Nordic Innovation

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The Dynamics of Social Responsibility and Innovation: A Study of Nordic 500 Companies

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Author:
Marit Hoel, dr. philos.

Center for Corporate Diversity
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Author:
Marit Hoel
Center for Corporate Diversity

Publisher:
Nordic Innovation, Stensberggata 25, NO-0170 Oslo, Norway
Phone: (+47) 22 61 44 00.
E-mail: info@nordicinnovation.org
www.nordicinnovation.org

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Original cover illustration: Ragnhild Hoel Gustum
Technical completion: Simen Strand Jørgensen, Nordic Innovation

Nordic Innovation
Stensberggata 25,
NO-0170 Oslo, Norway
Phone: +47 47 61 44 00
info@nordicinnovation.org
www.nordicinnovation.org

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Preface

The Nordic model, with its emphasis on diversity, equality, responsibility and transparency, has been highlighted as a competitive advantage for business. The Nordic region, through national governmental institutions and policies, has adopted a strategic perspective where long term growth and economic development works well with a commitment to corporate social responsibility and social justice. At the turn of the century the Nordic countries were among the frontrunners in initiatives like the UN Global Compact and Global Reporting Initiative.

In the last years the Nordic countries have increasingly focused on the need for companies to implement the basic principles of social responsibility and sustainability in their innovation activities.

The project *"Nordic Experiences: Corporate Social Responsibility and Innovation Strategies in Nordic Companies"* was developed in the first half of 2011. The project started in June 2011 with support from Nordic Innovation and major Nordic business partners. The purpose of the project has been to research new perspectives by giving precise and detailed knowledge of Nordic developments and present an analysis of how far the largest companies have come in mainstreaming sustainability and the social responsibility in business development.

The project has established a unique listing of the 500 largest companies in the Nordic region and analyzes whether they have implemented a direct relationship between social responsibility and innovation in their business strategies.

The Nordic 500 registration and ranking is based on 2013 turnover numbers. Specific company data was updated in 2014. As the main source we have used available company information and Nordic registers/databases.

Nordic country statistics are gathered from different sources: Data register of UN Global Compact, and excel files delivered by Global Reporting Initiative, GRI. The methodology will be further explained throughout the report. Country statistics were updated in September 2014.

Two benchmark conferences with major companies and organizations have been carried out during the project period:

In cooperation with Oslo Børs, Nordic Innovation and corporate partners CCD organized the benchmark conference "Nordic Responsible Innovation" on Oslo Børs, October 10th 2012. The conference presented distinguished speakers from international and Nordic companies and included top industrial leaders as participants. The conference brought together investors, industrial leaders and businesses with the perspective that the more the investors ask for information on sustainability and responsibility, and create assessments of qualified documentation; the broader the movement will be towards reliable and quantifiable disclosure.

The second conference was organized in the Nordic Embassies in Berlin in November 2013, on the background that CCD was invited to participate in the "Beirat des Frauen-Karriere- Index (FKi)" set up by the Minister for Family Affairs in Germany. The benchmark conference was expanded to discuss Nordic-German experiences. The Minister for Family Affairs in Germany, Nordic Council of Ministers, Nordic Ambassadors, Nordic and German major industrial and finance companies and the employers organizations in Norway and Germany participated and presented their policy and best practice.

Acknowledgements:

An Advisory Board for the Nordic 500 has been set up for the project period and has given valuable contributions with members from Norway, Sweden and Finland. The Advisory Board of persons and participating partners and companies is listed in the report.

Thank you to Irene Erhardt-Wästberg and Ragnhild Hoel Gustum for contributing substantially in conducting both conferences. Ragnhild Hoel Gustum created program designs and power points for the conferences. Thank you Simen Strand Jørgensen at Nordic Innovation for technical completion of the report.

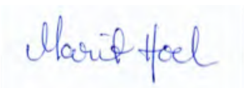
A thank you to CEO Bente Landsnes and Oslo Børs for the support for the 2012 conference, to Deputy Managing Director Kathrin Luze-Hercz and the Norwegian-German Chamber of Commerce for cooperating on the conference in Berlin, and to the Norwegian Embassy in Berlin for support and for providing us with facilities for the conference in 2013. We are grateful for the support of all speakers and companies that participated in the conferences and in the Nordic 500, and to the Nordic Council of Ministers for participating in the Berlin conference.

A special acknowledgement to Petra Nilsson at Nordic Innovation and Ingvild Myhre, Board of CCD, for cooperation and support during the project period.

The current report is financed by Nordic Innovation, corporate partners and CCD.

In 2014 CCD has taken the initiative with invited partners to develop a framework for future developments of the Nordic 500. Some of the perspectives from the benchmark are presented in the report.

Oslo, September, 2014



Marit Hoel, dr. philos. Director CCD

www.ccdnorway.com

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Sammendrag og hovedfunn

De nordiske land har i fire tiår anvendt en velferdsøkonomisk modell der arbeidsdeltakelse, inkludering og likestilling er grunnleggende elementer. Dette har vært en forutsetning for økonomisk stabilitet og vekst. I en global sammenheng er den nordiske tankegangen i økende grad betraktet som et innovativt grep. I de senere år har de nordiske land vektlagt at modellen også bidrar til innovasjon og utvikling i næringslivet.

Et nytt perspektiv på innovasjonspolitikk legges til grunn for nordiske myndigheters tiltak på en rekke samfunnsområder: Næringsliv og bedrifter må legge sosial ansvarlighet og bærekraft til grunn for forretningsvirksomhet. Transparens og etisk forretningsførsel anses som viktige betingelser for holdbar innovasjon.

Integrering av dette perspektivet i hele verdikjeden krever at bedriftene ser verdien av en slik mainstreaming i sine virksomheter. Hvor sterkt har gjennomslaget vært i de største bedriftene i Norden?

Spørsmålet er grunnlaget for kartleggingen som er gjort i prosjektet "Nordic Experiences: Corporate Social Responsibility and Innovation strategies in Nordic Companies".

Prosjektet har etablert en unik liste over de 500 største selskapene i Norden og kartlagt hvorvidt selskapene har implementert strategier som knytter en forbindelse mellom sosial ansvarlighet og innovasjon.

