to take the industry forward to a more sustainable future.. Since 2015, Covestro has been engaging in environmental and science education for students aged 6 to 16. It is also actively developing talent and skills in the industry by promoting vocational and higher education for students aged 16 to 25. To accomplish this, Covestro has formed a partnership with Zhelin School in Shanghai, where the company offers support by equipping science classrooms and organizing lectures, book donations and activities that increase environmental protection and awareness. To date, the program has reached 350 children at Zhelin School in Shanghai by equipping the school with six science classrooms, among other activities. As a result, the school was awarded National Eco School status by educational authorities. Another important aspect of the program is providing excellent science-related extracurricular activities, including for children of migrant workers. At SPA, Covestro also invested over €1 million in modern laboratories, a pipe assembly workshop and a training plant. By doing so, it helped establish the first training program in China's chemical industry that is based on Germany's dual vocational education system.



## DHL GLOBAL FORWARDING

### READ TOGETHER – DELIVERING BOOKS TO CHILDREN

To provide better educational opportunities in China's rural areas, DGF China's Shanghai offices started the Read Together project, which collects donations of children's books both within the company and from external participants. DGF China has partnered with companies such as KFC which make use of their social presence to request donations from customers. The donated books are then sent by DGF China to its local sites in Yunnan, Guangxi, Guangdong and elsewhere, which then pass them along to selected schools. The books are delivered on special days, such as Children's Day or September 1st, the day the school term begins. The company prepares for the deliveries months in advance, arranging transportation and coordinating logistics with local offices. The company has delivered over 100,000 books to date.



## DURAVIT (CHINA) SANITARYWARE

### CARE FOR CHILDREN

The purpose of Duravit's charitable activities is to spend time with and care for children, thereby helping them develop and grow. The company therefore donated a reading room to a Hope Project primary school in Chongqing in 2013. One year later, with the help of the Chongqing Shan Cheng Volunteer Service Team, Duravit established a reading room for children in the intensive care unit of the children's hospital at Chongqing Medical University. Many Duravit employees joined the initiative, supporting children as their reading buddies. In 2015, Duravit learned of Xing Wang Primary School, a school run by a retired teacher which has 200 students, 86 percent of whom are left-behind children. In 2017, Duravit held a special painting competition in which 50 children participated, six of whom were nominated and had a trip to Duravit's Luohuang plant. In addition, the company organized multiple events to fulfil the children's Christmas wishes. It has also refurbished the school dormitory and donated new sports facilities. These activities allow Duravit to achieve the project's goal: helping students at Xing Wang School by giving them hope and some of the care their parents cannot provide.





# EVONIK INDUSTRIES

## DR. E'S SCIENCE TOUR

School education in China is based largely on reading books. While this is of course important, real-world applications and fun can go a long way in motivating children to learn. Practical science teaching, however, tends to be neglected in China, since many schools have no experience introducing it into the curriculum and those that would like to do so lack the necessary equipment and expertise. Evonik launched Dr. E's Science Tour to help overcome the lack of science teaching in Chinese schools. The initiative started at Evonik's Open Day in 2014, when employees showed visitors how to conduct chemical experiments, a participatory event that was designed to be both entertaining and instructive. The pilot project has since been expanded to include regular tours to kindergartens and primary schools in Shanghai's Minhang District, where Evonik's regional headquarters are located. Dr. E's Science Tour was developed especially for children under the age of 12. It is conducted by Evonik volunteers who visit schools and kindergartens to explain chemistry and similar subjects using simple, age-appropriate experiments. As of 2018, Dr. E's Science Tour has used 57 entertaining and instructive science lessons to reach more than 1,600 students. Through its partnerships with schools and kindergartens, the company has trained 40 volunteers, and the program is on track to expand its scope. The tour benefits teachers as well as students, since it enhances their understanding of science and demonstrates new ways to teach it.



# EVONIK INDUSTRIES

## BVB SOCCER SCHOOL IN CHINA

Physical education gets short shrift at most Chinese schools, so much so that Chinese newspapers regularly report on the decline in physical fitness among the country's young. At the same time, China has great ambitions for its football teams, especially the national team, which has had a long streak of dismal performances. One effective response would be to address these two challenges at once by promoting football among students and PE teachers at China's schools. This is why Evonik and its partner, the German football club Borussia Dortmund (BVB), introduced their long-standing BVB Evonik Soccer School to China in 2017. For the program's three-day launch, Evonik brought two German BVB coaches to China to train with students from eight schools in Shanghai, together with the children of Evonik's employees. Internationally, the BVB Evonik Soccer School has benefitted more than 12,000 children and teenagers every year since 2011. About 150 children from Shanghai schools had fun as they were coached by soccer professionals during the project's first round in China in 2017. The company will continue to develop its Soccer School in China, with the goal of fostering sportsmanship and physical fitness among the young and building a future for Chinese football. Most importantly, it will allow children to experience the sheer fun that comes from playing soccer.



## FREUDENBERG CHEMICAL SPECIALTIES

### I LOVE ROBOTS PROGRAM

The focus of school education in China is very much on theoretical learning and exam results. Consequently, practical skills are often neglected. Many parents in China try to compensate for this situation by enrolling their children in extracurricular activities. Yet this option is only possible for those families that can afford the additional fees. In order to give children from poorer families access to instructive and entertaining after-class activities, Freudenberg partnered with an education firm in Shanghai in 2017 to create I Love Robots, a free program for children from disadvantaged families. The program offers regular classes in which the children learn multiple skills, such as building remote-controlled robots and writing code to control the robots. Freudenberg provides the funding and has donated computers, projectors and toys to the project. In addition, company volunteers organize the lessons, take part in the classes and supervise the program's implementation. Freudenberg chose to focus on robots since they are popular with children; at the same time, learning about robots and acquiring basic coding skills can prove beneficial for the children later on. I Love Robots is part of Freudenberg's global e2 initiative, whose name stands for education and environmental protection.



