

出國報告（出國類別：課程參訪）

## 歐洲產業發展趨勢

服務機關：國立政治大學

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派赴國家：法國、德國、荷蘭

出國期間：103.04.02-04.16

報告日期：

# 摘要

為了配合學生未來發展需求，本所規劃海外研習參訪，讓學生透過赴知名企業參訪方式，與國外主管直接進行交流與學習，整體規劃結合實務教學，並強化國際的專業知識與學習經驗，提升國際競爭力，以達成與國際接軌之目標。

本年度的「歐洲產業發展趨勢」課程由政大企業管理研究所黃秉德副教授及黃正忠兼任副教授合作開設，針對如何掌握全球產業的趨勢與搶先建立永續的競爭優勢，特別規劃參訪法國、德國及荷蘭的知名永續企業，例如 Kering Group、Alcatel Lucent、駐法台北代表處、AXA、Schneider Electric、Carrefour、La Poste、Air-France KLM、Ruhr region、Red dot、BASF、Ford、Bayer、Deutsche Telekom AG、DHL、Waterstudio、PGGM、KPMG 等。透過實地參訪，帶領學生了解這些全球領先之永續型企業的永續商業模式，及其在環保與社會領域的創新。

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# 一、目的

鑒於近年來，地球暖化持續加劇、極端氣候變遷，造成災難頻傳；全球經濟成長遲緩、貧富差距所造成的社會問題持續擴大，人類的生存環境受到空前的威脅，高風險的社會已儼然成形。全球永續發展的議題越來越受到重視，許多前瞻的企業亦開始致力於轉型，紛紛採納綠色、低碳與社會共融(inclusive business)的商業策略。

歐洲正是孕育這場綠色競賽的搖籃，是全球企業社會責任(CSR)領航的燈塔，更是經濟轉型邁向永續發展最具前瞻性的展示廳(show room)，許多顛覆性的永續商業模式由此開始嶄露頭角。而 Porter 所倡導創造共享價值(creating shared value)之新經濟理念，也開始在歐美企業界發酵。要掌握全球產業的趨勢與搶先建立永續的競爭優勢，就要從分析歐洲產業發展趨勢的變遷訊號開始，特別是在金融海嘯期間，支撐歐盟經濟最重要、也最具競爭力的德國、法國與荷蘭。

本課程期待透過以德國、法國及荷蘭的實地考察，激發 MBA 同學對永續議題的重視，並藉此培養同學的觀察力，引導同學整合各管理領域的所學與發展實務應用的能力。並藉此達成五大目標：

1. 探討金融海嘯後歐洲產業的永續發展與轉型，及如何邁向綠色、低碳與社會共融經濟的趨勢。
2. 考察歐洲領先企業與資本市場如何將永續整合到財務評估、投資決策、及績效揭露的商業實務中。
3. 研析德國工藝與清淨技術(cleantech)如何從金融海嘯後，成為世界綠色競賽的標竿。
4. 研析法國精品與奢侈品牌如何轉性邁向永續型企業。
5. 研析荷蘭如何從治水大國，調適轉型成為世界最先進與水共存的永續型國家。

## 二、參訪過程

參訪日期：103 年 4 月 2 日至 4 月 16 日

參訪地點：法國、德國、荷蘭

- 4/2 台灣-法國巴黎

深夜搭乘班機前往法國巴黎

- 4/3 法國巴黎

早上抵達巴黎戴高樂機場，直接展開企業參訪

上午：參訪 Kering Group

Kering 為知名的時尚品牌集團，旗下包含奢侈品牌 Gucci、YSL、巴黎世家以及知名運動品牌 Puma 等，由 Marie-Claire Daveu(Chief Sustainability Officer and Head of international institutional affairs of Kering)接待。

下午：Alcatel Lucent

拜訪 Alcatel Lucent 位於巴黎的總部，聽取 Alcatel Lucent 的永續部門主管報告其公司的永續政策，並與之進行交流。

晚上：駐法台北代表處

晚上在駐法台北代表處安排一場專題演講，邀請 Nicolas Jandot(Senior consultant - CSR/sustainability reporting & management at Institut RSE management)為同學們介紹法國的永續發展。也與駐法台北代表處呂慶龍大使進行交流。

- 4/4 法國巴黎

上午：AXA

因 AXA 公司場地有限，僅有 15 人前往 AXA 參訪，由 Sylvain Vanston(group corporate responsibility)接待，與同學進行交流。

下午：Schneider Electric

拜訪 Schneider 的總部，聽取永續部門人員的報告外，並參訪 Schneider 的展示中心，了解他們可以為企業或顧客提供那些服務。

下午：Carrefour

參觀 Carrefour Bercy 賣場，與永續部門主管及賣場主任進行交流，了解 Carrefour 在法國的永續政策及措施。

- 4/7 法國巴黎

上午：La Poste

前往法國郵政總局參訪，了解涵括郵政、財政服務的法國郵政，如何將永續政策融入經營理念裡。

下午：Air France-KLM

前往 Air France-KLM 的總部，由 Paul Terstegge (Vice president commercial Asia Pacific)代表 Air France-KLM 與同學進行交流。

晚上搭乘高鐵前往德國

- 4/8 德國埃森

上午：Ruhr region

前往魯爾工業區參觀魯爾博物館，了解曾經為重工業區的魯爾，如何從衰落中試圖提升產業結構、創造就業機會，成功地蛻變及轉型過程。

下午：Red dot

前往知名的紅點設計博物館參觀，了解紅點設計大獎的評選標準與環境及永續相關的連結性。

- 4/9 德國 路德維希港

下午：BASF

前往百年的化學公司 BASF 位於德國的總部，聽取永續部門主管的簡報並參觀 BASF 的工廠。

- 4/10 德國亞琛、萊沃庫森

上午：Ford

前往 Ford 位於德國亞琛的研究中心參訪，了解 Ford 在永續策略上的演變，及如何創造共享價值。

下午：Bayer

拜訪百年的製藥廠拜耳集團，參觀他們的展示中心，並由 Jochen Rother (Head of Bayer AG, Environment & Sustainability Strategy)及幾位同事簡報 Bayer 的永續發展。

- 4/11 德國波昂

上午：Deutsche Telekom AG

參觀德國電信，由 Luis Neves(Group sustainability and climate change officer)接待參訪團。

下午：DHL

拜訪 DHL，由 Jonathan Spearing(Head of costumer solutions and business developmet shared value)及其他同仁一同接待參訪團。

● 4/14 荷蘭阿姆斯特丹

上午：Waterstudio

先前往 IJburg 參觀 Waterstudio 搭建的水上漂浮屋，再前往 Waterstudio 總部，聽取建築師簡報漂浮屋如何因應越來越劇烈的環境變遷。

下午：PGGM

拜訪荷蘭第二大投資基金，由 Gerard W.R. Fehrenbach(Attorney at Law(senior advisor responsible investment)和多位同仁與同學進行交流。

● 4/15 荷蘭阿姆斯特丹

上午：KPMG

拜訪世界知名的會計師事務所 KPMG 位於荷蘭的總部，由 Wim J. Bartels (Partner susyainability)及 Egon Verheijden(Global COO climate change& sustainability)接待參訪團，並安排幾位年輕的同仁與同學們進行交流。

返國後於 5/2(五)下午 1：00-6：00 於政大商學院國際會議廳舉辦成果發表會

### 三、參訪心得及建議

本所開授「歐洲產業發展趨勢」課程至今已邁入第六年，每年皆安排到歐洲各國參訪不同企業的永續政策及發展趨勢，今年的參訪相較於往年，可明顯發現，歐洲企業在永續議題上所做的努力已逐漸從企業社會責任轉向創造共享價值(Creating shared value)。

今年在課程的安排上，除了規劃將 18 個參訪企業分成 5 大類(Telecom/platform、Logistics、Responsible Investment、Fashion & Design、Technology)外，並要求同學們從四大趨勢(Green Business、Adaptation、Responsible Investment、Sustainable Branding)去分析及綜合比較參訪的企業。核心主軸聚焦在分析創造共享的價值之商業意涵、歐洲資本市場與企業/品牌如何解析將永續整合到財務評估、投資 決策、及績效揭露的商業實務中。

在參訪經營奢侈品牌及生活運動品牌的法國 Kering Group 時，了解精品與永續的關聯性，Kering 的 CEO 認為“Sustainable business is smart business.”，將永續與品質做結合，在品質上追求更卓越的發展，吸引消費者的青睞，使企業與環境一起永續發展，即消除了一般人認為精品無法與永續相關的觀念。

而參訪 Air France-KLM 時，了解航空業者在首要的飛航安全之外，如何做到永續經營，對航空業者來說：每減少一公斤重量，每年可以減少 76 噸二氧化碳排放！可以減緩對地球的傷害，因此 KLM 致力於減輕座椅重量、任何機上用品的材質也儘量符合環保材質及標準，同時也他們也在執行一個 Biofuel Program 讓消費者支付碳中和的費用來抵銷航程的碳排放，並且和 GoodPlanet 合作，用這些費用來資助中國的沼氣儲存槽，轉換有機廢物做堆肥來灌溉馬達加斯加農業，這就是一個永續驅動創新的概念，並把永續融入到顧客的經驗當中，共同參與低碳計畫。

而 Schneider Electric 則從自身核心競爭力出發，運用機電工業發展的供電技術，為許多不同的企業提升使用電力的效率，不僅幫助這些廠商節省能源的使用與成本，同時也藉此賺取利潤，讓永續不是增加成本而是變成一種投資及轉機。

像 BASF 及 Bayer 等百年的化學及製藥企業，一般而言，直觀的想法會認為他們對環境及社會可能會造成許多負面的影響，但在參訪之後，發現這些公司其實有非常完整的永續概念，同時也已內化到公司策略，他們對於廠區內的措施除了嚴格的安全控管外，並規劃各項廢棄物的回收及再利用，以及致力於減少各種污染及碳排放，同時也幫助客戶減少碳排放量、對員工提供良好安全的工作環境等，採取許多對環境社會與經濟有積極且正面的做法，讓公司能因應氣候環境的變遷而調整公司的營運策略。



前往荷蘭參訪，研析荷蘭如何從治水大國，調適轉型成為世界最先進與水共存的國家，而 Waterstudio 公司的水上飄浮屋，更是讓人驚艷，公司員工不多，但卻致力於將其建築的核心能力與劇烈變化的環境相結合，企圖解決海平面一直不斷上升及土地越來越不夠用的社會問題，而從解決問題的過程中開發商機，賺取利潤，同時也創造價值。

在參訪 18 個企業點後發現，歐洲這些領先企業的永續經營策略，已經從幾年前的已逐漸從企業社會責任(CSR, Corporate Social Responsibility)轉向創造共享價值(Creating shared value)，不再只是一個部門舉辦一些公益或公關活動來彰顯企業的社會責任，而是將永續的議題拉高至公司最高階的經營管理階層，將之整合及內化到公司內部的經營策略上，同時也將此議題擴及到商品及服務上，以及所在的區域或上下游廠商等，以求共同促進地方的共榮，創造社會更大的效益。

而針對此行參訪後提供具體建議如下：

在全球的競爭趨勢策略下，本課程設計的目的希望學生具備國際觀，同時也擁有永續思維的觀念，因此，每年的定期參訪，讓學生可以實際接觸國際知名企業，有助於拓展國際視野及吸收新的永續觀念，也讓帶領的教師更能掌握國際上對於永續議題的趨勢發展。

而此課程的安排非常緊湊，在出國參訪前同學需要事先蒐集參訪企業的各項資訊及進行三次的上課，參訪過程中，每天晚上仍會安排晚課，針對當天參訪企業進行彙整，並為隔天要參訪的企業做重點摘要提醒。返國後，則大約有 2 週時間準備成果發表會的簡報內容，以往參加過的同學反應只有 2 週時間無法消化十幾天的參訪所學，因此此次在參訪過程中，授課教師在每次的晚課時段已開始提點同學們要趁著參訪後記憶仍深刻的情形下開始做整理及分析，減少返國後要花費不少時間重新回憶及整理；在成果發表會中，有評論人反應，同學們在這麼短的時間內能已將參訪企業資訊整理的很好，不過仍有部分資訊的解讀或分析面向不夠完整，可能仍需要更多時間來準備，也有與會來賓反應，同學在報告時可以多增加對台灣企業的反思或建議的部分，讓與會的企業人士可以有更多的參考。