The number of Nordic 500 companies by turnover from each country

Sweden	Norway	Denmark	Finland	Iceland
186	126	82	96	10

De 500 største selskapene er kjernen i økonomisk utvikling og vekst i Norden. Har myndighetenes intensjoner og overordnede samfunnspolitiske målsettinger slått rot i bedriftene? Er de en integrert del av kjernevirksomheten i selskapene?

Det har vært antydet at bedrifters rapportering av sosialt ansvar og holdbarhet, basert på at dette kan være en form for "windowdressing" uten at en har empiriske resultater å vise til. Noen av de internasjonale standardene og medlemsorganisasjonene krever relativt beskjedne tiltak i bedriftene. Andre er mer omfattende og gir også selskapene muligheten til å dokumentere at de gjør eksterne evalueringer og dermed er transparente i forhold til målbeskrivelser og realiteter.

Tidligere kartlegginger presenterer ofte dokumentasjon på enkeltvise standarder, uten at de blir sett i sammenheng med samlet virksomhet i selskapene. Den foreliggende rapporten ser på helheten i ansvarlig rapportering og virksomhet i selskapene, og gir bedre grunnlag for å analysere effekten av disse.

Nordic Pioneers in the UN Global Compact

Year Country	2000	2001	2002	2003
Norway	Statoil, Hydro, Storebrand	Telenor		KLP, Norske Skog, DNV
Sweden	Ericsson, Volvo	H&M, Skanska	Axfood, Folksam, Electrolux, Swedbank	SAS Group
Finland		Nokia	Stora Enso	Metsä, UPM Kymmene
Denmark		ISS, Novozymes	NovoNordisk, Danfoss, Grundfos, Coloplast, Abena, Pressalit	Lego, Kjær, AaK, Brødrene Hartmann

Nordic Pioneers reporting to the Global Reporting Initiative

Year Country	2000	2001	2002	2003
Norway				Statoil
Sweden	Skanska, Volvo, ITT Flygt, ESAB	Ericsson, SCA, SAS Fören-ingssparbanken	KLP, Norske	H&M
Finland	Ericsson, Volvo	Nokia, Kesko, Wärtsila	Axfood, Folksam,	UPM Kymmene, Stora Enso, Alko, Ahlström, Proventia, Senate Properties
Denmark	Novo Nordisk		Novozymes, Danisco, Grundfos	

Første del av rapporten beskriver utviklingen av begrepet "corporate social responsibility" og forståelsen av bedrifters sosiale ansvarlighet og holdbar utvikling. Deretter introduseres en modell for mainstreaming av tankegangen i bedriftsorganisasjonen og det presenteres empirisk dokumentasjon av dynamikken mellom innovasjon og ansvarlig rapportering. I noen av best-practice bedriftscases har innovasjonsvirksomhet hatt utspring i holdbarhetstenkning og lagt den til grunn for arbeidet med å utvikle nye produkter, også før begrepet "sustainable innovation" fikk sitt internasjonale gjennombrudd. Omfanget av rapportering av holdbarhet og ansvar i de fem nordiske landene presenteres.

Studien dokumenterer de nordiske lands tilslutning og rapportering til Global Reporting Initiative (GRI) og UN Global Compact og den avdekker til dels store forskjeller mellom landene i omfanget og innretningen av bedriftenes rapportering av sosial ansvarlighet. Rapporter til Global Reporting Initiative (GRI) er omfattende og krever mye dokumentasjon i bedriftene. Fra Sverige leveres samlet 301 bedriftsrapporter till GRI og UN Global Compact. Hoveddelen er rapportering til GRI, består av større selskaper, og har også et ikke ubetydelig innslag av rapportering fra offentlige virksomheter. Danmark har det høyeste antallet bedriftsmedlemmer i UN Global Compact, og bare et fåtall bedrifter rapporterer til GRI. Det er registrert 283 medlemskap/rapporter fra Danmark.

Medlemslisten domineres av mellomstore og små selskaper. Finlands rapportering, i alt 182 rapporter, domineres større selskaper som rapporterer til GRI. I Norge er det samlet registrert i alt 112 medlemskap/rapporter til de to internasjonale standardene, og majoriteten av listen domineres av medlemmer til UN Global Compact. Island har i alt 13 rapporterende selskaper. En viss andel av selskapene rapporterer til begge standarder. Dette endrer ikke de forholdmessige forskjellene mellom de nordiske land. Supplerende rapportering og implementering av standarder for rapportering er også inkludert i undersøkelsen uten at det endrer forskjellene mellom landene. Rapporten presenterer 40 topprapporterende og innovative nordiske selskaper.

Analysen av de 500 største selskapene i Norden, etter omsetning, viser at det samlet sett er en knapp tredjedel av de 500 som er tilsluttet UN Global Compact og/eller rapporterer til Global Reporting Initiative. Drøyt ¼ av selskapene gjennomfører evaluering med tredje part innsyn. Ekstern evaluering regnes som kritisk for nivået av transparens i rapportering. Rapporten dokumenterer hvordan dette gjennomføres.

Studien dokumenterer en klar sammenheng mellom rapportering av ansvar og holdbarhet og rekruttering av mangfold i selskapene. Fire sentrale dimensjoner ved mangfold framtrer i denne analysen av nordisk næringsliv:

- Det globale nærværet for mange av Nordens store selskaper har ført til økt oppmerksomhet rundt bruken av lokale talenter og ferdigheter. Dette er en generell innsikt nordiske selskaper deler med en rekke internasjonale bedrifter. En slik målsetting er innarbeidet i de aller fleste selskapenes profil.
- En høy andel av Nordens største selskaper har rekruttert internasjonale ledere til styreverv i selskapene. I de 50 største selskapene på Norden 500 listen finner vi at alle har en nordisk eller internasjonal dimensjon representert i sine styrer. I tillegg vil en finne at de også legger vekt på kulturelt mangfold i sin rekrutteringsprofil.
  De nordiske land var foregangsland når det gjelder inkludering av kvinner i høyere utdanning, politiske verv, profesjonsyrker og etter hvert også i næringslivet. Dette gjenspeiles i de 500 største selskapene:
  Ved inngangen til 2014 har om lag 80 % av de store selskapene kvinner representert i styrene. I løpet av et tiår har det blitt uvanlig for et stort selskap å ha et styre der utelukkende menn er representert. Det samme gjelder kvinner i toppledelse, med ett unntak; de danske selskapene som er representert

Norden 500 listen har 4 av 10 kvinner i toppledergruppen, mens mer enn 75 % av selskapene i Norge, Sverige og Finland har kvinner representert på dette nivået. Rapporten finner ingen direkte sammenheng mellom representasjon av kvinner i styrene og rekruttering av kvinner til toppledelse i Norden 500 selskapene. Tilsvarende funn er gjort bl.a. i en ny finsk studie av alle børsnoterte selskaper i 2014.