## FREUDENBERG REGIONAL CORPORATE CENTER ASIA

### E2: FREUDENBERG GREEN IT CLASSROOM

Millions of students in China do not have access to computers in their schools. At the same time, 5 million computers are discarded in the country every year. Over 70 percent of them are disposed of haphazardly, introducing significant amounts of toxic chemicals into the environment. In order to address both problems at once, Freudenberg began partnering with the social enterprise Netspring in 2016, joining its Green IT Classroom project. As a result, Freudenberg now collects obsolete but functional computers at its offices throughout China. It then refurbishes them and equips them with educational software before delivering them to Qixin School in Suzhou. These activities are part of Freudenberg's global e2 initiative, which focuses on education and environmental protection. In addition, Freudenberg volunteers visit Qixin School regularly to teach the students there. The company plans to gradually expand the scope of its contributions to Green IT Classroom.



## GERMAN CLUB SHANGHAI

### KACHERA SOUP KITCHEN

Sleeping outdoors and begging for food makes for a hard life, and homeless people in China need assistance just as the homeless in other countries do. This is why Kechara Soup Kitchen (KSK) provides a hot meal for people living on Shanghai's streets. In 2017, members of the German Club Shanghai decided to get involved and are now supporting KSK by making donations and volunteering their time. For instance, club members help distribute food at three locations in the city a couple of times each year on Saturday evenings. To ensure that things proceed in an orderly fashion, every recipient is given an identity card which is then presented when the food, prepared by local restaurants, is distributed. Six to eight volunteers from the club supervise the process. In addition, the German Club encourages its partners to make donations such as gifts, which the homeless receive on special occasions. The German Club also plans to distribute refreshments, such as cold drinks and ice cream, during the hot summer months. The project has now become a standard part of the German Club's charity work.



## GERMAN CLUB SHANGHAI

### BIG CITY, LITTLE LOVE – GLORY BOX

Many schools in China's remoter areas have difficulty hiring teachers, among other reasons because they cannot provide adequate accommodations. Consequently, these schools are not considered attractive places to work, especially by well-qualified teachers from the cities. The German Club Shanghai has found a creative solution to this challenge: In 2017, it partnered with Glory Box, a Chinese NGO that converts cargo containers into housing units. The German Club now organizes donations and draws on the expertise of its members and partners to provide furniture, electrical appliances and other necessities that turn the containers into comfortable homes. Afterwards, the homes are made available to a remote school in rural Yunnan Province, helping it attract qualified teachers. The club also hopes to cooperate with Ikea on this project.





## GERMAN SCHOOL SHANGHAI HONGQIAO

### SHINING STAR

The German School in Shanghai cooperates with Shining Star, an NGO that supports blind and visually impaired children in China. As a part of the partnership, a group of students from the school visits a foster home for blind children in Shanghai once a week. The school organizes the visits as a regular extracurricular activity. In the foster home, the students play with the children and take them on walks and to the playground, thereby getting to know them over time. In addition, the students support the foster home by donating toys, clothes and other necessities. Apart from the immediate benefits, the interactions also help raise awareness among the students and their families, attracting new supporters to the project. The long-term goal is to arrange vocational training and find good jobs for the visually impaired children once they have grown. The German School is well placed to facilitate such connections given the resources available to the parents of its students.



## GRAND KEMPINSKI HOTEL SHANGHAI

### KICK OFF FOOTBALL PROJECT

The children of migrant workers in Chinese cities do not usually have equal access to education as their schools are often underfunded and struggle to provide the bare necessities. This is why the Grand Kempinski Hotel Shanghai started its Kick Off project in 2016. The project provides physical education (PE) classes and football training to migrant school children in Shanghai. To fund and equip the project, Grand Kempinski Hotel partnered with Kuka, Adidas, Roedl & Partner, Allianz and others. The partnership has made it possible to hire two professional football coaches and assistants who give PE classes and football training to about 5,000 children at 10 schools. Kick Off has also trained 25 university students from two universities to help develop an afternoon football program at the schools. In addition to the regular classes and training sessions, the partners have organized numerous events, including stadium visits in Shanghai and tournaments between the participating schools. The project's mid-term goal is to encourage private schools to help fund the less privileged schools and, in exchange, gain access to the same outstanding physical education resources. In the future, Kick Off will reach out to additional Chinese companies, allowing them to engage in the project.



# GREENCARRIER SHANGHAI

## HEART TO HEART PROJECT

China does not have a health insurance system in place that covers everybody. This means that many poor people do not have access to health care, even if it is a matter of life and death. One stark example: Every year, thousands of children in China are born with a congenital heart condition that requires surgery, but the treatment is so costly that their families cannot afford it. To mitigate this situation, Greencarrier supports the Heart to Heart Foundation, which helps needy families pay for such surgery. Greencarrier has held several charity events each year since 2015 to collect donations for Heart to Heart. As a result, three children with congenital heart disease received the necessary treatment and are now healthy. Greencarrier will increase its financial support in the future by organizing more and larger charity events.



# HAPE INTERNATIONAL

## WE CARE WE SHARE PROJECT

Initiated by Hape, the global charity program We Care, We Share was launched in March 2016. For each set of building blocks purchased, one toy is donated to a child in need in Syria, Zimbabwe, Afghanistan, Nepal, Greece or to an autistic child in China. By the end of 2017, the program had benefited 12,832 children around the world, including youngsters at 59 autism rehabilitation centers, one pediatric palliative care organization and one children park in China. Donation ceremonies were also held in Nepal and China as part of the firm's year-long 30th anniversary We Care, We Share campaign. During the campaign, Hape ambassadors gave 100 sets of building blocks to 40 families with autistic children in Beijing. They also visited the Beilun Sunshine School in Ningbo, where more toys were donated. In the future, the charity program will continue donating toys, bringing love and attention to more children in need.