在參訪的過程中，發現同學仍不夠踴躍發言，可能原因為用英語發問或溝通仍會讓學生感到卻步，同時同學會害怕自己所提的問題會不會太簡單而不敢發言，怕問的問題太簡單而不敢問，一直是台灣學生的通病，但卻常會因此錯失許多交流的機會，建議在學校的課程上，應多鼓勵同學發言及問問題，同時也要儘量安排課程的討論或學習場合有採用英語發言的空間，讓同學習慣英語的授課或討論，才能提升同學英文的表達能力。

## 附錄

參訪人員：

包含教師 3 人，其他團員 25 人，共計 28 人。

序號	職稱	姓名	序號	職稱	姓名
1	副教授	黃秉德	15	學生	陳○妮
2	副教授	黃正忠	16	學生	林○韻
3	教授	黃家齊	17	學生	蔡○宇
4	職員	鍾○珠	18	學生	張○芳
5	職員	林○婷	19	學生	羅○恩
6	職員	馮○樺	20	學生	洪○婷
7	職員	劉○慶	21	學生	謝○豪
8	學生	黃○瑋	22	學生	詹○宇
9	學生	曾○婷	23	學生	詹○宇
10	學生	陳○志	24	學生	黃○誠
11	學生	陳○堯	25	學生	木下○德
12	學生	吳○諺	26	學生	邱○民
13	學生	陳○君	27	學生	山口○○
14	學生	龔○儀	28	學生	陳○華

參訪照片



4/3 參訪 Kering Group



4/3 參訪 Alcatel Lucent



4/4 拜訪駐法國台北代表處



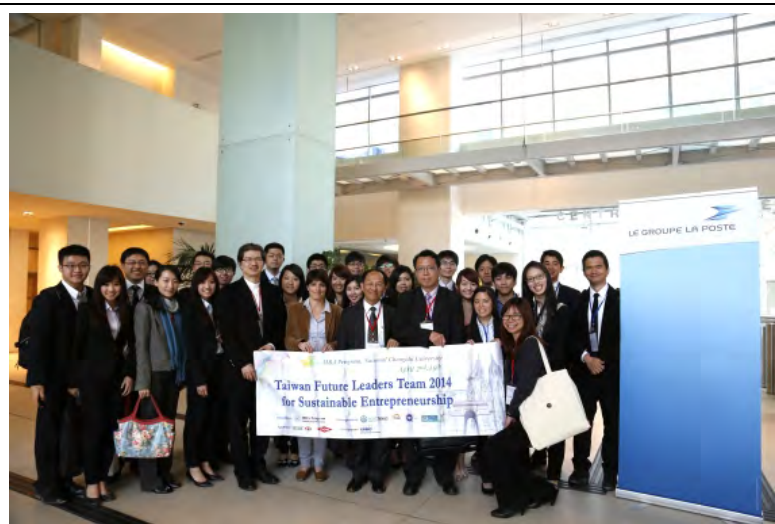
4/4 參訪 AXA



4/4 參訪 Schneider Electric



4/4 參訪 Carrefour

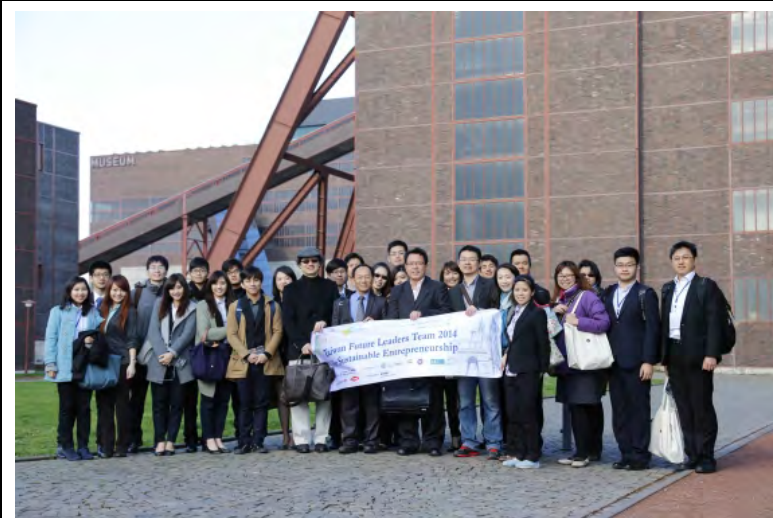


4/7 參訪 La Poste





4/7 參訪 Air France-KLM



4/8 參訪 Ruhr Region



4/8 參訪 Red dot



4/9 參訪 BASF



4/10 參訪 Ford



4/10 參訪 Bayer





4/11 參訪 Deutsche Telekom



4/11 參訪 DHL



4/14 參訪 Waterstudio



4/14 參訪 PGGM



4/15 參訪 KPMG



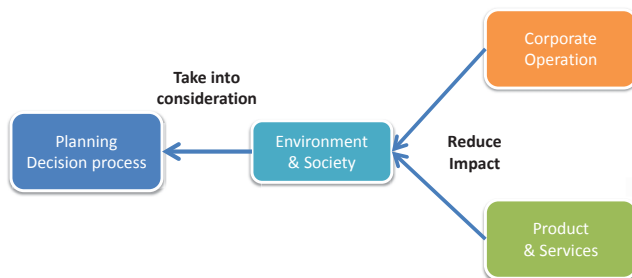
2014 Seminar on Sustainability of  
European Leading Organizations  
歐洲產業永續創新趨勢研究  
成果發表會

# Green Business

Wendy Tseng  
Akinori Kinoshita  
Theo Hsieh  
Chris Tasi  
Jheng-Yan Wu



# "Green business"

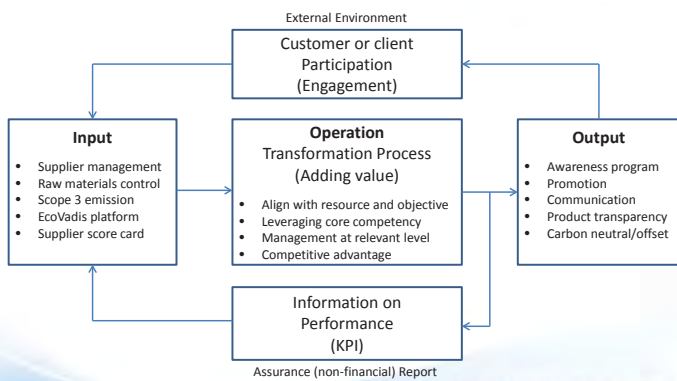


# Sustainability Megaforges

- 1. Primary energy demand up 33% in next 20 years
- 2. Fossil fuel markets more volatile and unpredictable
- 3. **Increase energy efficiency become more and more important**
- 4. **Global carbon reduction framework**
- 5. 55% increase in mineral, metal and biomass extraction over next 20 years
- 6. Increasing competition for less easily available resources
- 7. Example of rare earths: 97% of supply controlled by China
- 8. **Recycling becomes a major industry**

	Operation	Products	Services
Recycling/Reuse	BASF Verbund system		Deutsche Telekom Mobile Recycling
Energy Efficiency	Carrefour No Waste Plan	Schneider Electric Smart Grid & System Integration	Alcatel-Lucent ICT Smart Tech G.W.A.T.T.
Carbon Reduction/Neutral/Offset	LA POSTE Electric Vehicles Eco-driving	Ford Hybrid Vehicles Fuel Cells Advanced Materials	DHL Carbon Reports Carbon Neutral Shipments Go Green
Pollution/Environment Control	KLM Noise control	KERING Metal-free Tanning Biodegradable Shoes	BAYER GMO Consultation

# Sustainable Development in terms of Operation



# Apply Green Business



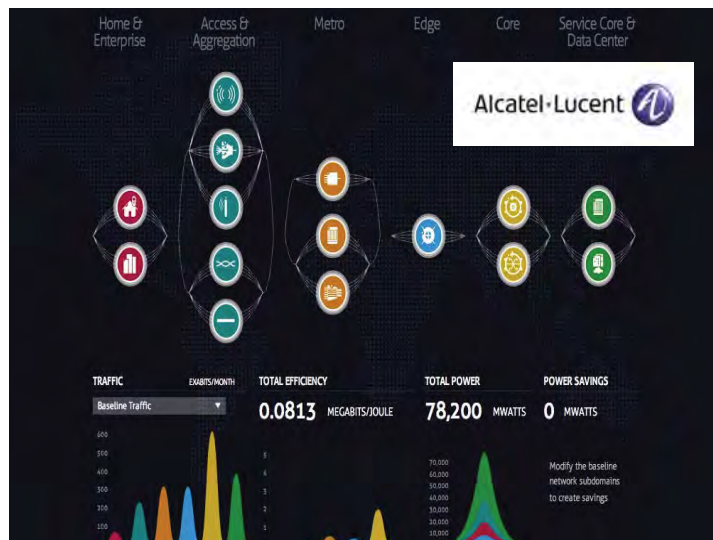
# Summary

- Green business should align with firm's resource and objective to support its intended strategy.
- Green business should leverage firm's core competency and become part of competitive advantage.
- Management systems should be developed accordingly.

THANKS FOR YOUR ATTENTION!

- Smart Device
- Smart Building
- Smart Vehicle
- Smart Transportation
- Smart City

Integrate Smart Business  
= Smart and sustainable world



## Value proposition

- RI觀念的崛起，沒有GREEN的公司將難以獲得資金
- 未來能源存量減少，價格上升，若無法更有效率的進行能源使用，在未來將承擔更高的能源成本
- 地球資源有限，回收業成爲未來永續發展的主流
- 人民環保與永續概念崛起，GREEN的公司更容易獲得人民的支持



### 2:00 pm Green Logistic



### 7:00 pm Green Purchasing



### 3:00 pm Eco-Driving



### 4:00 pm Mobile Recycling



## Meaning of Responsible Investment

Responsible investment is an approach to investment that explicitly acknowledges the relevance to the investor of **environmental, social and governance (ESG)** factors, and the long-term health and stability of the market as a whole (unpri.org)



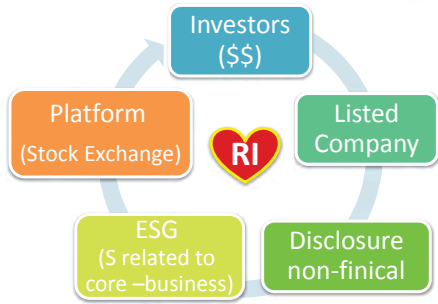
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## Responsible Investment

Addison Huang  
Yen-Chi Chen  
Shi-Wei Huang  
Hsiang-En Lo  
Jesse Yamaguchi



## Meaning of Responsible Investment



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## Environment of Responsible Investment

- At least **USD 13.6 trillion** of professionally-managed assets now incorporate ESG into investment selection and management.(2014/4)
- 1,249 institutes participated in UNPRI (2014/4)
- The market expected to total more than **USD 25 trillion** by 2015



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## Index of Responsible Investment



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## Global Megatrends and the Role of Investors

By 2030, the world's population of 8.3 billion will need



Investment Driver

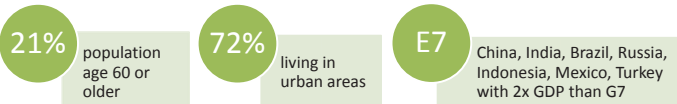
- Provide renewable energy solutions
- Use less energy and water in business operations
- Provide agriculture solutions to feed a growing population
- Have plans to adapt to changing climate and resource scarcity

Source for figures: <http://www.pwc.com/gx/en/annual-review/megatrends/index.html>

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## Global Megatrends and the Role of Investors

By 2050, the world will have



Investment Driver

- Invest in companies focused on technology to improve quality of life for this population
- Look for higher returns in emerging economies to fund growing pension plans

Source for figures: <http://www.pwc.com/gx/en/annual-review/megatrends/index.html>

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## Responsible Investing Methods

- Indexing
- Negative/positive screening, thematic investments
- Impact investing

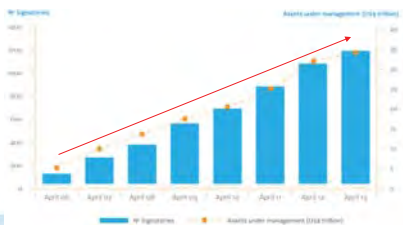
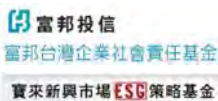
Tools

- DJSI – ESG Screening (Each 33% weight on E, S, and G to analysis)
- PGGM – Sustainability Ladder (6 pillars on ESG target)
- AXA – ESG Related Scoring Criteria (Give point on CSR target)

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## What we observe in the tour?