- Utviklingen er nokså likeartet i de nordiske land. Det skyldes imidlertid ikke lovgivning når det gjelder representasjon: Mens Island og Norge har kjønnskvotering til styrer er dette så langt frivillig i de tre andre nordiske land. Den prosentvise andelen kvinner i toppledelse er likevel nokså beskjeden i alle land; pluss/minus 20 % i Norge, Sverige og Finland. Dette er likevel andeler som ligger høyt i et sammenliknende globalt perspektiv. I Danmark er andelen omlag 10 %. Reformer for å skape økt balanse mellom arbeid og familie har påvirket den nordiske bedriftskulturen, som kan beskrives som en mer familievennlig kultur sett i global sammenheng.
- Kartleggingen viser at bedrifter som har rapportert i en årrekke på holdbarhet og sosialt ansvar også i utstrakt grad har rekruttert kvinner til både styrer og toppledelse. Det er en sterk sammenheng mellom holdbarhetstenkning og mangfold i bedriftene.

I enkelte policydokumenter antydes det at de nordiske næringsmiljøer har kommet mer eller mindre i mål når det gjelder å adoptere ideene og perspektivene som ligger i begrepet bedrifters sosiale ansvarlighet.

Kartleggingen viser at en mainstreaming av sosial ansvarlighet og holdbarhet i bedriftenes innovative virksomhet er en realitet i et mindretall av Nordens 500 største selskaper.

En undersøkelse under utføring av Forbes 250 globale selskaper viser at et mindretall av selskaper som oppgir at de kartlegger og rapporterer ansvarlig forretningsdrift globalt faktisk følger opp med interne rapporter og forbedringer. En kritisk faktor er i hvilken grad bærekraft er integrert i strategiske beslutninger og hvorvidt topplederne har et sterkt engasjement. De aller beste nordiske selskapene er ledende på dette området i en global sammenlikning.

Samlet sett viser resultatene at en stor gruppe av Nordens største selskaper har en betydelig utfordring når det gjelder mainstreaming av rapportering om sosialt ansvar og holdbarhet, og at nordiske myndigheter kan bidra ved å sette sterkere søkelys på dette i den næringspolitiske dagsorden, slik de tidligere med suksess har gjort når det gjelder utvikling av et familievennlig arbeidsliv og større mangfold i rekruttering av talent til næringslivet.

En oppfølging av resultatene i rapporten bør være at en også i Norden undersøker nærmere den direkte forbedringseffekten av rapportering og sammenhengen mellom rapportering, forbedringer og toppledelsens involvering i forhold til en forsterkning av oppmerksomhet og arbeidet med ansvar og etikk i selskapene.

Executive Summary and Main Findings

The Nordic countries have for more than 40 years applied a welfare economy model where inclusion in the labor market, diversity and equality are basic elements. The model has been crucial for the economic development in all the Nordic countries and governments have considered them to constitute a prerequisite for stability and economic growth. In a global context this is perceived as an innovative perspective on economic policy.

In recent years the model has been related to innovation and development in the corporate world and new perspectives on innovation policy have been introduced. Companies are expected to implement the basic principles of social responsibility and sustainability in their strategies for global expansion and presence.

To integrate these perspectives in the value chain and innovation activities requires that companies acknowledge the advantage of a mainstreamed policy also in their day to day business.

The project "Nordic Experiences: Corporate Social Responsibility and Innovation strategies in Nordic Companies" has established a unique list of the 500 largest companies in the Nordic region and explores whether companies in the Nordic region have implemented a relationship between innovation and social responsibility in their business strategies.

Within the Nordic region the 500 largest companies constitute the core of economic development and growth. How do companies integrate the sustainability and responsibility policies in their day to day business operations?

The first part of the report describes the development of the concept of corporate social responsibility and how companies perceive the principles of the concept. In the second chapter a model for mainstreaming the principle of sustainable development within companies is introduced and empirical documentation of the dynamics of innovation and sustainability from top innovative companies in the Nordic region is presented.

Some companies describe that their responsible perspectives and activities in business were implemented even before the concept of "sustainable innovation" was introduced.

Some have questioned the use of responsible reporting in companies and argued that they easily become part of a “window dressing” activity in business.

However, measurement, reporting and verification are important elements in a credible business strategy. Good reports expose target conflicts and try to solve them with stakeholder engagement. The clearer the core requirements for sustainability management the more level the playing field for future competition. Transparency in reporting and verification is crucial: Trust lowers transaction costs. Some of the international standards for reporting require only modest actions taken in the companies. Others are far more extensive and allow the company to document and verify all policies and actions by external audition, and are thus transparent according to targets and practical reality.

Previous studies have often presented documentation of single standard reporting. In this report the total reporting practice has been reviewed and related to other dimensions of business strategies, and thus given us a more comprehensive picture of the effects of reporting practices.