## HARMONY SHANGHAI

### INTERNATIONAL DANCE PROJECT VIVALDI – THE FOUR SEASONS

A big challenge in China is overcoming intercultural obstacles between Chinese and international students. By offering community dance projects, Harmony Shanghai fosters cooperation between teenagers from China and other countries for the fourth time. Creating a demanding choreographic work together increases cross-cultural understanding while helping the participants develop confidence. On Oct 13th & 14th 2018, VIVALDI – THE FOUR SEASONS will take place at the Shanghai Poly Grand Theatre. 140 Chinese, German, international students, and employees from “Inclusion Factory Taicang”, will be part of this project, accompanied by a youth orchestra - prize winners from Germany and China. Students from Shanghai Changning Special Vocational School, a school for children with disabilities are also invited. Harmony Shanghai receives financial, technical and social support from numerous stakeholders, such as SAIC Volkswagen (Rubin), Bayer, CDWälzholz, Hubner, Ecovis, Kern-Liebers, Kempinski and the German School Shanghai.



## HELLA

### HELLA-USST UNIVERSITY CORPORATION PROJECT, HELLA SCHOLARSHIP PROGRAM

The Hella Scholarship Program was launched in 2011 with the goal of building a strategic partnership with universities that can help the company attract outstanding talent. During the seven years of the partnership's existence, more and more students have become familiar with Hella and interested in working at the company. The partnership is also an effective way for Hella to understand the new generation of students. After graduation, most of the participating students have good career prospects working either for Hella or FAW-Volkswagen, Shanghai Volkswagen and other well-known companies. To further enhance the partnership, Hella introduced the Internship Program in 2017 with the target of recruiting 20 new graduates as interns. Hella benefits significantly from this program, as recent graduates always create a more energetic atmosphere. The new talents will thus play a key role in Hella's future business development. Hella expects that additional talented students will join the company, growing together with it and contributing to China's prosperity.



# HENKEL (CHINA) INVESTMENT

## MILLION CHANCES

The Henkel Beauty Care initiative Million Chances is pursuing projects that help girls and women around the world build a successful future. In order to promote equal opportunities for children in China, especially girls, Henkel partnered with the global children's aid organization Plan International to make a donation to seven primary schools. The goal was to improve hygienic conditions there and provide sanitary facilities that are gender-segregated. In this project, Henkel provided both financial and moral support to the seven schools located in three counties in Shaanxi Province. The company worked with Plan International during all phases of the project, from planning to execution. To involve children in the decision-making process and better understand their needs, the partners conducted a baseline study and held a "children consultation" forum before the renovations began. Hygienic conditions have greatly improved at the schools after only eight months. "Inclusion starts with I" – which is why the entire management team, 18 managers from Henkel Beauty Care, took the lead, conducting training events at the target schools on the topics of life skills, self-protection and sustainability. They also focused on motivating the children to strongly engage with the topic of environmental protection. To better empower children, especially girls, Henkel also partnered with Plan International to hire experts to conduct follow-up events, such as child-led activities and teacher training. The project has reached 2,817 people in China, including 1,327 female students and 146 female teachers, out of a total of 300.



# INFINEON TECHNOLOGIES

## GREEN LOGISTICS

Many people and organizations must contribute if waste is to be reduced and resources used more efficiently. Over time, these individual efforts can add up, making a significant difference. That is why Infineon started its Green Logistics program in 2014. In a first step, Infineon replaced disposable paper cartons, which were used by both the company and its suppliers in large quantities, with a reusable packing solution: collapsible pallets. After identifying the pallets as a suitable substitute, the company integrated them into its operations and, just as crucially, convinced its suppliers to do the same. As of 2017, Infineon had replaced 99.7 percent of its paper cartons with the pallets. This saves no less than 200 tons of paper each year, equivalent to 300,000 cartons, or 2,600 trees and 18,200 cubic meters of water. In addition, Infineon has reduced air shipments of its goods from nearly 100 percent to about 50 percent, replacing them with less carbon-intensive road transport, thus saving fuel and reducing the company's carbon footprint. The Green Logistics program is conceived as a long-term project, and Infineon will continue to examine its logistics operations to identify additional savings potential.

## INFINEON TECHNOLOGIES

### INFINEON UNIVERSITY PROGRAM ENABLES CHINA INNOVATION

In order to sustain growth, China needs innovation. Yet its educational system is widely believed to stifle creativity, resulting in the so-called “innovation gap.” In line with China’s national innovation strategy and Infineon’s Win with China strategy, the China University Program was founded in 2003 as a cooperative partnership between the company and Tongji University’s Chinesisch-Deutsches Hochschulkolleg. China University Program is a strategic long-term project designed to promote innovation at Chinese universities by enhancing the ability of college students and professors to innovate in the area of science and technology. The ultimate goal is to boost industrial development within the country. To achieve this goal, China University Program is creating a long-term, mutually trusted platform for collaborating with Chinese universities. Over the past decade, Infineon has built up close partnerships with over 20 leading universities in China, focusing on the topics of energy efficiency, mobility and security – the three major challenges that Chinese society is facing today and will continue to face in the future. By establishing joint labs and training centers, setting up innovation funds for students and professors, providing courses that feature cutting-edge technologies and innovations, and organizing various campus contests, the program has continuously fostered young Chinese talents and boosted innovation in academia and industry.

## KAERCHER CLEANING TECHNOLOGY (CHANGSHU)

### MAKE SPECIAL CHILDREN NOT SPECIAL

As in any country, there are children in China with physical and mental disabilities. In recent years, social programs in China have improved somewhat and more of these children now receive financial support. Yet what they need is not only financial aid, but other kinds of assistance as well. Kaercher Cleaning Technology (Changshu) is developing a program to support the inclusion of children with disabilities. To do so, the company and its volunteers have organized joint events, such as a bus tour through Shanghai, a trip to the Shanghai Science and Technology Museum for 40 children and their parents, and activities such as planting trees on the company grounds. These and similar events help children with disabilities develop self-supporting skills and gain confidence in their future.