- RI is more and more important
  1. 1,188 institutes participated in PRI, equally managing 34 trillion dollars in April 2014 → 1,249 institutes up to now
  2. Financial crisis
  3. Taiwan Labor pension fund, labor insurance fund



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## What we observe in the tour?

- Profit vs. Sustainability (ESG)
  1. Contradiction
  2. Difficult to measure
  3. Few companies disclosure ESG data → PGGM only invest 3% total asset in ESG embedded fund
- Future Trend → Especially financial institution

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# KEEP CALM AND THANKS FOR YOUR ATTENTION

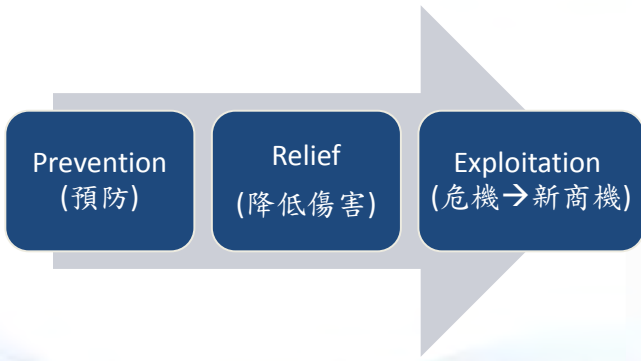
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## What **Adaptation (調適)** is

The process of adjustment to fit changing purposes, situations or environmental conditions.

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## Adaptation: **3 steps**



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## Step 2 : Relief 降低傷害

- Adapt to Demographic Trend
  - ✓ AXA: Retirement plan
  - ✓ PGGM: Longer pension fund plan
- Adapt to Energy Scarcity
  - ✓ Alcatel-Lucent : GWATT
  - ✓ BASF: Eco-efficiency
- Adapt to Water Scarcity
  - ✓ Kering : Crocodile skin
  - ✓ Ford : Manufacturing process innovation
- Adapt to Climate Change
  - ✓ DHL: GO HELP



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# Adaptation 調適

陳一華 陳貞妮  
洪鈺婷 詹涵宇 陳信堯



## Megaforces to Adapt to



Energy and Fuel Scarcity (能源短缺)



Climate Change (氣候變遷)



Urbanization (都市化)



Water Scarcity (水源稀少)



Demographic Trend (人口老化)

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## Step 1 : Prevention 預防

### Prevent from climate change

- Embedding adaptation into its company's vision
  - ✓ WaterStudio : Floating house



- CropScience
  - ✓ Bayer



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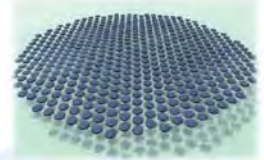
## Step 3 : Exploitation 危機→新商機

- Bayer: Carbon shared value, CropScience

- BASF: Eco-efficiency



- WaterStudio: Floating architecture



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## Conclusion

**Megatrends are inevitable!!!**



## THANK YOU

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## Agenda

- I. General Observations
- II. Evaluation Process by Interbrand
- III. Sustainable Branding Trend
- IV. Conclusion - Brand Resonance Model and Sustainable Branding

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**Sustainable Branding**

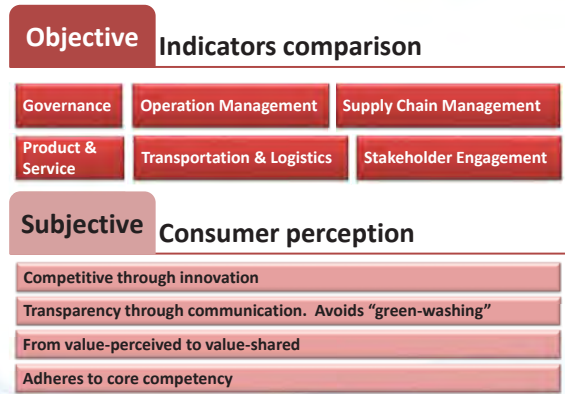
I-Chun Chen  
Ping-Yi Kung  
Tommy Chiu  
Winnie Lin  
Yvonne Chang

## General Observations

- Sustainable brand pioneers are also industry leaders
- Successful sustainable branders benefit the entire value chain
- Sustainable branding directly increases brand value
- Emphasis on value creation
- Effective sustainable branding transforms consumers

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## Evaluation Process by Interbrand



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## Sustainable Branding Trend

Communicating with consumers by providing high-quality products

"It is my conviction that sustainable business is smart"

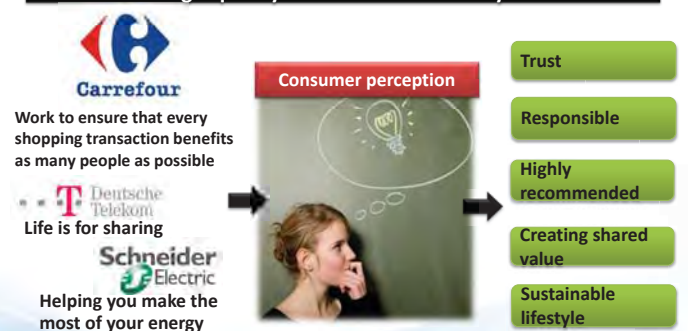
Sustainability concepts should be embedded in product quality

"make a better world."

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## Sustainable Branding Trend

Communicating with consumers by helping them to build a high-quality and sustainable lifestyle



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## Sustainable Branding Trend

Communicating with consumers by using their ECO System in daily operation

A clear ambition: Create value and social links



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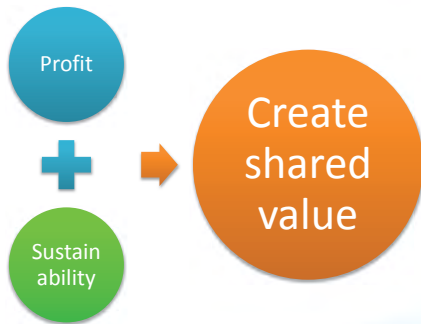


Thanks for listening



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## Transformation of Responsible Investment



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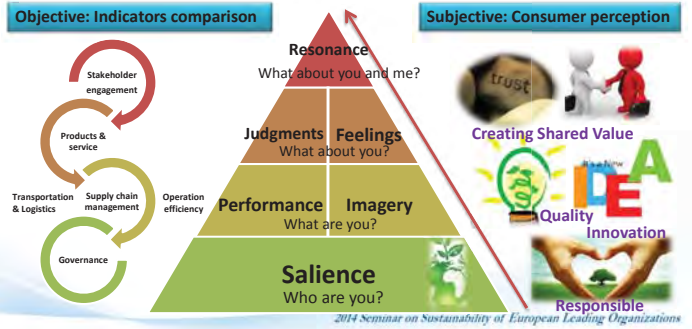
## Investment Beliefs

- Responsible investment **pays off**
- No good and stable return in the long term without sustainable development.
- Money can be a driving force in making a positive contribution to sustainable development.

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## Brand Resonance Model And Sustainable Branding

Sustainability strategy should be embedded in core business function to strengthen sustainable development and brand resonance



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## Responsible Investment

Wen-Hao Hsieh  
Han-Yu Chan  
Chieh-Yu Chan  
I-Chen Huang

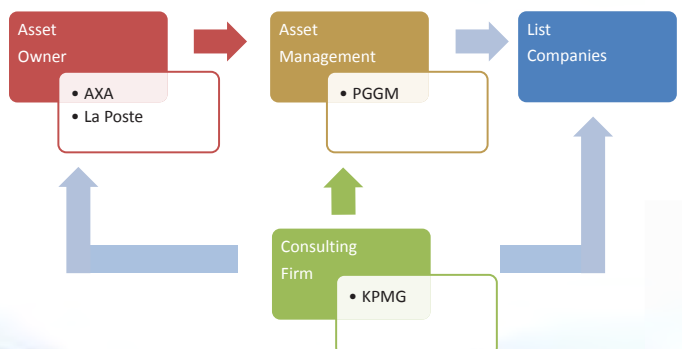


## Why implement Sustainability



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## Value chain of Responsible Investment



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## Mission

“ We are a company whose business is to protect people over the long term.”

## CORPORATE RESPONSIBILITY

HENRI DE CASTRIES,  
CHAIRMAN AND  
CHIEF EXECUTIVE OFFICER



## CR strategy planning process

- 80% : Questions based on DJSI model

Part I. Questions based on the DJSI model	Level 1 weighting	Level 2 weighting
I.1 Economic dimension	80%	33.6%
I.2 Environmental dimension		27.5%
I.3 Social dimension		38.9%
I.3.4 Human capital development		
I.3.4.1 Employee development and skill mapping		

- 20%: AXA Specific Questions

Part II. Supplementary AXA-specific questions	Weighting
II.1 CR flagship initiative(s)	75%
II.2 CR culture	25%



LA POSTE

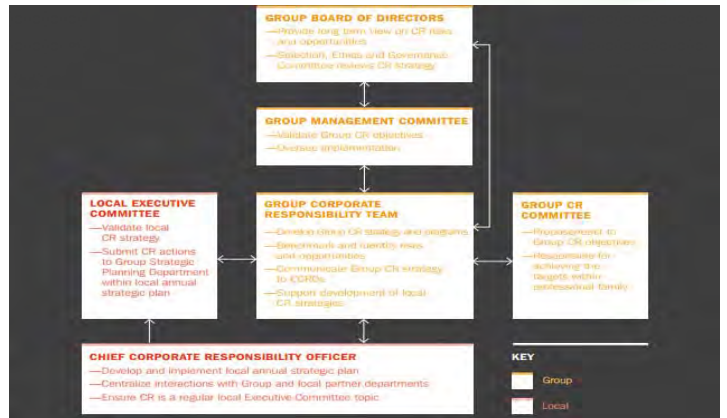


# Sustainability

## Corporate Responsibility

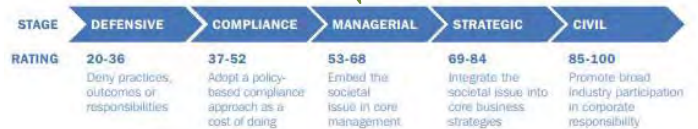


## CR Governance



## CR strategy planning process

### CR Maturity Scale



2013 NOW

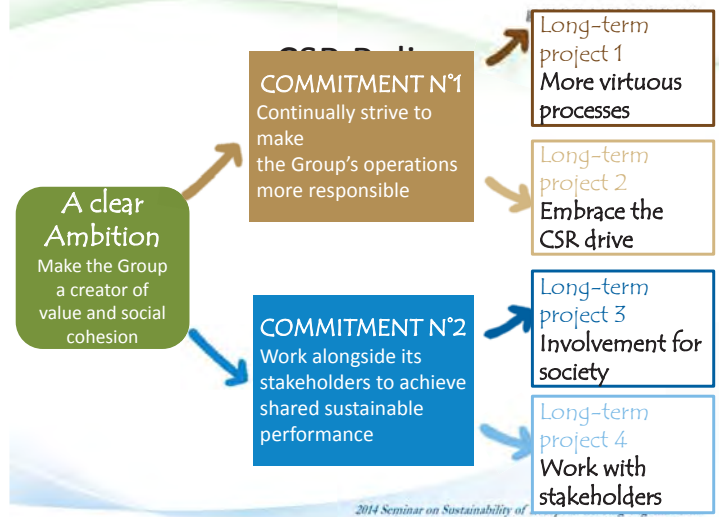
2015 Future

## La Poste Business



## Public Service Mission

- providing a universal mail and parcel service (delivered six days a week)
- transporting and delivering the press
- local and regional development: at least 90% of the population must be within five kilometers and less than a 20 minute trip from a retail outlet
- providing access to banking services for everyone



## CSR Governance

### Board of Directors, Quality and Sustainable Development Committee

#### Executive Committee: CSR Policy

Business Sector Committee: runs action plans

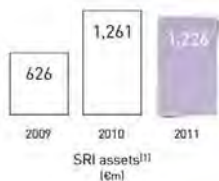
Regional Development Officers Committee: CSR programme

CSR representatives from La Poste Divisions and subsidiaries: application

Regional groups: coordinate local stakeholders

## Implement

- Promoting socially responsible investment



In 2011, 37.4% of La Banque Postale Asset Management's investments were ESG consistent

## Implement

- More energy-efficient buildings



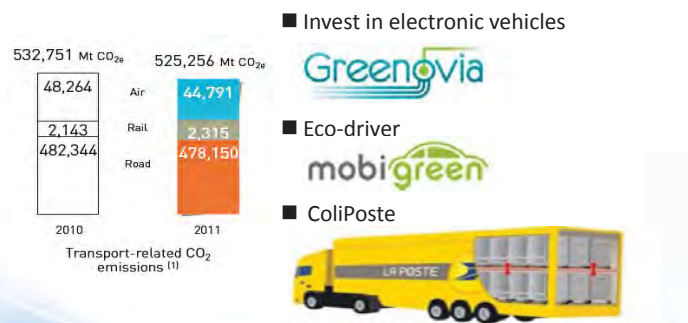
focusing on making its buildings more energy-efficient: upgrading the existing property stock and applying more strict new-build standards.