The study researches in detail the membership and reporting to the UN Global Compact and the Global Reporting Initiative (GRI). The Nordic countries hold themselves to high standards of gender equality, transparency and social responsibility. The Nordic region is among top reporters compared to a number of countries, but there are major differences between the five Nordic countries both in the number of major companies reporting to international standards and the appliance of different standards. Overall, Sweden and Denmark register the largest number of company reports. The proportion of companies with reports both to the UN Global Compact and GRI differs between the countries. Finland has the highest number of companies that register at least one report to one of the standards, followed by Denmark and Sweden. Norway and Iceland have the highest proportion of the 500 companies that do not register reports.
Denmark has a considerable higher number of companies that are members of the UN Global Compact, and a majority of these are small and medium enterprises. In the other countries the tendency is that the large companies report. In Sweden and Finland, the majority reports to the Global Reporting Initiative. In this standard it is also transparent whether the companies employ an external evaluation of their performance and internal practices and organization.

Nordic Countries: Company Members of the UN Global Compact and Company Reports to the Global Reporting Initiative. CCD data by September 2014

Country	UN GLOBAL COMPACT	UNGC COMPANIES: NEW IN 2013	GLOBAL REPORTING INITIATIVE	TOTAL UN GLOBAL COMPACT & GRI
Sweden	178	25	123	301
Denmark	264	33	19	283
Finland	51	6	131	182
Norway	87	20	25	112
Iceland	11	4	2	13

* The table includes companies that report to both standards. The tables list the number of reports. Norway has the highest share of companies that report both to UN Global and GRI. Analysis made from listings and data files UN Global Compact and GRI 2014.

A detailed analysis of the Nordic 500 companies is conducted in the second part of the report. The numbers presented also demonstrate effects on other measures like diversity and equality in the Nordic 500 companies. The Nordic 500 companies have compared to other economic regions, developed a high level of gender diversity in corporate governance. There are however noticeable differences between the groups of companies in the different countries. The results show that a mainstreaming of corporate social responsibility and sustainability in the innovation strategies so far is a reality in a minor group of Nordic 500 companies. Approximately 1/3 of the largest Nordic companies are affiliated with the UN Global Compact or/and report to Global Reporting Initiative. Just over ¼ of the companies have a third party evaluation of their reports. The third party evaluation is seen as critical to the level of transparency in the company.

The study documents a correlation between responsibility reporting and diversity in management in the companies:

- The global presence of the majority of the largest Nordic companies has increased the attention to the use of local talent and skills, something they share with most of the international companies. A great number of companies have adopted a target to recruit and retain local talent in their workforce.

- A substantial number of the large Nordic companies have recruited international business leaders to serve on corporate boards. In the 50 largest companies on the Nordic 500 list we find that all of them have the international or inter-Nordic dimension represented in the Board of Directors.

- The Nordic countries were pioneers developing a policy for the inclusion of women in higher education, participation in the work force, professional occupations and board positions in corporations. This is also reflected in the numbers for the Nordic 500: At the beginning of 2014, about 80 % of the large companies have at least 1 woman represented on boards of directors. Within a decade it has become unusual for a large company to have a board where only men are represented. The same applies to women in top management, with one exception: In the Danish companies represented in the Nordic countries 500 list 4 out of 10 companies have at least 1 woman in the top executive board, while more than 75 % of companies in Norway, Sweden and Finland have women represented on this level. The similarities between the Nordic countries are not due to legislation: While Iceland and Norway have gender quotas for boards it is so far voluntary in the three other Nordic countries.

- The percentage of women in top management is still fairly modest in all countries, plus/ minus 20 % in Norway, Sweden and Finland, and about 10 % in Denmark. These are still high numbers in a comparative global perspective. It is reasonable to assume that the high level of participation in corporate governance stems from a 40- year long policy and subsequent work to ensure that women participate in the labor market in a lifelong perspective. Reforms to create a greater balance between work and family have influenced the Nordic business culture, which can be described as a family-friendly culture viewed in a global context.

- There is no direct relationship between the fact that women are represented on the boards and that they are recruited to top management positions in the Nordic 500 companies. That there should exist such a direct relationship has been believed by many who have advocated various schemes for increasing female representation on corporate boards. However, among the companies participating in reporting standards, with an external evaluation, we find a direct relationship to the presence of diversity management. This particularly applies to companies that report to GRI.

  Here we find only in very exceptional cases that companies have no women in top executive management and represented on boards of directors.

In international literature and research it is often emphasized that there exist a relationship between transparency, diversity and innovation. This report has presented a model for mainstreaming sustainability and innovation in companies. The results show that this is a reality for a minority of the largest Nordic companies. In the effort to get companies to participate and report to international standards there still remains much to be done. In a recently published study of the Forbes 250 top companies shows that only a minor part of the companies who claim to report on important topics like human rights and equality after audit are documented to do so. A critical factor for improvements seems to be the extent of leadership involvement in sustainable strategies and initiatives.

The results of the Nordic 500 study show that the best practice Nordic companies are among the global top achievers, but they also show that a large group of Nordic companies still are far from reaching the ambitious target described in Nordic policy documents. These topics need to be addressed and measured.

The first results of the analysis of the Nordic 500 show that participation in these arenas can also contribute to other effects that are seen as desirable in the development of the Nordic model: Transparency, sustainability and increased diversity.

A follow up of the results in this report would be to examine the improvement effects of reporting in Nordic companies and the effect of top leadership involvement in relation to the increased attention to ethical principles and behavior in the organization.

Top reporting Nordic companies, multiple standards with external assurance of GRI reports