# KEMPINSKI HOTEL BEIJING LUFTHANSA CENTER

## KEMPINSKI BRAND CLASSES

The lack of practical education is a well-known problem in China. When they finish their schooling or graduate from university, students frequently lack the necessary qualifications and therefore have difficulty finding a job. The situation also affects employers, who have a hard time hiring skilled staff. For example, vocational schools that train hotel staff frequently lack teachers with experience in the hospitality industry and therefore cannot impart practical knowledge to their students. To help fill this gap, Kempinski Hotel Beijing began partnering with the Hebei Institute of International Business in 2012. The hotel and institute cooperated to develop a customized, one-year curriculum for the institute's Hospitality and Service classes. Kempinski also furnished classrooms at the institute with equipment and supplies, turning them into "field training camps" which make it possible for students to apply textbook theories to real-world situations. It also set up a hotel room and restaurant tables for students to gain additional experience. As well as building a bridge between theory and practice, these settings create a lively learning environment which further motivates the students. Kempinski also sends senior managers and experienced trainers to teach at the institute. Following one year of classroom instruction, the students spend a year at the Kempinski Hotel where they receive on-the-job training. More than 200 students have graduated from the program since its inception. Kempinski is in the process of finding additional partner colleges in order to expand the program.



# KERN-LIEBERS (TAICANG)

## "INHERITANCE CRAFTSMAN SPIRIT, BUILD CHINESE FUTURE" SUMMER CAMPUS

Manual skills tend to be held in low esteem in China. As a result, they are generally not taught in school and there is insufficient vocational training for young people. Another area impacted by this attitude is the labor market, which suffers from a chronic shortage of skilled workers. Kern-Liebers is addressing this issue through the Children Craftsman Summer Camp in Taicang, which was held for the first time in 2017. During the camp, the participating children built a small metal tractor, aided by their teachers. Spanning 10 days, the activities included sawing, filing, engraving, programming computers to control machine tools and, finally, assembling the tractor. Kern-Liebers partnered with the Taicang German Technician Training Center to realize this project. The goal is to encourage an appreciation of craftsmanship in children, increase their interest in mechanics and machines and develop their capacity for logical thinking and problem-solving. The company intends to pass on the spirit of good craftsmanship in this manner. Kern-Liebers plans to organize more summer camps in the future and involve additional companies in the project.





## KNAUF NEW BUILDING MATERIAL (WUHU)

### KNAUF BLUE

Transport is one of the main contributors to carbon emissions – the others being industry, energy and buildings – and logistics account for a significant amount of today's transport activities. This is why Knauf China is increasing its carbon efficiency with regards to its logistics, both within the company and among its suppliers. In practice, this means that Knauf gives increasing weight to environmental factors when selecting its suppliers and its modes of transport. For instance, in 2017 Knauf shifted a major part of its shipments – 900,000 tons of material – from road to water transport. This measure alone kept 3,350 trucks off the road, equivalent to a traffic jam 1,000 kilometers long. In addition, Knauf is gradually increasing the share of natural-gas-fueled trucks in its fleet. Intermodal transport is another key factor, especially in terms of reducing cargo handling, since it improves security, reduces pollution and allows freight to be transported faster. The company intends to integrate Knauf China's experiences into its global logistics.



## KNORR-BREMSE COMMERCIAL VEHICLE SYSTEMS (SHANGHAI)

### CARE CHILDREN PROJECT

Despite what one might see in Shanghai and Shenzhen, China is still a developing country, as the educational offerings in less developed regions make clear. In order to remedy this situation, Knorr-Bremse has been supporting two elementary schools in Hubei and Chongqing Provinces since 2016. The support includes providing classroom desks and other furniture, as well as computers, printers and books. The company has also helped repair the school buildings, installed sports facilities and organized safety training. These activities are part of Knorr-Bremse Global Care, a charity set up to provide targeted, effective help to the victims after the tsunami struck South East Asia in 2004. Following the completion of its initial relief efforts, Knorr-Bremse Global Care has been steadily increasing its global activities, including in China. Knorr-Bremse will further expand its volunteer association in China and continue to provide financial support for poor schools in the country. The company has added health care to its aid program and will do more in this area in the future.



# KPMG

## KPMG HOPE SCHOOL MISSION

After the Sichuan earthquake in 2008, many companies donated resources and sought partnerships to support the disaster relief efforts and help rebuild the affected areas. Some of these companies turned their assistance into long-term programs, for instance by reconstructing a school and then providing it with ongoing support. KPMG is doing just that. In 2008, the company raised over RMB 8 million, half of which was used for emergency relief, the rest for rebuilding two schools in Gansu and a community center in Sichuan. Moreover, thanks to a donation from KPMG China's former chairman, a KPMG school in Yunnan was rebuilt. Completed in 2010, the three schools and community center benefit approximately 11,000 people. Since then, KPMG has been organizing volunteer teaching missions twice a year. The aim is to provide lessons that otherwise would not be included in the curriculum and allow volunteers to gain a better understanding of the schools' needs. In addition, KPMG supports the schools and the community center by scaling up their hardware and software. In 2017, a fourth KPMG school in Yunnan was rebuilt and began classes. The continuous visits and needs assessments will offer the schools and center long-term support, ensuring the program's sustainability and the ongoing improvement of education quality and well-being for both students and teachers.



# LUFTHANSA TECHNIK COMPONENT SERVICES ASIA PACIFIC

## DOWN SYNDROME CARING DAY AND ELDERLY VISIT

As being one of the positive driving forces in the region, in 2017 Lufthansa Technik partnered with local NGOs to carry out the first CSR initiatives on raising the awareness of the vulnerable groups in Hong Kong - live-alone elderlies and Down Syndrome individuals. In cooperation with Hong Kong Down Syndrome Association, Lufthansa Technik's volunteers organized an outing in May for Down syndrome children to go on a picnic, plus a visit to Madame Tussaud's and the 3D Madness Adventure at the Peak, which was a completely new experience for most of them. During Mid-Autumn Festival, the volunteers visited the live-alone elderlies with homemade mooncakes and spent a pleasant afternoon with them. Certainly the NGOs and company volunteers were the key factors for the success of both projects. Looking forward, Lufthansa Technik would continue organizing 2-3 CSR projects every year and may also look into other social focus such as education and environment.