## CSR Governance

Area	KPI	Scope	Reporting frequency
Employees	Occupational accident frequency rate	La Poste and the main subsidiaries of GeoPost, MediaPost, Docapost and Viapost that publish workforce statistics	Annual
	% of women among senior managers	La Poste and the main French subsidiaries	Annual
	% of beneficiaries of mandatory employment	La Poste and the main French subsidiaries with over 20 employees*	Annual
	% of employees that undertook training in the past 2 years	La Poste and the main French subsidiaries that publish a CSR report	Annual
Environment	CO <sub>2</sub> emissions (in tonnes of carbon) and cost in euros	Mail Division, Selfpost, Coliposte, GeoPost, within the scope of offsetting	Annual
	% of Waste Electrical and Electronic Equipment (WEEE) reused or recycled	La Poste and the French subsidiaries. The objective set concerns WEEE only	Annual
Customers/responsible offers	% of SRI assets out of total managed assets	La Banque Postale	Annual
	% of SRI in Group employee savings scheme within the scope of subsidiaries concerned and La Poste	Corporate	Annual
	External access to owned buildings for PRMs	Poste Innoce	Annual
	Tonnes collected by Recy'go services	Mail	Annual

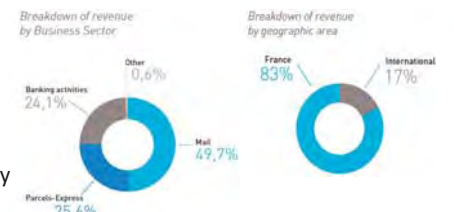
## Implement

- Reducing transport-related CO<sub>2</sub> emissions



## Environment Changes & Challenges

- People are sending mail less and less
- Slow recovery from the recession of Euro zone
- Loose the monopoly position





## Defining a new approach

- To accelerate the actions in progress in each of the business lines in both modernizing the industrial facilities and in commercial development
- Reinforce the Group's digital transformation and convergence of its physical and digital networks
- Make La Poste the leader in delivering local mail services and home services
- Think more in-depth about external growth opportunities in France and abroad.

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## Investment Process



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## Sustainability Ladder



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KPMG



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PGGM



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## Investment Focus Area

- Climate change and reduction of pollution and emissions
- Water scarcity
- Health and healthcare
- Food security
- A stable financial system which serves the real economy
- Good corporate governance
- Safeguarding human rights

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## AXA Investment Manager



## Portfolio management

- Negative screening
- Best-in-class
- Thematic

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## Materiality for future trends



A business environment is more complex and fast-moving than ever

Global change as a business opportunity

Expect the Unexpected

Key emerging business risks related to global sustainability megaforges

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# KPMG Climate Change and Sustainability Services

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## Who KPMG CC&S are

A global network of over 600 sustainability specialists from across 60 countries with over 20 years experience in climate change and energy, natural capital, population growth, urbanization, food security, stakeholder engagement and human rights.

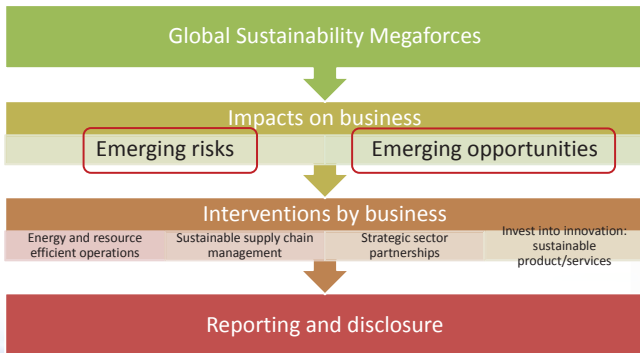


Help clients understand risk and opportunity through strategic sustainability, international development and business improvement programmes.

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Businesses can design effective strategies to **address the risk** while simultaneously **taking advantage of the opportunities**.



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## The WAY they do

### Turning risk into opportunity

Global network, local experience

Sustainability+

Results driven

Pioneers of sustainability consulting

Thought leadership



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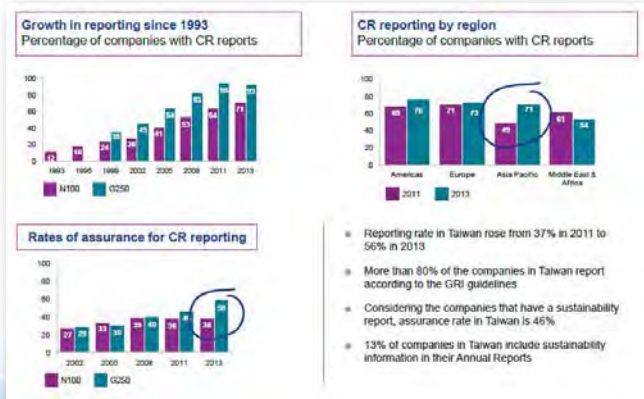
## How they see in the future



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## Sustainability reporting and assurance

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## True Value S E P&L

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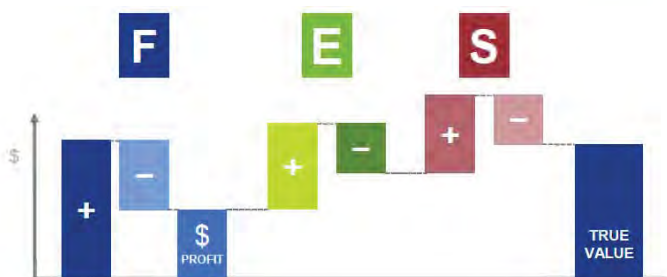
- Core competence private sector
- Accounting rules 100+ years

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## Growing True Value

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increasing positives & decreasing negatives



Businesses will be most motivated to act on sustainability when the costs of environmental and social impacts can be shown on financial statements

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## KPMG CC&S

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Call to action for businesses and policy makers

In the coming years, policymakers will be increasingly called upon to take the lead and adopt measures that promote sustainability while respecting consumer demand for goods and services as the primary driver of economic activity



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Financial incentives may also include market-based mechanisms that create additional income from the sale of emission allowances or other rights to the use of resource.

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Standards and regulations can promote sustainable practices on the production and supply side, such as standards for pollution control or energy standards



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## CONCLUSION



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## How Taiwan to start RI

- To **arouse** the perception between sustainable development and investment through **banking industry**.
- Companies can increase investing channels for investors. It can increase the fund on sustainable investment.
- To develop and apply the **new tool** on KPI, EP&L, and green design
- Improve Taiwan's status in RI

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## Conclusion



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## Logistics

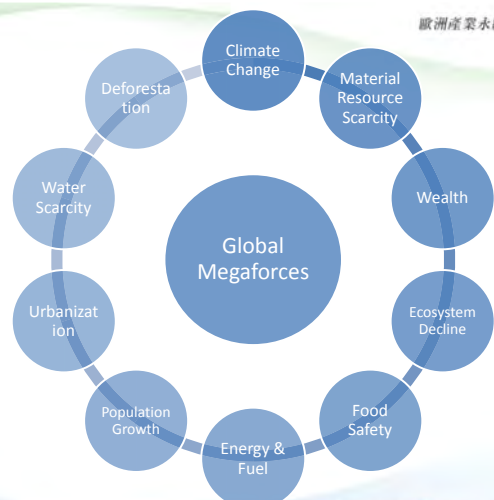
Ping Yi Kung  
I-Chun Chen  
Jheng-Yan Wu  
Yu Ting Hung  
Shi-Wei Huang

主辦單位: 歐洲產業永續創新趨勢研究會  
合作單位: 中國國際貿易中心、TCEP、EPEA、EPSON、3M、PHILIPS、臺灣證券交易所  
共同贊助: KPMG

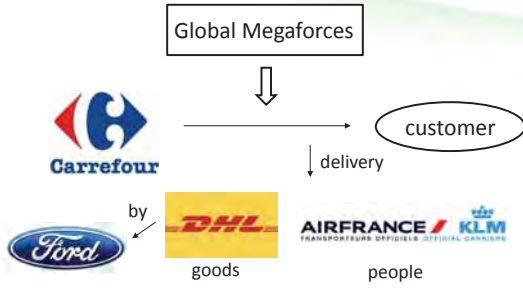
## Agenda

- Introduction of Sustainability in logistic
- Sustainable Strategy- Carrefour
- Sustainable Strategy- DHL
- Sustainable Strategy- Air France-KLM
- Sustainable Strategy- Ford
- Conclusion

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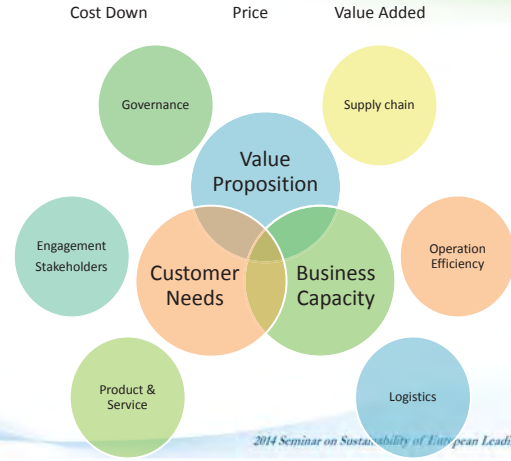


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What we see the logistics companies trying to do in reacting sustainability issues ?

- ✓ Exhaust and CO2 emission reduction
- ✓ Energy conservation



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Carrefour

NCCU MBA102  
Team: Logistic  
Ping Yi, Kung

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## Carrefour Introduction

Being a responsible retailer is about to ensure that every shopping transaction benefits as many people as possible

- Founded in 1958/1/1
- First store in 1963, France
- Products :
  - ✓ Hypermarket/Supercenter/Superstore /Supermarket
- Headquarter : Boulogne Billancourt, France
- Company size :
  - ✓ 1<sup>st</sup> retailer in Europe
  - ✓ 2<sup>nd</sup> retailer in the world
  - ✓ Over 360,000 employees, tens of thousands of suppliers, and over 10,000 stores and franchises operating in 34 countries

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## Carrefour CSR Governance

A Quality and Sustainable Development Committee, chaired by the Chairman and Chief Executive Officer-Georges Plassat, was set up to incorporate CSR into the way the Group is managed.

**Actions**

- Defining the Group's corporate social responsibility strategy
- Managing its implementation
- Instigating projects and dealing with issues at the very highest level of the business
- Ensuring agreed guidelines are implemented and disseminating best practices both internally and external

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## Carrefour CSR Commitments

1. Protecting biodiversity
2. Building partnerships with suppliers
3. Protecting the environment
4. Protecting human rights
5. Offering safe, high-quality products
6. Motivation the group's men and women
7. Developing local solidarity

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## Carrefour CSR Strategy -Doing a good job

- The waste reduction plan**
  - Limiting the use of resources
- Biodiversity**
  - Purchasing in ways that protect the planet
- Contribution to society**
  - Supporting our partners

Operation efficiency  
Transportation and logistics  
Products and service  
Supply Chain management  
Stakeholders management

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## Carrefour CSR Strategy -Waste reduction plan

- Promoting operation efficiency and reducing waste
  - Using data analysis to predict sales and lower inventory
  - Expiring products sale
  - Energy and CO2 emission conservation
    - New refrigeration system to reduce GHG emission
    - Closed chiller cabinets
    - Lorries fuelled by organic waste

Buy one and get one free

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## Carrefour CSR Strategy -Preserving Biodiversity

Carrefour and its suppliers are committed to promoting responsible sourcing.