Company	Level	Expert opinion	Assurance	Status	UNGC	OECD
Billerud AB	A	No		Third-party-checked	Yes	Yes
Eksport Kredit Fonden (EKF)	A	No		GRI-checked	Yes	Yes
Novozymes	A	No		GRI-checked	Yes	Yes
Statoil ASA	A+	No	Ernst & Young	Third-party- checked	Yes	Yes
Kesko Corporation	A+	Yes	PWC	Third-party- checked	Yes	Yes
Tieto Corporation	A+	No	Other	Third-party-checked	Yes	Yes
Wärtsilä Corporation	A+	No	KPMG	Third-party-checked	Yes	Yes
SCA - Svenska Cellulosa Aktiebolaget	A+		PWC	Third-party-checked	Yes	Yes
SKF Group	A+	No	KPMG	Third-party-checked	Yes	Yes
KLP	A+	No		GRI-checked	Yes	Yes
Novo Nordisk	A+	Yes	Yes	Third Party Checked		
Atlas Copco	B+	Yes	Yes	Third-party-checked	Yes	Yes
Kemira	B+	Yes	Yes	Third-party-checked	Yes	Yes
Sandvik	B+	Yes	Yes	Third-party-checked	Yes	Yes
TeliaSonera	B+	Yes	Yes	Third-party-checked	Yes	Yes
Telenor Group	B+	Yes	Ernst & Young	Self-declared	Yes	Yes
Cheminova	B+	No	PWC	GRI-checked	Yes	Yes
DNV AS	B			GRI-checked	Yes	Yes
Electrolux	B	No		GRI-checked	Yes	Yes
Dong Energy	B+	Yes	PWC	Third-party- checked	Yes	Yes
Cermaq	B+	No	KPMG	Third-party- checked	Yes	Yes
DNB NOR	B+	No	Ernst & Young	Third-party- checked	Yes	Yes
Kongsberg	B+	No	Deloitte	Third-party- checked	Yes	Yes
Norsk Hydro	B+	No	KPMG	Third-party-checked	Yes	Yes
Statkraft	B+	No	Deloitte	Third-party-checked	Yes	Yes
Storebrand	B+	No	Deloitte	Third-party- checked	Yes	Yes
Fortum	B+	No	Deloitte	Third-party- checked	Yes	Yes
Lemminkäinen	B+	Yes	PWC	Third-party- checked	Yes	Yes
Metso	B+	No	PWC	Third-party- checked	Yes	Yes
Outotec	B+	No	Other	Third-party- checked	Yes	Yes
Vaisala Oyj	B+	Yes	PWC	Third-party- checked	Yes	Yes
SJ	B+	No	Ernst & Young	Third-party- checked	Yes	Yes
Spendrups Bryggerier AB	B+	No	Other	Third-party- checked	Yes	Yes
Swedish Export Credit						
Corporation (SEK)	B+	No	Ernst & Young	Third-party- checked	Yes	Yes
Trelleborg Group	B+		PWC	Third-party- checked	Yes	Yes
Vattenfall	B+	No	Ernst & Young	Third-party- checked	Yes	Yes
Posten Norge	B+	No	Ernst & Young	Self-declared	Yes	Yes
UPM Kymmene	B+	No		Third-party- checked	Yes	Yes
Akademiska Hus	B+	Yes	Yes	Third-party- checked	Yes	Yes
PostNord	C+	No	Ernst & Young	Third-party- checked	Yes	Yes

Based on GRI and UN Global Compact data 2014

1 Global development of CSR and the Nordic corporate self-image

Introduction: The concepts

The modern concept of corporate social responsibility was coined by Howard Bowen in 1953. Fortune magazine published a survey (1946 cited in Bowen,(1953), where the magazine's editors investigated whether CSR, or the "social consciousness" of the managers meant that people in business were responsible for the consequences of their actions in a sphere somewhat wider than that covered by profit and loss statements. 93,5% of business respondents agreed to this statement (Carroll 1999).

Through the 1960's and 70's the debate focused on a definition of CSR, that was basically concerned with the distinctions between the companies legal obligations and ethical expectations from social norms in the societies. Carroll (1999) refers to Davis1973 where he quoted two well-known economists and their diverse views on the subject. First, he quoted Milton Friedman, whose famous objection is familiar to most. Friedman (1962) contended that "few trends could so thoroughly under-mine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their stockholders as possible. Davis then countered this view with a quote by Paul Samuelson, another distinguished economist, who argued that "a large corporation these days not only may engage in social responsibility, it had damn well better try to do so" (Samuelson, 1971, p. 24). Beyond these observations, Davis (1973) defined CSR:

> *"For purposes of this discussion it [CSR] refers to the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm. It means that social responsibility begins where the law ends".*

In a 1975 book editor Jules Backman identified some examples of CSR:

> *"Employment of minority groups, reduction in pollution, greater participation in programs to improve the community, improved medical care, improved industrial health and safety—these and other programs designed to improve the quality of life are covered by the broad umbrella of social responsibility".*

In the last years of the 1970's Carroll proposed a four part definition of CSR: *"The social responsibility of business encompasses the economic, legal, ethical, and discretionary* *expectations that society has of organizations at a given point in time".*

The corporate social responsibility topic was originally concerned with the relationship between legal obligations and wider perspectives of human rights and societal responsibilities. It however derived directly from business. The general political focus of 1970's made it relevant also for the debate about corporate diversity and gender diversity. The focus of the latter two both emerged from the social activist movements with a social justice and legal right perspective.

In the following years all these topics would however develop a common focus on the economic advantages that could emerge from integrating the perspectives in business strategies:

In the 1980's Peter Drucker returned to the CSR debate and introduced a perspective that eventually would influence the perceptions and strategic policy among business leaders for many years, and is still basic to the idea of CSR as a business perspective. He argued that it was imperative to turn social problems into economic opportunities. The "business perspective" has prevailed since the 1980's and 1990's.

In the 1990's there was a call for empirical research and corporate best practice examples. The US company Ben and Jerry was the first company to set up a complete corporate social responsibility report in 1989 (Corporate Watch 2008). The corporate diversity perspective, closely related to the development of corporate social responsibility, followed similar tracks, from a purely legal company adjustment to a wide range of initiatives for recruitment and retaining of diverse workforces and an extensive reporting of company best practice. During the 1990's major companies like PWC and KPMG set up a CSR consultancy service followed by organizations like CSR Europe, and university research centers and NGO's engaged in the effort to create a more extensive stakeholder dialogue on corporate responsibility.

The concept of the triple bottom line, coined by John Elkington in 1994 and Michael Porters' shared value concept were both important contributions in the effort to expand and deepen the measures of corporate sustainability.

In 1997 the Global Reporting Initiative was launched to apply a standard for corporate reporting and in 1999 the UN Global Compact was set up worldwide. While the UN Global Compact with its 10 principles for human rights and non-corruption has no monitoring regime, the Global Reporting Initiative requires companies to report on a large number of parameters from non-discriminatory practice to efforts to establish an ethical and sustainable corporate practice.