## MAHLE TECHNOLOGIES HOLDING

### ENJOY THE POWER OF TECHNOLOGY

Practical skills are often not taught in school, something that is true in China more than in many other countries. Students miss out on important learning opportunities as a result. The lack of practical expertise is also a problem on the Chinese labor market, where the gap between the skills acquired at school and those needed on the job is especially large. Mahle has been helping address this situation since 2016 through its project Enjoy the Power of Technology. To realize the project, the firm partnered with a middle school that is interested in expanding its curriculum so it can emphasize practical applications of theoretical knowledge. In 2017, Mahle therefore invited a first group of students to its R&D center in Shanghai where the company's engineers had prepared a teaching plan and experiments. By using its resources to give students access to extracurricular knowledge, Mahle wants to help them receive a practical, skills-based education.



## MANDARIN ORIENTAL PUDONG, SHANGHAI

### SHANGHAI YOUNG BAKERS

Launched in 2009, Shanghai Young Bakers (SYB) provides fully sponsored French bakery training to disadvantaged young people in Shanghai. Due to the growing demand in China for qualified bakers, the SYB graduates are able to find stable, professional jobs after completing the program, which further enables them to live independent lives and remove themselves and their families from poverty. Since 2015, Mandarin Oriental Pudong has given two young underprivileged bakers the chance to learn in the real-world environment of a luxury hotel. The objective was to develop their skills efficiently and give them the opportunity to master the art of baking, so that they could enter the job market after one year of training. Since its start, SYB has successfully trained 154 bakers, of whom 95 percent are still working in the bakery industry. The network of professionally trained bakers in Shanghai has greatly increased thanks to the program. For Mandarin Oriental Pudong it is also a great opportunity to involve its employees and share the company's expertise for a good cause.





## MERCK

### GREEN CRYSTAL PROJECT (PHASE I)

Many schools in China's less prosperous regions lack basic computer equipment. Learning even simple IT skills is not part of the curriculum as a result. At the same time, many people don't know what to do with their old tablet computers when they acquire newer models, so their old devices either remain unused or are disposed of in an environmentally hazardous way. Merck addresses both issues. The company encourages its employees to donate redundant but still functional tablets to its Green Crystal Project, which then forwards them to underfunded schools in China. All tablets are upgraded and equipped with educational software, especially for STEAM subjects, before they get passed on to the schools. In 2017, the project donated 20 tablets and more than 1,000 books to educational institutions. In addition, Merck volunteers visited two schools and gave lessons on scientific subjects. In the past year, 20 teachers and 350 of their students were direct beneficiaries of the project. Merck expects to expand the project in the future by one or two schools per year. It also hopes to find additional partners to increase the project's scope.



## METRO JINJIANG CASH & CARRY

### BOXES OF LOVE

Like Christmas in the West, Chinese New Year is the most important holiday in China and most people return home during the festivities to celebrate with their families. For children who have no family, it can be a challenging time. That is why Metro has been participating in the Boxes of Love project since 2009. The project, initiated in 2008 by Mifan Mama, a small NGO in Shanghai, collects boxes filled with snacks and cookies from the community and then delivers them to orphans across China during the Spring Festival, also known as Chinese New Year. The boxes make the orphans feel loved and cared for by society. In 2014, Metro took over the project from Mifan Mama as its contributions accounted for over 80 percent of all donations. Metro donated nearly 17,000 boxes in 2017 alone, of which 12,000 came from its employees and 5,000 from the company itself. Since 2009, Metro has provided more than 90,000 boxes containing food worth over RMB 3.5 million to China's orphans.





# MR CHINA

## MR PRIMARY SCHOOL LIBRARY

Yunnan Province in China's southwest is home to some of the country's most isolated areas. This means that the schools there are often ill equipped and local children have few opportunities to gain a wider perspective. Addressing the problem is not easy, since it is embedded in the wider context of economic and social isolation. MR China has therefore opted for a deliberate, long-term approach: building school libraries. In 2011, the company chose a school and furnished it step by step with a selection of books while also helping it develop the required administrative competence. The school now has a well-stocked library with more than 4,000 books. MR China also donates supplies to the school and offers scholarships to needy students. In addition, MR volunteers make a point of visiting regularly to deliver the donations and build good relationships with teachers and students. MR China has been assisting a second school since 2016 and will expand its efforts by supporting additional schools in the future.



# MUBEA AUTOMOTIVE COMPONENT (TAICANG)

## DIVERSITY & INCLUSION FACTORY PRACTICE @ CSR CREATIVE MODE

A key opportunity for assisting disadvantaged teenagers is helping them transition from school to work. Pilot as industrial enterprise, this is what Mubea focuses on in its efforts to aid teenagers with disabilities or from poor families. In order to ensure its activities in this area are systematic and effective, the company established Good Beyond Giving in 2011, a program designed to remove obstacles to entering the job market. As a result, it has set up a fund to provide financial support to teenagers from poor families. To encourage employees to donate to the fund, it doubles whatever they give. Mubea is cooperating with the Taicang Round Table (TRT), an association of companies that works to integrate special-needs individuals into the job market. Combining and leveraging the efforts of its members – such as supporting the long-standing Taicang Sino-German Handicapped Workshop – are an important part of the association's activities. Mubea is also cooperating with DAWT (Deutsches Ausbildungszentrum für Werkzeugmechaniker Taicang), which uses Germany's "dual system" of vocational training to provide job qualifications to teenagers. In the future, Mubea will continue to emphasize practical help by focusing on vocational training. It also intends to expand its programs for potential employers of young adults with disabilities, thereby increasing the chance that job placements are a success.