Carrefour has always given priority to products sourced locally

Fresh products

Carrefour offers a wide selection of high-quality fresh products in areas that have been specially designed to make shopping enjoyable

Local products

Everyday products

Commercial services

From financing solutions to leisure activities, or from health and beauty care products

The non-food sections are organized into categories meeting customers' basic needs

Non-food products

Carrefour offers a combination of products from consumers' favorite brands and Carrefour brands

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## Carrefour CSR Strategy -Preserving Biodiversity

- Sustainable procurement
  - Protect the forest
  - Protect additional fish species from overfishing
  - High social added value products



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## Carrefour CSR Strategy -Preserving Biodiversity

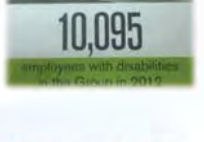
- Sustainable products
  - GMO-FREE products
  - RED-LABEL CQL poultry reared without antibiotics
  - Organic products



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## Carrefour CSR Strategy -Contribution to society

- Promoting diversity
  - Male/female diversity
  - Employment for people with disabilities
  - Employees' training



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## Carrefour CSR Strategy -Contribution to society

- ENSURING OUR SUPPLIERS' RESPECT FOR HUMAN RIGHTS
  - Prohibiting forced or compulsory labor and child labor
  - Guaranteeing working hours in line with international standards
  - Respecting freedom of association and recognizing the right to collective bargaining
  - Health and safety measures
  - Decent salaries, benefits and working conditions
  - Prohibiting discrimination, harassment or physical or psychological violence
- SUPPORTING CONTINUOUS IMPROVEMENT FOR CARREFOUR PRODUCT
  - Innovation
  - Work place standards
  - Prevention procedures
  - Promoting the sustainable development self-assessment tool for suppliers

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## Carrefour CSR Strategy -Contribution to society

Carrefour rewards supply companies for their performance in the area of sustainable development



"Market Products" Award



"Grocery Products" Award



"Non-Food Products" Award



"Tackling Waste" Award



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## Conclusion



### Cost down

- Operation efficiency
- Energy and CO2 emission conservation

### Value up

- Creating shared value with stakeholders
- Providing high quality and sustainable products

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成果發表會

DHL



NCCU MBA102  
Team: Logistic  
I-Chun Chen



# DHL Introduction

- The world's leading mail and logistics services provider.

**Deutsche Post DHL**

Corporate Center (CEO's board department, HR and Finance)

64 million letters each workday

EXPRESS  
• Europe  
• Americas  
• Asia Pacific  
• EA (Middle East and Africa)

GLOBAL FORWARDING, FREIGHT  
• Global Forwarding  
• Freight

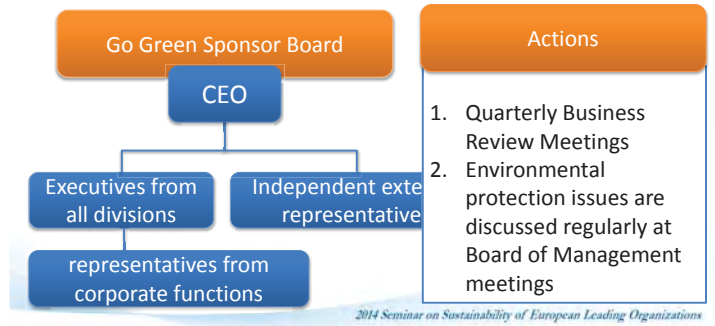
SUPPLY CHAIN  
• Supply Chain  
• Williams Lea

Global Business Services (provides in-company services such as Finance, IT, Legal and Procurement)

- Core Value: **DHL connect people and improve their lives**

# DHL CR Governance

- During the last six months of 2012, the oversight of the Group's Corporate Responsibility activities was **reallocated within the CEO department**.

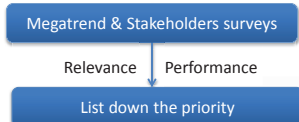


# DHL Corporate Responsibility (CR) -Strategy

How does DHL know what to do in CR?

- Corporate Responsibility Value Chain (5 steps)

- Gaining insights
- Preparing agenda
- Setting agenda
- Reporting CR annual report
- Engagement



Stakeholders Engagement

# GoGreen

- The transport industry is responsible for **13 %** of global greenhouse gas emissions carbon dioxide (CO<sub>2</sub>).
- Oil price is getting higher → cost pressure

	Vehicles	Buildings	Aircraft
Burn Less Reduce energy consumption	<ul style="list-style-type: none"> <li>Aerodynamics optimization</li> <li>Engine modifications</li> </ul>	<ul style="list-style-type: none"> <li>Use of energy-efficient lighting</li> <li>Installation of energy-saving lighting control</li> <li>Refurbishment and systems</li> </ul>	<ul style="list-style-type: none"> <li>Modernization of air fleet</li> </ul>
Burn Clean Use of alternative energy sources	<ul style="list-style-type: none"> <li>Use of alternative fuels</li> <li>Use of green electricity for electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Use of alternative energy from solar panels</li> </ul>	<ul style="list-style-type: none"> <li>Use of alternative fuels (currently not applicable)</li> </ul>

Operation Efficiency

Transportation and Logistic

Product and Service

# GoGreen

- Asia- a growing market
  - Raising concerns about oil availability.
  - Price of oil predicated to double by 2020 and Asia will be significantly influenced due to high share of supply chain cost.



Cooperate to save the earth

- Key Objective: to help **lower fuel consumption** across Asia-Pacific source freight movement, **reduce CO<sub>2</sub> emissions** from these movements and **lower shipping costs** across the entire supply chain.
- Emerged from a consortium of 26 companies.
- A member driven organization, mainly of **manufacturers and logistics companies**.
- The founding members: **DHL, UPS, HP, Lenovo, and IKEA**

# DHL Corporate Responsibility -Strategy

Using the core competencies for the greater good



- Corporate responsibility has been an integral component of the Corporate Strategy and supports DHL's goals of Strategy 2015.
- Balancing economic and social interests**
  - DHL concentrate CR on:
    - Environmental protection (GoGreen)**
    - Disaster management (GoHelp)**
    - Education (GoTeach)**
    - Demonstrate respect for human rights within DHL's scope of influence (Employee care)**

# GoGreen

- 5 Pillars for Go Green
  - Achieve transparency of CO<sub>2</sub> Emission

CO<sub>2</sub> emissions by division and scope in 2012

million tonnes of CO <sub>2</sub>	Total CO <sub>2</sub> emissions	Scope 1	Scope 2	Scope 3
<b>Group<sup>1</sup></b>	<b>28,04</b>	<b>4,80</b>	<b>9,57</b>	<b>22,97</b>
MAIL	1,16	0,33	0,05	0,78
EXPRESS	9,00	3,64	0,18	5,18
GLOBAL FORWARDING, FREIGHT	16,19	0,16	0,06	15,97
SUPPLY CHAIN	2,09	0,64	0,22	1,23

<sup>1</sup> After consolidation of scope 3 emissions from intercompany business activities, including Corporate Center/Other.

# GoHelp



- DHL donate their logistics expertise, global network and the dedication of employees to support the UN in its worldwide relief efforts through our Group-wide GoHelp program.

Make good use of DHL competency

Stakeholders Engagement

Product and Service



# GoTeach



- GoTeach as a way to improve people and prepare them for help children and young people from different backgrounds develop their opportunities for their career development.

**For DHL:**

- Develop employee's leadership
- Cultivating future talents

## Stakeholders Engagement

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**Air France-KLM**

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Team: Logistic  
Jheng-Yan Wu

243 destinations in 103 countries  
(Summer schedule 2015, Transavia not included)

**77.4 million** passengers carried  
**1.4 million** tons of cargo  
**100,744** employees (FTE)

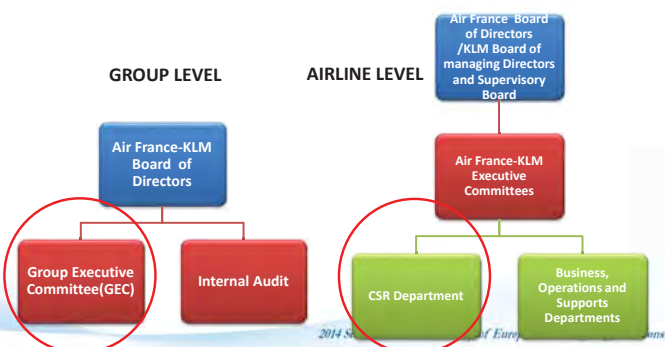
- SkyTeam airline alliance
- French-Dutch airline holding company
- Headquarters : at Paris-Charles de Gaulle Airport in Tremblay-en-France

**BREAKDOWN OF SHARE CAPITAL (December 31, 2012)**

- 15.9% French state
- 1.4% Treasury shares
- 9.6% Employees
- 73.1% Others

## Air France-KLM CSR Governance

- At Air France, CSR is driven by an **Executive Vice President** who is a member of the Board of Directors, while at KLM an **Executive Board Member** carries out this role.



# Conclusion



Cost down	Value up
<ul style="list-style-type: none"> <li>Operation efficiency</li> <li>Change vehicles, airplanes and fuels</li> </ul>	<ul style="list-style-type: none"> <li>Both do itself and help its clients to do the CO2 transparency</li> <li>Green Freight Asia</li> <li>GoHelp and GoTeach</li> </ul>

**AIRFRANCE KLM** **L♥V Story on the air**

- 1919: KLM Royal Dutch Airlines is founded
- 1933: Air France is founded
- 2004: Air France-KLM is the result of the merger between Air France and KLM
- 2004年合併: 法國航空 荷蘭皇家航空
- 2008: It was the largest airline company in the world in terms of total operating revenues

## Safety

- EASA European Aviation Safety Agency
- IATA International Air Transport Association
- national civil aviation authorities
- the European Commission
- the Association of European Airlines
- ICAO
- SMS Safety Management System

## Operational Efficiency

<b>Aircraft</b>	reduce onboard weight → <b>A 1kg reduction of onboard weight results in an annual 76 ton reduction of CO2 emissions.</b>
<b>Airspace</b>	flight path optimization, optimize altitude, reduce aircraft waiting times
<b>Fuel carried onboard</b>	Optimize fuel quantities, Route optimization, adapting procedures to minimize fuel consumption
<b>Flight process</b>	accurate planning, weight savings and taxiing with one or two engines switched off









# Governance

Go Further

## • Governance and Management Structures

### – Board-Level Governance

Board of Directors President and CEO (Alan R. Mulally)	Board Committees -Audit -Compensation -Nominating and Governance -Sustainability -Finance
--	--

### ➤ Structures for managing sustainability

- Board and Executive-Level Responsibility
- Dedicated Sustainability Function
- Integration into Core Functions
- Issue-Specific Structures

### – Sustainability Management

Vice Presidents  
VP, Sustainability, Environment and Safety Engineering

### – Sustainable Mobility Governance

A senior-level team led by Vice President of Sustainability, Environment and Safety Engineering

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# Business strategy -ONE Ford plan

- Ford's business strategy is embodied in **ONE Ford plan**.
- The goal of ONE Ford is to create an exciting and viable company delivering profitable growth for all. It focused on building:



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# Sustainability strategy

Go Further

- Key components of the sustainability strategy that address Ford's material issues include :

### Climate Change

- The stabilization of greenhouse gases
- Fuel economy improvements
- The use of alternative fuels and energy-efficiency improvements

### Water Use

- Reduction in water use

### Human Rights

- Code of Human Rights, Basic Working Conditions, and Corporate Responsibility
- Supply Chain

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# Sustainability strategy

Go Further

Climate Change and the Environment	• Climate Change • Facilities	• Products and Technology
Water	• Water Strategy • Water splash	• Water Stressed Regions
Financial Health	• ONE Ford- One Team • Profit • Customer Satisfaction	<b>Operation Efficiency</b>
Vehicle Safety	• Design • Technologies	• Driver education • Collaboration
Supply Chain	• Working with suppliers • Raw Materials	<b>Supply Chain</b>
People	• Employees • Hiring and restructuring • Health & Safety	<b>Stakeholders Engagement</b>

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# Products

Go Further

### Hybrid

- achieve about 20% better fuel and 15% reduced greenhouse emissions

### EcoBoost



### Recycling concepts

- 60% of the material used for insulation is made of recycled clothes
- Ford turn soy into seat cushions in Ford Edge.