The first years after the turn of the century companies gradually started to report on their corporate culture and behavior. The Rio conference in 2002 sparked off a global interest in corporate reporting. However, critics of the CSR focus argued that the development of monitoring was slow and that the voluntary approach to corporate CSR was insufficient and contributed to what was conceived as corporate "window-dressing" activity.

The political and research debate on corporate responsibility continued to focus on whether corporations could profit not only in reputational matters, but also in a long-term economic perspective. Empirical studies were inconclusive, pointing in both directions. In 2006 Michael Porter coined the concept of "shared value" (HBR 2006) and argued persistently over the next years that innovating to meet society's need and at the same time create profitable businesses represented the next competitive frontier for companies (Porter and Kramer HBR 2011, Pfitzer, Bockstette and Stamp HBR 2013). A number of best-practice corporate examples on how large companies have managed to turn challenges brought forward by risks of corruption and of how corporate social responsibility have been implemented into innovations in products, sustainable use of resources and changes in consumer behavior, have been described in the last years. In 2013 Transparency International in one of their empirical studies stated that lack of transparency is detrimental to innovation (TI Norway, December 2013).

In recent years corporate social responsibility and corporate innovation are increasingly seen as twin goals and as a prerequisite for sustainable corporate development.

The global development of corporate social responsibility: Reporting CSR

Even though the debate on CSR and ethics had been present in public and political arenas for more than 50 years, the first initial years of corporate monitoring and reporting showed a slow upward curve. However, some of the largest companies worldwide engaged in the development of methodology for monitoring, and acted as supporters and sponsors for international global standards.

If we look into the member list today we would find that the founding corporations are still prominent members of the UN Global Compact, and some of them have been attributed prizes for their work on social responsibility.

There are two distinct periods with a sharper rise in the number of companies who became members: The first was the following years after the Rio Conference, and the second the years after the financial crises in 2008-2009.

Table 1. Number of companies reporting to UN Global Compact 2000-2013

Year	2000	2004	2008	2013
Reporting Companies	39	666	2266	7953

Source: Created from the UN Global Compact list database.

Table 2. Number of companies reporting to Global Reporting Initiative 2000-2013

Year	2000	2004	2008	2013
Reporting Companies	44	291	1184	4068

Source: Created from the GRI database

The first version of the GRI Guidelines was launched in 2000. The following year, on the advice of the Steering Committee, CERES separated GRI as an independent institution.

The second generation of Guidelines, known as G2, was unveiled in 2002 at the World Summit on Sustainable Development in Johannesburg. GRI was referenced in the World Summit's Plan of Implementation. The United Nations Environment Program (UNEP) embraced GRI and invited UN member states to host it. The Netherlands was chosen as host country.

In 2002 GRI was formally inaugurated as a UNEP collaborating organization in the presence of then- UN Secretary General Kofi Annan, and relocated to Amsterdam as an independent non-profit organization. Ernst Ligteringen was appointed Chief Executive and a member of the Board (GRI official website).

Since 2002 the third and fourth generations of guidelines have been applied by the reporting companies, and the list of indicators has expanded considerably.

The development of companies reporting to GRI has much of the same patterns of development as the UN Global compact, but with approximately half the number. While the UN Global Compact requires less internal monitoring, the framework of reports to GRI is extensive and covers a wide range of topics. Also, the reports are graded so that the best practice standard also requires an external evaluation of consistency in reports. From 2012 companies can be listed in the database without responding to the specific standards and procedures of GRI. In our later analysis of the Nordic countries and companies in this report we only present tables that include actual GRI reporting companies when comparing the Nordic developments.

2 Nordic Country statistics:

Members of the UN Global Compact and reporters to the GRI

In chapter 2 and 3 in the report we will analyze similarities and differences between the Nordic Countries in social responsibility reporting, and describe the relationship between sustainability and corporate responsibility. In chapter 4 and 5 we analyze the 500 largest companies in the Nordic region.

Chapter 2 first presents the total number of reporting companies in each of the Nordic Countries, and the frontrunners of reporting sustainability and ethical commitments in the early years of the reporting standards. We then present the full list of companies in the five countries that are members of both the UN Global Compact and the Global Reporting Initiative, with scope of reporting and with external audits of their reports. In chapter 3 we present a model for a dynamic relationship between responsible reporting and sustainable innovation and present empirical documentation from some of the companies.

As described in chapter 1, companies and countries from the Nordic region have been present and active in the launch and early developments of the standards for responsible and sustainable reporting. However, there has not been an even development in reporting practices between the Nordic countries themselves.

Table 3 Total number of UN Global Compact members within the Nordic Countries and Number of Non-business members of the total number. Data by September 2014.

Country Reports	Denmark	Sweden	Norway	Finland	Iceland
Total	300	190	101	54	14
Of total: Non business	36	12	14	3	3

Source: Global Compact database.

Table 3 shows that Denmark, by far, have the highest number of members in the UN Global Compact, while Finland has the lowest number among the countries. Iceland has substantially less companies registered so it would not be reasonable to do a direct comparison of the number of reporting companies. In Denmark and Norway the main business associations are also members, and in Denmark the associations for financial businesses have joined the Global Compact.

There are also other differences between the countries: The government in Denmark has since several years ago implemented strong incentives for companies to be members, while this is of a more voluntary basis in the other Nordic countries. However, in Norway and Sweden governments strongly advice, and express the expectations that the large companies should join the Global Compact. The composition of company members also differs across the countries: In Denmark the majority of members are small and medium sized companies, while the large companies dominate the list in the other four countries.

The non-business members are largely dominated by NGO's concerned with ethical trade and CSR, and for some countries also public agencies.

In table 4 we have included data about member companies to the UN Global Compact and the Global Reporting Initiative. The GRI numbers include only companies in the database that are listed as reporters directly on the G1-G4 standard or are registered as GRI-referenced. This secure that the comparison is based on actual reporting.