## NORA SYSTEMS (SHANGHAI)

### RUBBER FLOORING FOR CHINA REHABILITATION RESEARCH FOR DEAF CHILDREN

In China, people with disabilities receive the kind of assistance one would expect in a developing country. While there has been progress in many areas, care is sorely lacking in others. Improving this situation is a major task that requires many contributions, big and small. In 2017, nora systems therefore donated rubber flooring – its main product – to the activity center at the China Rehabilitation Research Center for Deaf Children. Rubber is the ideal material for a facility of this sort, since it is fire- and slip-resistant, as well as soft and resilient, therefore increasing safety at the facility. In addition to donating the flooring, nora systems installed it, since the company realized that ensuring correct installation and maintenance was important if the center was to benefit fully from the product. In 2015, nora systems made a similar donation to the Shanghai Welfare Institute Nursing House and, most recently, it installed donated flooring in the kindergarten at the center for deaf children. In the future, the company intends to expand the program by providing flooring at all of the center's locations.



## OBAG HOCHBAU AND ENERELEKTRONIK

### EDUCATION AND TRAINING IN THE FIELD OF LOW ENERGY CONSTRUCTION

Buildings are one of the main factors that determine a city's carbon footprint, similar to traffic, industry and energy use. Most Chinese cities today have ambitious programs in place to increase their ecological sustainability, and buildings technology plays a crucial part in their efforts. The demand for energy-efficient technology is growing rapidly in China as a result. OBAG Hochbau and ENERelektronik are helping China meet this demand by training 500 students and their teachers at Zhejiang College of Construction (ZCC) in Hangzhou. A core part of the company's program is the construction of a low energy house on the ZCC grounds according to German standards. Part of this pilot project, the model house, will both serve as a training location and help disseminate certified system solutions in China, thereby making urban planning in the country more sustainable. Topics such as energy efficiency and green buildings will be introduced into the ZCC curricula and taught in theory and practice. The German project partners intend to broaden the scope of their project by including additional colleges in China. In the future, these training institution should also adapt programs and develop their expertise in the area of green building technology.



## PEIYUE ORGANIC FARM

### GROW YOUR OWN FOOD

Food security is a serious problem in China. Nearly 75 percent of the country's population is worried about it, according to a survey conducted in 2015. This is obviously a major issue, which is why grass-roots activities and private initiatives have an important role to play in addition to public-sector responses. The Grow Your Own Food program is one such initiative. The program is part of PeiYue Organic Farm near Shanghai, a green business that was jointly founded by Peter-Lacke (Shanghai) Co. Ltd. and a Chinese entrepreneur. The 10-hectare farm grows ecologically produced food, mainly for staff members and clients of Peter-Lacke. It is also developing the farm into an eco-friendly landscape for weekend activities and recreation. So far, around 200 local families have directly benefitted from the project. The farm is expanding and will soon be able to supply fresh vegetables to 500 families. PeiYue Organic Farm expects to generate financial returns within 10 years, allowing it to operate as a self-sustaining social business over the long term.



## SAP LABS

### SAP LABS CHINA BUSINESS WOMEN'S NETWORK

Much remains to be done when it comes to achieving gender equality in China. Women and men enjoy equal rights – at least on paper. A recent World Economic Forum report, however, ranks China a lowly 100th out of 144 societies in terms of gender equality. For example, Chinese women are severely underrepresented in positions of leadership, whether they are active in politics, business or academia. Similarly, female participation in STEM-related occupations is lower than in Western countries. This is why SAP Labs China started its Business Women's Network in 2010. The network is designed to help women advance their careers; it also aims to improve gender equality both within the company and in Chinese society at large. It is pursuing this goal through a number of regularly held events, for instance the SHE Tech Forum and the Women Leadership Talks, which allow participants to share their experiences in the areas of leadership, technology and career-planning. SAP Labs China's Business Women's Network now has more than 1,000 members. It has reached an audience of over 5,000 women and its volunteers have donated more than 3,100 hours of their time. When SAP Labs set up shop in China in 1997, it was difficult to find female staff in the field of technology. Today, 38 percent of the company's 2,800 employees in China are women, and 31 percent of those women are in leadership positions. In the future, SAP intends to increase the scope of its Business Women's Network, both within the company and by cooperating with external partners and other firms.





# SCHULER

## LIGHTING THE HOPE, FORMING THE FUTURE

Corporate social responsibility is an important part of the Schuler corporate culture. In China, Schuler has been focusing on improving education on the local level for years. For example, Schuler China has been cooperating with Da Mu Gu Yu Village Primary School in Xiuyan, Anshan City, since 2014. This school is located in a small mountain village far from the city. It is not easy for people to grow food there, due to the poor conditions. Working-age people leave to find jobs and only children and the elderly remain behind. Due to the village's poor economic situation, the school does not have the resources to develop its educational offerings. In the last three years, Schuler has supplied sports equipment for the children, installed a computer lab in the school and built a library housing thousands of books for young readers at all reading levels. The even better news is that more and more people have begun to care about the situation after Schuler's CSR report was published by the local newspaper. Thanks to the resulting help, the primary school now has a new building and a new playground. Schuler is trying to "light the hope" and to inspire more people to take responsibility and "form the future."



# SHANGHAI UNITED FAMILY HOSPITAL AND CLINICS

## HEALTH CARE FOR ALL

Even though China has developed at an unprecedented pace, 25.1million people are still living on less than \$2 a day . Those born into poverty still do not have reliable access to basic social services such as medical care. This is especially true for children. The Health Care for All Program kicked off in 2001 to help bridge this gap. The United Foundation for China's Health (UFCH) has been working with the doctors, nurses and other medical staff at Shanghai United Family Hospital (SHU), who have been volunteering their time to provide much-needed consultations and life-altering surgeries for disadvantaged patients. These volunteers also provide on-site care in orphanages, even in some of China's most impoverished areas, including remote villages. In Shanghai they cooperate with the area's largest orphanages and hospices, including the Shanghai Baobei Foundation, Shanghai Baby Home, Mifan Mama and Lu Bing Foster Home. Last year alone, SHU doctors, nurses, and staff assisted 109 orphans by making 447 out-patient visits and organizing 17 in-patient admissions. This included height and weight checks for babies, medical evaluations and recommendations for follow-up care.