### Revolutionary paint process

- A Revolutionary paint process
- Saving 61,000m<sup>3</sup> water per year



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# Conclusion



## Cost down

- One Ford
- Operation efficiency
- Fuel economy improvements

## Value up

- Green Products
- Supporting the communities
- Working with suppliers
- Stakeholders Engagement

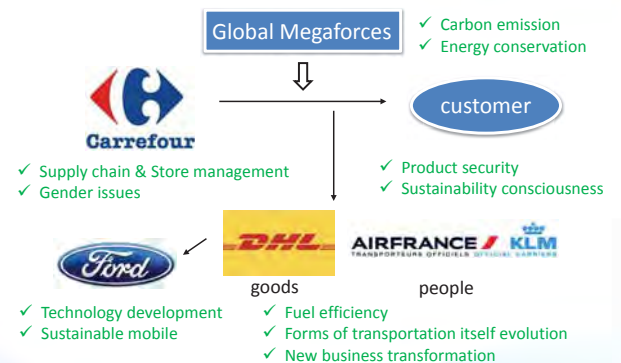
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**Logistics Conclusion**

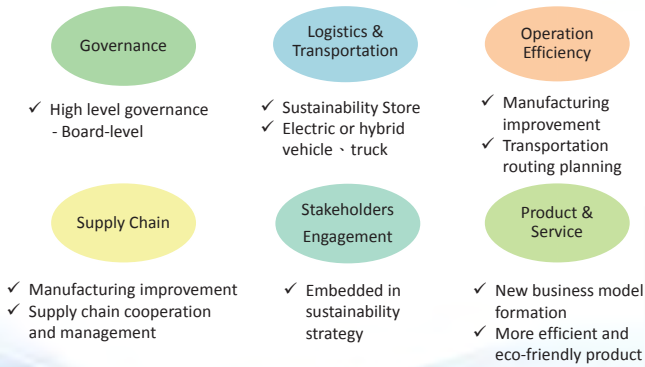
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Team: Logistic  
Shi-Wei Huang

# Logistics Conclusion – Value Chain



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## Logistics Conclusion – Six indicators



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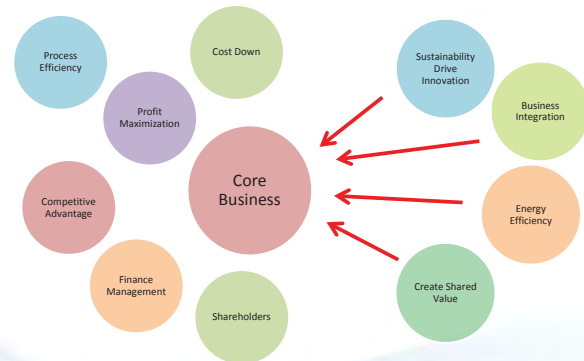
## Logistics Conclusion – Challenges

- Biofuel and alternative Energy sources
  1. Low energy conversion efficiency
  2. Highly priced – fuel scarcity
- Not enough Infrastructures
- Countries regulation inconsistency
- Higher supply chain cost in Asia ( 25% of GDP )
  - great opportunity for us

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## Logistics Conclusion – Difference

Taiwan vs. Europe → Tomorrow business



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Thank you.



of European Leading Organizations



## Telecom-Platform

### The Communications Value Chain:



- Alcatel Lucent provides sustainability embedded infrastructure
- Deutsche Telekom embeds sustainability in their core mobile operations
- Ruhr region is a story of change
- Media Harbor has art, communication and creativity



## Global Megatrends in Communication

By 2020, increasing connectivity will lead to:



See GWATT.net

ICT consumed 6% of global energy in 2013.

But upgrade in networks can produce more (data transmission) with less (energy consumption). Ex. shift to LTE, VoIP

Increased connectivity in the future has the potential to reduce overall energy consumption & pollution. Ex. Cloud Computing, SmartCities

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## Alcatel Lucent

### Telecommunications provider with sustainability in its products & services

山口傑西



## Alcatel Lucent's Role

"Sustainability is an industry imperative as well as a competitive advantage." – Michel Combes, CEO

Speakers emphasized sustainability is embedded in Alcatel Lucent's business and main actions are based on compliance to legal and customer requirements and global frameworks (DJSI, UNGC, GRI).

#### Priorities

ENVIRONMENT - make communications networks 1,000 times more energy efficient as they were in 2010

PEOPLE - create diverse and highly skilled global workforce through A-L University & Engage internal social networking

DIGITAL INCLUSION – High Leverage Network™ affordable communication solutions to enable global connectivity

#### Values

Zero tolerance stance on compliance violations

Only do business with partners, suppliers and contractors who share and support company values

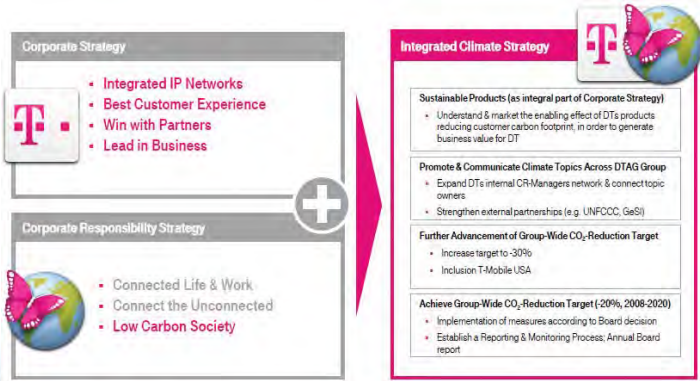
Engage with pride and passion as citizens of communities in which business is done

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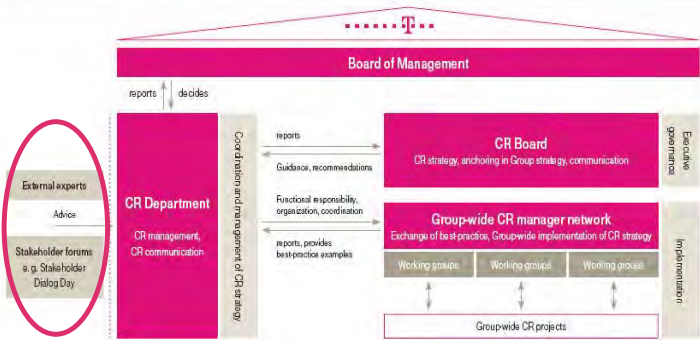


## Vision: Strategic Integration



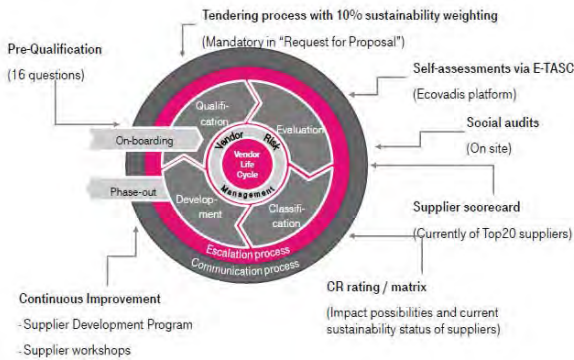
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## Governance



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## Sustainable Procurement



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## Basic Information

### 地理位置

- Geography: 53 cities covering 4435 km<sup>2</sup> and about 5.3 million inhabitants along the Rhine, Emscher, Lippe and Ruhr rivers



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## From Efficiency to Enabler



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## Materiality

**“CO<sub>2</sub> emissions are to be reduced by 20 percent across the Group by the year 2020”** - Deutsche Telekom Board of Management

- Goal 1: GROUPWIDE CO<sub>2</sub> EMISSIONS DECREASE OF ABOUT 20% (2008-2020).
- Goal 2: SMARTer 2020: ICT CAN CONTRIBUTE TO CUT GLOBAL CARBON EMISSIONS BY 2020 UP TO 16.5% OR 9.1 Gt.



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## The Story

- The Ruhr is not just a region
- The network of tunnels are its veins
- The flow of coal its blood
- People worked hard, and the region prospered
- 盧爾特區因煤礦開發，鋼鐵運作而蓬勃發展



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## The Fall

- But as globalization spread, competition grew
- Steel and coal were both outcompeted
- Traditional industries faltered
- The blood stopped flowing from the veins
- Houses and factories were scheduled for demolition
- 但好景不長，煤礦耗盡，全球化競爭，讓盧爾特區開始沒落



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## The Rebirth

- But there was no despair
- The community and children of immigrants rose to protect the only home they knew
- The coal and steel industries produce more than just coal and steel
- Sustainability was embedded in the transformation process
- 盧爾特區的居民為了保衛家園，開始以永續理念重組經濟



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## The Future

- Economy was restructured
- Focus was on sustainable logistics, healthcare management, chemical industry, culture and tourism
- Worked together with local universities as centers of excellence for research
- 以物流，化學，保健管理，研究為主



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## Clustering Effect (集群效應)



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## Revitalization

- The Ruhr has become the icon of positive restructuring
- Bottom-up and top-down approach made the region a project for all
- The region has changed itself to meet the change that was imposed upon it
- "Industrial Nature" concept
- A model for cities and regions responding to megaforges
- 盧爾特區已成為重組，轉型，振興的成功典範



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### The Media Harbour, Germany

Art, communication, and creativity

木下晃德

主辦單位: 歐洲企業永續發展協會  
共同贊助: KPMG  
合作單位: 中華經濟發展協會, TSP, EPSON, 3M, PHILIPS, 臺灣證券交易所  
贊助單位: HSBC, 匯豐, DOW

## Introduction – Düsseldorf 地理位置



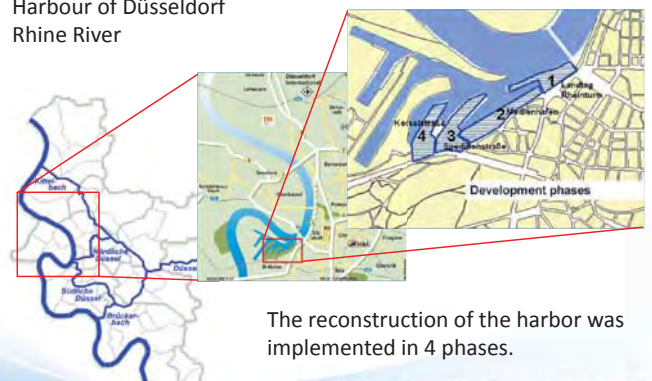
- Capital city of German state North Rhine-Westphalia
- International business and financial centre
- 7th most populous city in German (0.6 million)



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## Basic Information 老舊地區重建

Harbour of Düsseldorf  
Rhine River



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## Post-modern Architectures 後現代建築



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## The Story - Düsseldorf-Hafen 產業轉型

- Used to be area of workers/industry/trade.
- After Mannesmann discontinued its tube production, public-broadcasting institution WDR took over the place. 製造業 → 創意產業



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## The Story – Messe 貿易會/展覽地區

- Messe Düsseldorf
  - 60 years of experience in international events
  - 50 international trade fairs, 24 No. 1 events
  - 1/5 of all the world's premier trade shows
  - 4,000 m<sup>2</sup> to 25,000 m<sup>2</sup> to accommodate



izations

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## Urban Planning 城市規劃

- Cluster to provide complementary asset 互補性資產
- With 800 business employing about 8,600
- 76% of firms have headquarters
- The media industry accounts about 30%
- Sustainable development is the key to urban planning.



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## Cluster Development 集群化發展

- Spatial forms of proximity 空間形態和接近性
  - New building complexes
  - Renovated industrial and harbour buildings
- Public-private mixture of cultural, leisure, retail and entertainment
- Expected benefits
  - Revitalization of unsafe downtown areas
  - Stimulate chain of developments
  - Accomodate unemployed talents



Thank you for your attention!

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*Fashion and Design*

張慈芳 蔡盛宇 陳貞妮 陳彥志

Fashion and Design Industries and Sustainability

Red Dot

WaterStudio

Kering Group

Conclusion

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## Agenda



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## Fashion and Design Industries and Sustainability

張慈芳 Yvonne Chang

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## Materiality of Sustainability to Fashion and Design Industries

Fashion is the spotlight of the century, it is an indicator of what people care about.

Design industries influence products' sourcing, material, and production process...etc.

If fashion and design industries take the lead, others would follow.



Fashion and design industries should embed sustainability into its core value and quality value.