Table 4 Nordic Countries: Company Members of the UN Global Compact and Company Reports to the Global Reporting Initiative. CCD data by September 2014

Country	UN GLOBAL COMPACT	UNGC COMPANIES: NEW IN 2013	GLOBAL REPORTING INITIATIVE	TOTAL UN GLOBAL COMPACT & GRI
Sweden	178	25	123	301
Denmark	264	33	19	283
Finland	51	6	131	182
Norway	87	20	25	112
Iceland	11	4	2	13

* The table includes companies that report to both standards. The tables list the number of reports. Norway has the highest share of companies that report both to UN Global and GRI, thus the number of unique companies is lower in Norway than in the other three countries. The relative positions between countries are however upheld when we control for double sets of reports in companies. Analysis made from listings and data files UN Global Compact and GRI 2014.

Taking the reports together we see that the ranking between the countries changes because Sweden and Finland have by far the largest number of companies reporting to the more extensive global standard the Global Reporting Initiative.

One of the important issues that are discussed about reporting practices is whether they are part of the window dressing strategies, or real evaluations of the best practice in companies.

Table 5 shows the level of reporting and the transparency in reporting.

Table 5 Report level to Global Reporting Initiative in the Nordic Countries September 2014

Country Top Reports	Denmark	Norway	Sweden	Finland
A+ LEVEL	1	2	5	8
A LEVEL	2	0	1	1
B+ LEVEL	1	7	20	13
THIRD PARTY CHECKED*	8 OUT OF 19	10 OUT OF 25	88 OUT OF 123	25 OF 31

* Includes all companies with a (+) behind the report level (A+, B+, C+, GRIchecked)

The level of reporting is decided by the number of areas that the company would find as of relevance to their main activity, the scope or range of production and whether they have global presence. If they are rated with (+) behind the indicated level they have ensured that they have their reports verified by a third party. For some of the companies GRI ensure that the companies are checked by the standard themselves. In each country about half of the companies are third party checked.

Nordic Company statistics and analysis

The Nordic countries were represented both in the launch of Global Reporting Initiatives and the UN Global Compact. In the latter case Norway and Sweden argued for an initiative that would make it more obligatory to report, but the voluntary approach was the much preferred among the founding countries. In the Nordic region several companies were early reporters of responsibility and sustainability. Table 6 shows the first companies to start the reporting in each of the countries.

Table 6 Nordic Pioneers in the UN Global Compact

Year Country	2000	2001	2002	2003
Norway	Statoil, Hydro, Storebrand	Telenor		KLP, Norske Skog, DNV
Sweden	Ericsson, Volvo	H&M, Skanska	Axfood, Folksam, Electrolux, Swedbank	SAS Group
Finland		Nokia	Stora Enso	Metsä, UPM Kymmene
Denmark		ISS, Novozymes	NovoNordisk, Danfoss, Grundfos, Coloplast, Abena, Pressalit	Lego, Kjær, AaK, Brødrene Hartmann

From the Nordic countries 5 companies from Norway and Sweden took part in the inauguration of the UN Global Compact and became the first Nordic members. The five companies were among the most prominent in their countries at the time, and they also represented different branches. The first Nordic companies to join the Global Reporting Initiative came from Finland and Denmark. In the very first years the standard for reporting was considered to be complicated and rigid, so a number of companies started to report after 2003. Table 7 shows the first pioneers who started to report to GRI during the first years.

Table 7 Nordic Pioneers reporting to the Global Reporting Initiative

Year Country	2000	2001	2002	2003
Norway				Statoil
Sweden	Skanska, Volvo, ITT Flygt, ESAB	Ericsson, SCA, SAS Föreningssparbanken		H&M
Finland		Nokia, Kesko, Wärtsila		UPM Kymmene, Stora Enso, Alko, Ahlström, Proventia, Senate Properties
Denmark	Novo Nordisk		Novozymes, Danisco, Grundfos	

Table 7 shows that Sweden and Denmark were first to have companies report, but through these first years Finland and Swede had more companies reporting. As shown in table 7 this should turn out to be the pattern in all the years to follow, and by January 1, 2014 these two countries outnumber Norway and Denmark, both in actual numbers reporting and in the level of reports.

In chapter 3 table 8 presents the top reporters in the Nordic Countries. All companies presented report to the UN Global Compact and Global Reporting Initiative. The table includes information about external assurance and evaluation of the reporting and additional information about complying with OECD standards. 7 top innovative companies are presented with qualitative statements.

3 New Challenges and possibilities in the Nordic Countries:

A Shift of Paradigm in Strategies for Growth.

The increasing participation of the Nordic corporate world in the global market has sharpened the requirements and focus on innovative capacity and competitive strength. The Nordic region cannot compete on the basis of a low-cost labor market, but through knowledge and competence.

The Nordic governments have for many years been generally concerned with the connections between Nordic cultural perceptions and business strategies, especially with an emphasis on equality and social responsibility.

The Nordic Council of Ministers in 2009 expressed in a statement that

> *"Globalization has increased competition between the world regions.' Scandinavia/the Nordic countries ' are known to many in the world making it a strong brand. Therefore, it would add value to each of the Nordic countries to create a united marketing front in the world .The Council further expressed that they will promote marketing of 'Scandinavia'/the Nordic countries as a part of the Nordic globalization campaign in cooperation with the Ministers of Nordic Cooperation and their agreement about the profile of the Nordic cooperation. The Council expresses that they will work toward a new Nordic green strategy in the coming years. The strategy will be an offensive approach to strengthen the Nordic companies' competitive edge and meet the challenges climate change provides. It will also profile the Nordic principles for corporate social responsibility and include concrete initiatives with the objective of improving conditions for innovation" (Nordic Council of Ministers Statement of 2009).*

International studies have supported the Nordic image of high levels of transparency in the political and business arenas (NUES 2009). Even if there are differences between the Nordic countries, the general belief is that Nordic companies hold themselves to ethical standards also in the global arena.

The last financial crisis has strengthened this perspective and in many markets the government and the authorities now play a more central role.

There is a growing international awareness that it is not only an important concern for companies to adjust to, and support, local communities, but that it is an inherent condition for innovation and the expansion of business. The ideal and simple way to illustrate the process is shown in figure 1:

Figure 1 : The ideal circle of innovation

The limits for the implementation of innovative solutions in this context, depends on consumer preferences, cultural convention, how the social status hierarchy affects consumer behavior and a more general resistance towards a shift in the social status hierarchy.