# SHUNDE KAUTEX PLASTICS TECHNOLOGY

## SHUNDE KAUTEX PLASTICS FORGES AHEAD WITH DUAL VOCATIONAL EDUCATION SYSTEM

The Dual Vocational Education Project was launched in 2016 in response to the Guangdong government's commitment to promoting vocational education and training. The project will initially run for three years. Participating technical-school students will be able to improve their practical skills and increase their chances of finding a steady job after graduation. The project will also strengthen the technical skills available on the labor market in general. To date, AEVO training, which is used to train the trainers and thus increase their educational qualifications, has been successfully conducted at the company. Six Shunde Kautex employees have passed the exam and received AEVO certificates, which ensure the quality of vocational training and related customized training programs. As a following step, a practical training plan integrating company-specific content will be further discussed with the technical school. In the middle of this year, students from the school will start their training at Shunde Kautex, where they will be instructed in practical tasks in the company workshop by experienced Shunde Kautex technicians.



# THE LINDE GROUP

## LINDE ENABLES YOUR DREAMS

Rural schools in China are frequently underfunded and some of the students are so poor that attending school, even primary school, is a problem financially. In 2016, Linde launched a program to support Red Flower Elementary School in a part of Sichuan Province inhabited by the Yi ethnic group. The program includes scholarships for outstanding students and financial aid for poor families and underpaid teachers. In order to provide this help, Linde donates RMB 50,000 each year, along with sports equipment, books, stationery and other necessities equivalent to an additional RMB 15,000 per year. Volunteers from both Linde and the company labor union coordinate the project and visit the school regularly. The company will be supporting the school for a minimum of five years. It also plans to increase its commitment and support students who might otherwise have to drop out of Red Flower, for example by assigning an employee to assist each student receiving support. In the future, Linde plans to include additional schools in the project.



# TROLLI GUANGZHOU CONFECTIONERY

## BEING A RESPONSIBLE FOOD MANUFACTURER

Food quality and food safety are important topics everywhere. This is especially true in China, where a series of food scandals has undermined the public's trust to the point that nearly 75 percent of the population considers contaminated food a serious problem. This is why Trolli Guangzhou Confectionery has seen to it that its quality controls and supply chain management are exemplary. By closely focusing on every aspect of production and procurement, the company has put in place a comprehensive system that ensures food safety. This includes thorough and regular training for employees, on-site auditing of suppliers, and detailed checks of every batch of incoming materials. Another key element is an extensive database which contains information on packaging materials and allergens in addition to foodstuffs. The company also maintains a system for tracing materials in case a problem does occur. Moreover, Trolli shares its expertise with other companies, thereby improving standards across the industry. It also works closely with the relevant Chinese authorities to disseminate information on effective methods for keeping food safe.



# TRUMPF

## TRUMPF CHINA 2017 TEAM-BUILDING EVENT AND CSR

Making CSR an integral part of a company's business can be a challenge, and Trumpf China has found a smart way of meeting this challenge. The first step was to make CSR a central topic during the company's annual team-building event in 2017, at which the participating teams were required to design their own projects. Eight teams consisting of 445 employees took part. Four focused on social issues, four on environmental problems. In the following months, the teams visited various cities in China to implement their projects, such as a recycling campaign in Xiamen in southern China and collecting and donating books to an underfunded primary school in Qinghai Province. The next step: The company will pick the most promising initiatives and turn them into permanent programs before kicking off the next round of projects. For instance, Trumpf will continue its cooperation with the Taicang Inclusion Factory, which benefits people with disabilities, and will continue to support the primary school in Qinghai Province.



## TURCK

### SUSTAINABLE IMPROVEMENTS OF STUDY ENVIRONMENT AND CONDITIONS

Recent years have witnessed a sharp growth in government expenditures on public education in China, with annual per capita spending rising from \$42 in 2009 to \$1,450 today. Yet 80 percent of these funds have been spent on urban areas and higher education. Students in rural areas, especially in poverty-stricken ones, have therefore lagged far behind their urban counterparts in terms of having the appropriate educational environments, developing favorable study habits and being motivated to learn. Turck China has always put education high on its CSR agenda. For example, it established the Turck Scholarship and has continued to fund it. It has also donated financial and material resources to underprivileged primary schools in rural areas. In 2017, in cooperation with Tianjin United Education Assistance Foundation, Turck replaced dilapidated classroom facilities in Shalingzi Primary School and financed the construction of book corners. In Hongshankou School, Turck volunteers offered lessons in spoken English, arousing students' interest in the language.



## TÜV RHEINLAND

### WATER STEWARDSHIP

Everybody knows about air pollution in China, but the shortage and contamination of water is at least as severe. The latter, moreover, is likely to inflict even greater long-term damage on the country. China does not have much fresh water to begin with, and wasteful usage and pollution only increase the problem. This is why TÜV Rheinland has been partnering with the World Wide Fund for Nature (WWF) since 2014 to support the WWF Alliance for Water Stewardship. The company contributes to the alliance by acting as a consultant for Chinese and foreign companies, their suppliers and industry parks in China. It assesses members' water management efforts and certifies measures that make their water usage more effective. The Qiandeng Industry Park is a case in point: In 2016 and 2017, 12 pilot companies, mostly from the chemical and textile industries, took part in the program there. Together with TÜV Rheinland and WWF, they succeeded in reducing their waste water by 30 percent. On the company level, TÜV Rheinland has been assisting Ecolab Taicang since 2014. As a result, the Chinese company has reduced its waste water by 300 tons per month, saving RMB 60,000 in the process. TÜV Rheinland strives to build replicable business models that lower water consumption, thus promoting the adoption of resource-efficient practices.