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## Business Model

Certification Services

Customer & Targets



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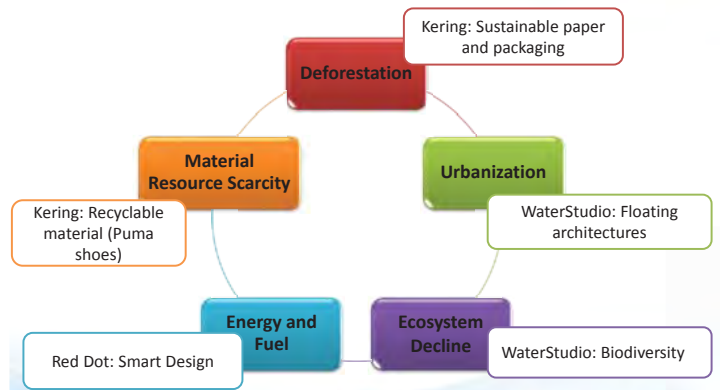
## Facilitator of Sustainability

- Mission
  - Facilitating an appropriate design of the environment for the public at large



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## Global Megatrends



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## Red Dot

- Design for sustainability



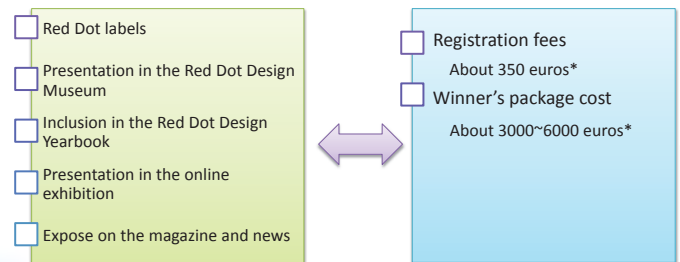
蔡盛宇 Chris Tsai

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## Business Model

Red Dot Provide Value

Customer Payment



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## Quality as an Responsibility

Evaluation  
Criteria





## Design Category

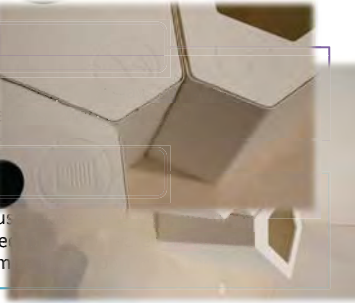
- There are some specific design categories added for facilitating sustainability.

### Energy

- Energy conservation, alternate energy, energy independent design

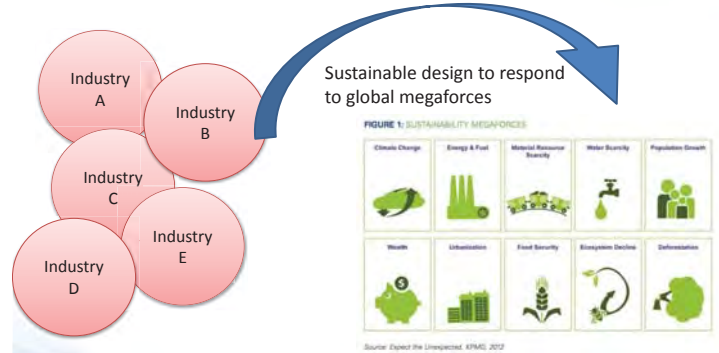
### Green

- Sustainable design, recycle, reuse, product life, environment protection, desalination, devices to minimize



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## Design for Sustainability



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## Agenda

About WaterStudio

Flood Control in The Netherlands

Floating Architectures and Sustainability

Ijburg, Amsterdam

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## WaterStudio

### FLOAT

Flexible Land On Aquatic Territory



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## About WaterStudio

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## WaterStudio Company Background

- The only company that focus on building on water
- 18 employees
  - Mostly architects
  - Employees that are responsible for technical, media, management, payment, administration...etc.
- Work with other engineering companies
  - For the difficult and complex calculations
- Work with other development companies
  - To decide where to build and where to get the funds

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## Flood Control In The Netherlands



## Floods in Netherlands

- Netherlands have eight million people (almost half the population) living below sea level who depend on flood control.



## Flood Control

- Dike construction in coastal areas
- Control of river floods
- Water control boards
- Land reclamation



Floating Land and Architectures



## Expanding Land for Use



## Flexible Urban Components



## Flood and Hurricane Safety



## Scarless Developments

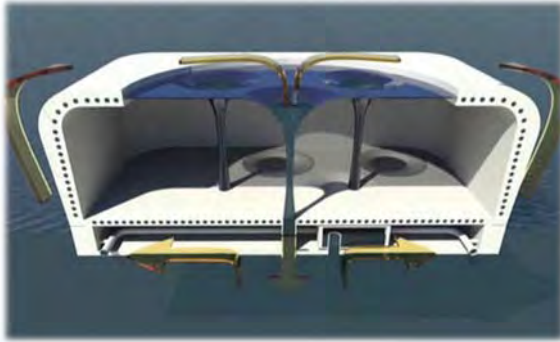


## Reusable Buildings





## Sustainability by Using Water



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## Instant Green Solutions



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## Improving Life Quality of the Poorest



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## Ijburg, Amsterdam

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## Ijburg

- Steigereiland (Jetty Island)
- Haveneiland (Harbour Island)
  - East and West
- Rieteilanden (Reed Islands)
  - Large, Small, East
- Goal: 18,000 residents and 45,000 citizens
- Already home to over 10,000 pioneers
- “Island Without Borders”
  - 40% of housing units as social housings

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## Ijburg



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## Pictures of Ijburg



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Kering Group

*Empowering Imagination*

陳彥志 Swallow Chen

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- About Kering
- Sustainability Mission and Strategy
- Sustainability Governance
- Sustainability 2016 Target
- Sustainability Strategy Tool
- Kering Corporate Foundation

## About Kering

關於開雲



Who we are

- A family-controlled, listed company, Kering is a world leader in apparel and accessories, which develops an ensemble of powerful brands
- Focused on a single business, Kering design, manufacture and market desirable products across two fast growing segments: **Luxury and Sport & Lifestyle**
- Present in more than **120 countries**, the Group generated revenues of **€9.7 billion in 2012** and had **33,000 employees** at year end

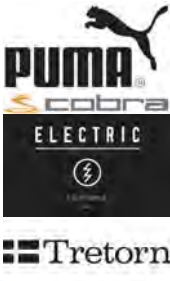


## About Kering

開雲旗下奢侈品牌:

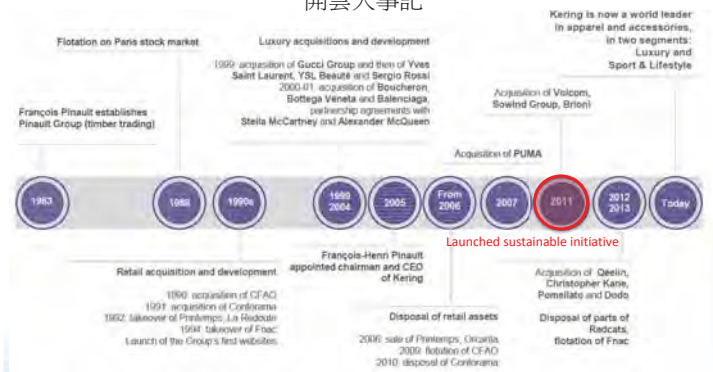


運動及生活:



## About Kering

開雲大事記



## Sustainability 格言

- 'It is my conviction that **sustainable business is smart business**. It gives us an opportunity to create value while helping to make a better world'

Empowering Imagination



Board of Directors,  
Executive Committee  
François-Henri Pinault

## Sustainability is Smart Business

永續是創新的動力  
Innovative tanning solution

**Conventional tanning**

For 3l of skin conventional tanning uses:

- 3 l of water
- 300 kg of salt (NaCl)
- 300 kg of Cr-III-salt

98% of tanning is today done with chrome

**METAL FREE TANNING (GUCCI)**

- The innovative process uses an organic tanning agent free of heavy metal while maintaining high quality requirements.

**Benefits:**

- Improved quality of effluents produced by tanning process
- Reduction of water usage by >30%
- Saving of energy by 20% due to shorter process time

"Innovation and sustainability combined with quality and a deep respect for heritage can offer new opportunities and we hope to pave the way for heavy sector to incorporate best environmental practices in the production of leather"

Pietro di Marco, CEO, Gucci

## Sustainability Mission & Strategy

開雲集團之永續任務與策略

### KERING SUSTAINABILITY MISSION

Our mission is twofold:

1. Push **leadership** role in sustainable value creation by going beyond traditional approaches
2. Going beyond own activities and **engage others** to progress

### KERING SUSTAINABILITY STRATEGY

Three pillars:

1. "Walk the talk"
2. Business opportunities
3. Stakeholder engagement

## Sustainability Mission & Strategy

Three pillars of Kering's sustainability strategy

開雲集團之永續策略

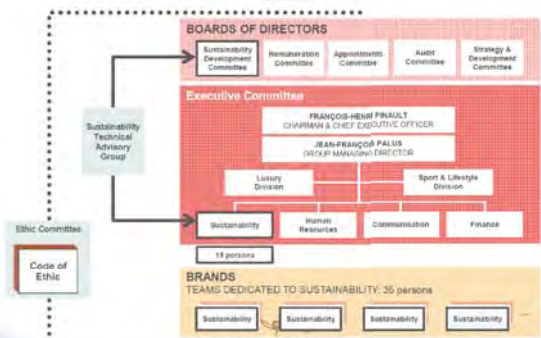




# Sustainability Governance

Sustainability, represented at various levels at Kering- with the CSO as member of the ExCom

Sustainability at Board level 永續之管理佈建



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# Sustainability 2016 Targets

Sustainability targets

開雲集團之永續目標

- Evaluating our **key suppliers** a minimum of every **2 years** and helping guide them to meet best practices and adhere to our code of conduct
- Reducing our carbon emissions, waste and water usage resulting from the production of products and services by 25%
- 100% of **paper and packaging** for Kering will be sourced from certified sustainably managed forests with a minimum of 50% recycled content
- Ensuring **all hazardous chemicals** have been phased out and eliminated from our production (2020)
- 100% of **gold and diamonds** in our products will be sourced from verified operations
- 100% of leather from domestic livestock within our products will be from **responsible and verified** sources
- 100% of precious skins and furs in our products will come from verified captive breeding operations, or from wild, sustainably managed populations

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# Sustainability Strategic Tools

Puma 環境損益

What is an E P&L

An Environmental Profit and Loss (E P&L) account is a means of placing a **monetary value** on the cost to society of our environmental impacts along the entire supply chain of our business



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# Sustainability Strategic Tools

What is the scope of an E P&L

視野擴張下的環境損益



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# Kering Group

Empowering Imagination

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# Conclusion

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# Conclusion



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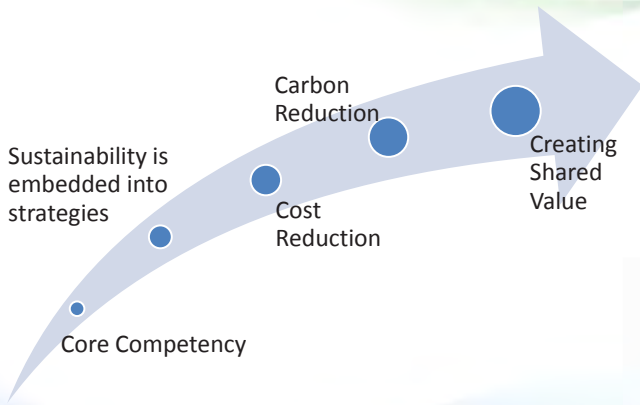
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Thank You



## Sustainable Industrial Development

- ✓ Strategy to meet the **present needs** of industry and other stakeholders without comprising the ability of **future generations** to meet their own needs.
- ✓ Should be considered as a process of **continuous improvement** of environmental, economic, and social performance in industry.
- ✓ Such approach enables the identification of particular performance parameters that could be managed.
- ✓ **Leaner and Cleaner Production:**
  - Resource and Material Efficiency Targets
  - Reinforcement of Eco-innovation and Environmental Technologies
- ✓ **Smarter Consumption:** changing behaviour



## 歐洲產業永續創新趨勢研究 成果發表會



Wendy Tseng  
Winnie Lin  
Patrick Lo  
Alex Chen

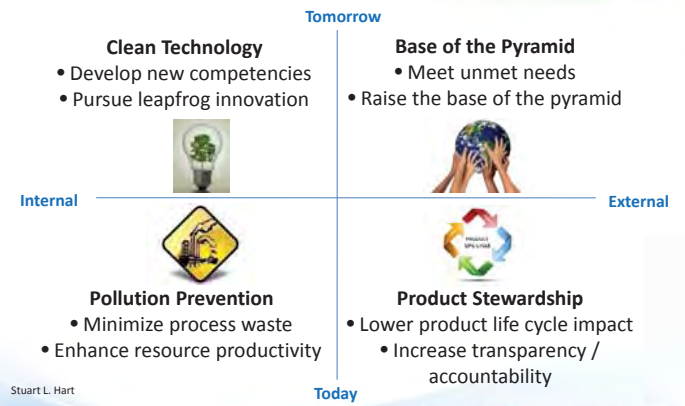
主辦單位: 財大企業 合作單位: 中國企業家協會 TCF 合作單位: HSBC 渣打 豐源  
贊助單位: KPMG 合作贊助: ASUS EPEA EPSON 3M PHILIPS 臺灣證券交易所



## Global Megatrends



## Sustainable Value Portfolio



## Introduction of Schneider Electric

Schneider Electric by the numbers





# What Schneider Electric Does

- Provide integrated solutions to improve energy efficiency, financial performance, and sustainability



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# Materiality

- Energy Dilemma

**x2** Energy demand by 2050  
Electricity demand by 2030

**÷2** CO2 emissions to avoid dramatic climate changes by 2050

- The most effective solution: Energy Management

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# Operations & Products for CSR

- **BipBop Program: Business, Innovation, and People at the Base of the Pyramid**

- Bring safe, clean electricity to the people who need it most worldwide
- Make energy more affordable and accessible

Powering water pumps with solar energy

In remote areas, carrying water from a well can be a time-consuming and laborious task. To address this challenge, Schneider Electric provides solar-powered automatic water control water pumping systems. With these systems, solar energy is used to pump water for domestic and agricultural purposes.

In 2013, Schneider Electric introduced a portable lamp with rechargeable LED lighting. A USB port allows the user to charge a mobile phone or other devices.

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# Governance

- Reinforce in the Board's role and involvement in the Group
- Evolving and extending governance
  - ✓ Governance committee once a year
  - ✓ 20% of variable compensation linked to sustainability performance

Up to **20%** of variable compensation for the company's leaders based on a sustainability topic related to their scope of work

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# Operations & Products for CSR

- Smart Grid
- Wiser™

Wiser received the prestigious Design Star from GreenSource Design in 2012.

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# Sustainability Performance Evaluation

- **The Planet & Society Barometer (2013 Q4)**



## The Planet & Society Barometer

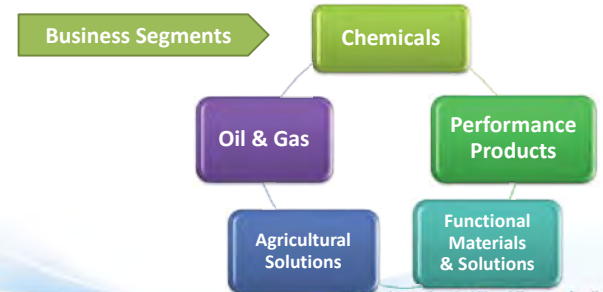
Our sustainability scorecard 2012-2014 in details

Category	2012	2013	2014	Target
<b>Planet</b>	8.00	8.40	7.51	8/10
<b>Society</b>	7.00	7.00	7.00	7/10
<b>Overall</b>	7.50	7.70	7.51	7.5/10

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# Introduction

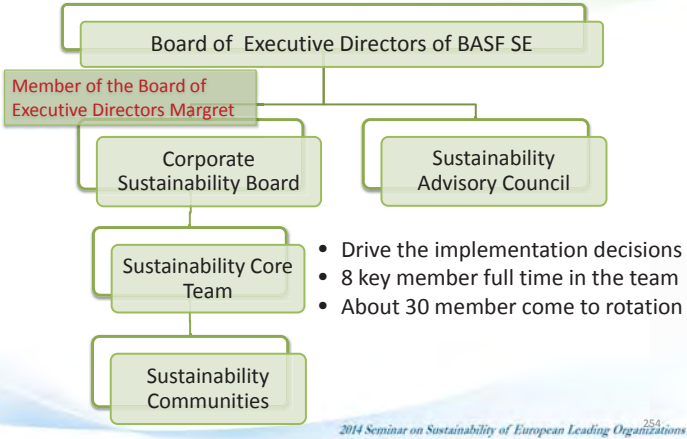
- BASF is the world's leading chemical company: "The Chemical Company."
- Upstream industry in chemical.
- With more than 112,000 employees.
- In 2013, BASF posted sales of **€74.0 billion**.



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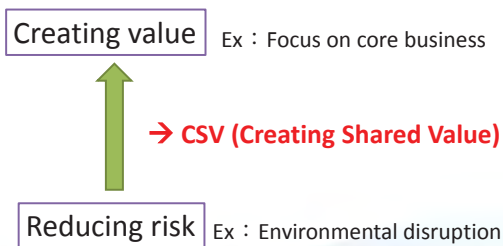


## Governance



## Strategy

- Meaning of CSR  
"Ensure business value and robustness."



## Strategy

– CSV (Creating Shared Value)

- Verbund System
- Focus Business Strongly on Customers' Needs
- Farmer training project
- Global Employee



## Materiality



## Strategy

– CSV (Creating Shared Value)

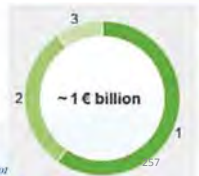
- Verbund System

- To add value as **one company** through efficient use of resources.
- Combines the supply chain.
- About intelligent interlinking of production plants, energy flows, and infrastructure.

- Six Verbund sites around the world.

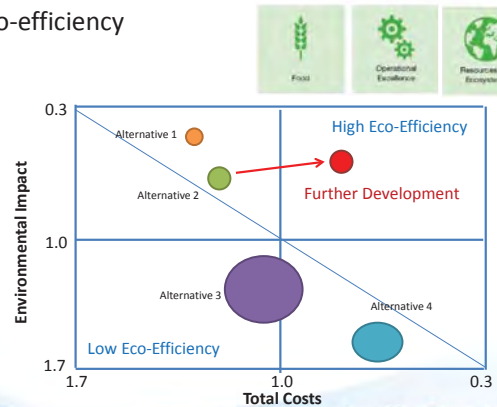
cost advantages - breakdown

	%
1 Logistics Verbund	80
2 Energy Verbund	30
3 Infrastructure Verbund	10



## Measuring Tool

- Eco-efficiency

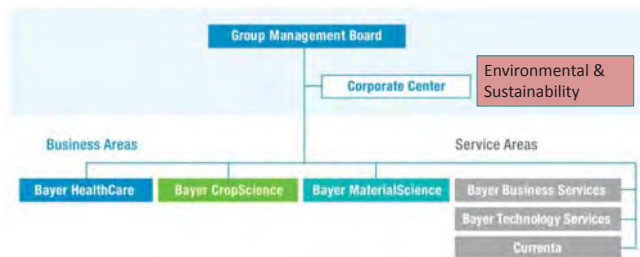


## Bayer Profile

- Founded at 1863
- Headquartered at Germany
- Employees 113,200
- Has 289 companies all over the world
- Sales € 40,157 million
- Bayer is a global enterprise with core competencies in the fields of health care, agriculture and high-tech materials



## Governance



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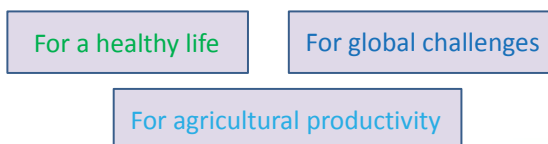
## Materiality



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## Materiality- Innovation

- To secure technology
- To grow in new area
- To sustain current business



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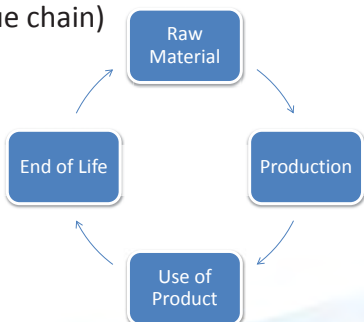
## Non-Financial Target Program

- Innovation & product stewardship
  - Maintain or increase R&D spending in relation to sales
- Employees
  - Increase the proportion of female managerial staff to 30%
- Ecology
  - Reduce greenhouse gas emissions by 35% between 2005 and 2020
  - Dedicated process and plant safety training for approx. 26000 employees by the end of 2012
- Social commitment
  - Scientific education, fostering talent, cutting-edge research, health care and recreational, youth and disable sports

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## Carbon Shared Value

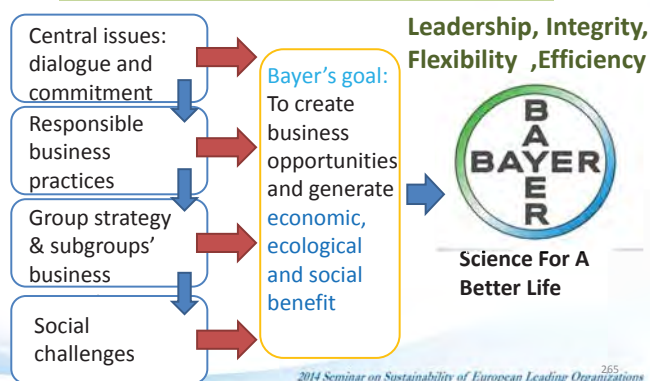
- Carbon share value(Putting carbon back into the value chain)



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## Sustainability Strategy

Mission "Bayer: Science For A Better Life"



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## Non-Financial Target Program

Definition of target	Target value	Target year	Explanations of target
Group <b>innovation</b> increase in R&D investment	€3.5 billion	2014	Including expenditures for research and development
Resource efficiency Establishment of a water management system in water-scarce areas	100%	2017	Define water management as part of environmental management system as specified in ISO 14001
Safety Reduction in Transport Incidents	-30% 2012: 0.38	2020	The key indicator is the number of incidents in which chemical leak from the mechanical equipment

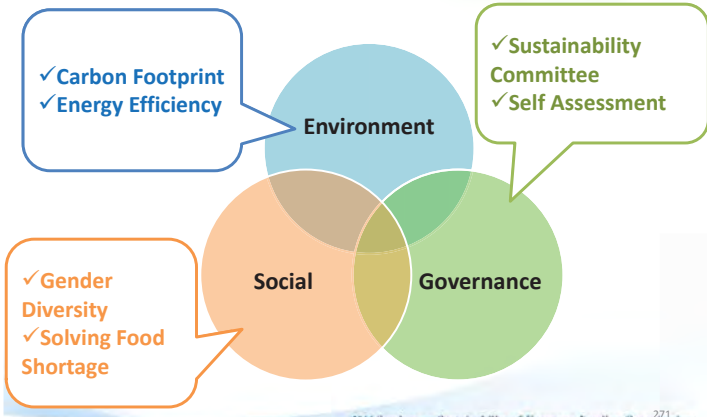
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## COMPARISONS

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## Future Trend of ESG Technology Industry



## Compare to Taiwan Technology

Taiwan	Europe
8% of companies have CSR reports	Almost 12% leading companies have CSR reports
Focus merely on carbon reduction	Focus on sustainability and embed it into company strategies

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## Conclusion

**Tomorrow**

<ul style="list-style-type: none"> <li>• Science and Technology                             <ul style="list-style-type: none"> <li>• Life Science</li> <li>• Nanotechnology</li> <li>• Renewable energy</li> <li>• Biofuels</li> <li>• ICT</li> </ul> </li> <li>• Clean Tech Start-Ups</li> </ul>	<ul style="list-style-type: none"> <li>• Microfinance</li> <li>• Social venturing</li> <li>• Rural development</li> <li>• NGOs</li> <li>• Development banks</li> <li>• Corporate BOP initiatives</li> </ul>
<p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Energy conservation</li> <li>• Environmental management</li> <li>• Facility management</li> <li>• Operations management</li> <li>• Consulting                             <ul style="list-style-type: none"> <li>• Toxic use reduction</li> <li>• Waste reduction</li> <li>• Emission reduction</li> </ul> </li> </ul>	<p><b>External</b></p> <ul style="list-style-type: none"> <li>• Green building</li> <li>• Sustainable design</li> <li>• New product development</li> <li>• Remanufacturing</li> <li>• Recycling</li> <li>• Negotiation</li> <li>• Stakeholder Dialogue</li> </ul>

**Today**

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THANKS FOR YOUR ATTENTION!!

Schneider Electric BASF The Chemical Company BAYER

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