# VAILLANT GROUP (CHINA) HEATING COOLING AND ENVIRONMENTAL TECHNOLOGY

## VAILLANT HVAC TALENTS TRAINING PROJECT

China started its “economic miracle,” its own version of Germany’s Wirtschaftswunder, by becoming the world’s factory – which often meant being the world’s sweatshop. The country is now in the process of upgrading its industrial base, and its ambitious plans will require a greater number of skilled workers. Currently, however, there is a shortage of specialized labor in China. In 2007, Vaillant decided to respond to this challenge where it would have the greatest impact: in its own industry of heating, ventilation and air conditioning (HVAC). Since then it has created five HVAC Talents Training Bases in Beijing, Wuxi, Wuhan, Shanghai and Xi’an in cooperation with local institutions. The universities, colleges and vocational schools on site provide the training facilities, while Vaillant provides part of the curriculum and the equipment, and some of the teachers. The company also carries out teacher training. So far, more than 50,000 students and teachers have benefited from the program. In 2017, Vaillant further increased its engagement by starting the Vaillant Training+ Program in cooperation with the Nanjing Technical Vocational College and ZWH, the German occupational training organization. As part of the new program, participants receive free training for a period of five months. Based on the German “dual system” of vocational education, the two programs give equal weight to theoretical knowledge and practical application. The Training+ Program benefitted 19 participants in its first year. In the future, it will expand its enrollment as it develops into large-scale education system.



## VOITH CHINA

### 150 GOOD CAUSES

In many ways, China is still a developing country, something that can be seen in the plight of the disadvantaged in particular. People in need do not receive the kind of assistance in China that they could expect in a more developed country. To mark its 150th anniversary in 2017, Voith launched a program to engage in 150 good causes, one for each year of its existence, in addition to its regular CSR activities. In China, the company chose to show its support for disadvantaged people by establishing a partnership with a welfare center for children with disabilities and a school for students from poor families. To identify who would benefit from its engagement, Voith cooperated on site with the Red Cross and local authorities. The company then contacted the chosen welfare center and school to determine what sort of assistance would be the most useful. Finally, Voith representatives visited the center and the school to distribute gifts, build relationships with the children and students, and offer English lessons. In the future, Voith intends to increase the frequency of its visits and to involve the students’ parents in the program as well.





# VOLKSWAGEN FAW ENGINE (DALIAN)

TOGETHER GREEN 2025

In the long run, economic success is not possible without environmental sustainability. This is why Volkswagen FAW Engine in Dalian committed itself in 2015 to increasing its energy efficiency and reducing its carbon footprint and water consumption. From 2015 to 2017, the company implemented 15 energy-saving and environmental protection projects. The firm now intends to implement 10 similar projects each year beginning in 2018. To achieve that goal, Volkswagen FAW is partnering with the Dalian University of Technology and the Sino-Norwegian Energy Efficiency Centre, also in Dalian. These organizations provide the company with expert consulting services and help it devise energy-saving strategies. The partnership has proven a success: In its first two years, the program managed to reduce carbon emissions at Volkswagen FAW in Dalian by 17 percent and waste production by 13 percent. During the same time, the company also reduced its energy and water consumption by 15 and 25 percent, respectively. The overall target is to reduce CO<sup>2</sup> emissions by half, waste by 18 percent, and energy and water consumption by 43 and 47 percent, respectively, by 2025.



# WAGO ELECTRONIC (TIANJIN)

WAGO CHINA COMMUNITY SERVICE VOLUNTEER CLUB

In developing countries like China, a relatively large proportion of the assistance given to people in need must come from private sources, or it will not happen at all. Wago has found a straightforward and effective way to provide help to orphans, poor children in remote villages and old people in retirement homes. In 2016, the company set up the Wago Volunteer Club, which works closely with the China Life Care Association, a charitable organization in Tianjin. Each time the association starts a project, the volunteer club mobilizes its members to join in, for instance by donating and bringing books to remote, underfunded schools, spending time with the residents of retirement homes and providing toys to orphanages. The partnership with the China Life Care Association has proven successful and Wago will continue to support it in the future.



# WENZEL MEASURING MACHINES (SHANGHAI)

## METROLOGY PARTNERSHIP BETWEEN CHINA JILIANG UNIVERSITY AND WENZEL GROUP

There is usually a gap between the skills of newcomers on the job market and the qualifications actually needed on the job. In China, this gap is larger than in many other countries. This phenomenon can be seen in the shortage of skilled workers, for example, and in the lack of practical experience college graduates have. This is why Wenzel, a leader in the field of measuring machines, began cooperating with China Jiliang University in Hangzhou in 2017. The overall aim of the partnership is to assist Chinese colleges and universities in making the resources, expertise and equipment available that can foster high-quality metrology talent. For instance, the company provides access to advanced engineering software and regularly sends its technical experts to China Jiliang University to give lectures. In addition, it invites teachers and students to its main production site in Shanghai. Each year, Wenzel also selects a number of outstanding students to receive on-the-job training at the company's headquarters in Germany. In the future, Wenzel will continue to train professionals by making its expertise available at China's vocational colleges and universities.



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### **Photo credits**

Jim Rakete  
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Thanks to all companies for  
providing great project photos

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The More than a Market Initiative would not be possible without the intensive work of many individuals at the German Chamber of Commerce in China, Bertelsmann Stiftung, the German Consulate General and the members of the More than a Market Awards Jury. Special thanks go to (in alphabetical order):

Christine Althausen	Lydia Schulz
Bernhard Bartsch	Ines Sieckmann
Titus von dem Bongart	Claudia Spahl
Xuanwei Cao	Johanna Spee
Lothar Grad	Sebastian Suci
Olivia Helvadjan	Yuki Tan
Rolf Köhler	Marcus Wassmuth
Jakob KunzImann	Wu Wei
Anika Laudien	Tim Wenniges
Maria Lee	Sigrid Winkler
Michael Mäder	Brigitte Wolff
Kolja Quakernack	Bi Yan
Birgit Riess	Oliver Ye Yang
Christian Schilcher	Richard Zhang
Bettina Schön-Behanzin	





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