As we discussed in chapter 1 and 2, one could argue that the corporate organization's answer is to develop strategies for social responsibility that falls under two categories:

- Companies traditionally create and are involved in projects that are basically a side-track from the company's core area of business, often anchored in local community or in overall social projects and organizations.

- Companies develop new corporate organizational models with a synergy between social responsibility and their product development/innovation, developing new products/services within their area of expertise. Companies quickly respond to new consumer opinions and new trends in the market/society.

In the Nordic 500 project companies are analyzed with a focus on how far the Nordic corporate world has developed and integrated the new perspective on the relationship between social responsibility, ethics and sustainability.

The model presented below illustrates the different strategies and standards in the companies: It underpins the idea of the stakeholder principle-that the enterprise is embedded in societal communities. From this understanding corporations and companies integrate the idea that social responsibility is not only a financial contribution to the

good causes in a community where they operate, but an actual commitment to integrate the wider perspective in their innovative activity and core business strategy.
The "Nordic model"- a set of perspectives and practices for society and the corporate world expressed in policy statements in Nordic political institutions- points to the direction for future development.

Figure 2 illustrates the dynamics in the organization of relationships between social responsibility and innovation

good causes in a community where they operate, but an actual commitment to integrate the wider perspective in their innovative activity and core business strategy.
The "Nordic model"- a set of perspectives and practices for society and the corporate world expressed in policy statements in Nordic political institutions- points to the direction for future development.

Figure 2 illustrates the dynamics in the organization of relationships between social responsibility and innovation

Figure 2: Nordic 500 model of relations between CSR and Innovation*
Based on Schwab 2008

The company culture is a puzzle of subcultures, created among other things of the branch culture, country culture embedded in a global company context, specific educational cultures etc. An inclusive, ethical and innovation oriented organizational culture depends on how company leadership manage to melt these elements into a unity of standardized behavior.

Newly established companies are often innovative and also concerned with a high level of diversity because they have to invent themselves in the market; to find their niche, and the place and route for growth. Through their life cycle they establish practices, routines of behavior, formalized career paths and clear hierarchies. All of these might restrict the capacity for companies to reinvent themselves in the market through innovation.

An important focus is on the relationship between corporate ethics and sustainability and economic bottom line. The difference between ideal organizations, non-profit organizations and the corporation is of course that the fundamental essence of a company is to make money. It follows naturally that strategic initiatives and policy implementations will be measured according to this.

However, commercial institutions are not judged solely on their economic results. In the modern economy the company is also a citizen, and in the welfare economy countries it is expected that companies will pursuit common good. We expect companies to demonstrate respect for the environment, community, employees as well as investors and clients. This is also part of how the company is perceived in the market (the reputation). When companies discuss their policy they often include these aspects as part of their strategy for long term sustainability.

For a number of companies it starts and ends with the value concepts of the company philosophy, and philanthropic engagements. In a number of companies ethical guidelines are more suited to fulfill the need for an external profile than actual implementation and compliance. Many researchers and analysts find two basic risks of becoming less innovative: The lack of diversity and the lack of transparency. For this, and other reasons, we have decided to publish the full Nordic 500 list with the level of reporting to GRI and the membership in the UN Global Compact.

The social responsibility and sustainability reports aim to raise an awareness of ethics and transparency, and they also provide us with knowledge about the level the company reports, the transparency in their evaluation of their practice.

Based on the analysis of all companies that report to multiple international standards on a high level, with external assurance, there are in all 35 top reporting companies in the Nordic Countries.

Table 8 lists the companies and their reporting practices.

Table 8 Top reporting Nordic companies, multiple standards with external assurance of GRI reports

Company	Level	Expert opinion	Assurance	Status	UNG	OECD
Billerud AB	A	No		Third-party-checked	Yes	Yes
Eksport Kredit Fonden (EKF)	A	No		GRI-checked	Yes	Yes
Novozymes	A	No		GRI-checked	Yes	Yes
Statoil ASA	A+	No	Ernst & Young	Third-party-checked	Yes	Yes
Kesko Corporation	A+	Yes	PWC	Third-party-checked	Yes	Yes
Tieto Corporation	A+	No	Other	Third-party-checked	Yes	Yes
Wärtsilä Corporation	A+	No	KPMG	Third-party-checked	Yes	Yes
SKF Group	A+	No	KPMG	Third-party-checked	Yes	Yes
KLP	A+	No		GRI-checked	Yes	Yes
Akamiska Hus	B+	Yes	Yes	Third-party-checked	Yes	Yes
Atlas Copco	B+	Yes	Yes	Third-party-checked	Yes	Yes
Kemira	B+	Yes	Yes	Third-party-checked	Yes	Yes
Sandvik	B+	Yes	Yes	Third-party-checked	Yes	Yes
TeliaSonera	B+	Yes	Yes	Third-party-checked	Yes	Yes
Telenor Group	B+	Yes	Ernst & Young	Self-declared	Yes	Yes
Cheminova	B+	No	PWC	GRI-checked	Yes	Yes
DNV AS	B			GRI-checked	Yes	Yes
Electrolux	B	No		GRI-checked	Yes	Yes
Dong Energy	B+	Yes	PWC	Third-party-checked	Yes	Yes
Cermaq	B+	No	KPMG	Third-party-checked	Yes	Yes
DNB NOR	B+	No	Ernst & Young	Third-party-checked	Yes	Yes
Kongsberg	B+	No	Deloitte	Third-party-checked	Yes	Yes
Norsk Hydro	B+	No	KPMG	Third-party-checked	Yes	Yes
Statkraft	B+	No	Deloitte	Third-party-checked	Yes	Yes
Storebrand	B+	No	Deloitte	Third-party-checked	Yes	Yes
Fortum	B+	No	Deloitte	Third-party-checked	Yes	Yes
Lemminkäinen	B+	Yes	PWC	Third-party-checked	Yes	Yes
Metso	B+	No	PWC	Third-party-checked	Yes	Yes
Outotec	B+	No	Other	Third-party-checked	Yes	Yes
Vaisala Oyj	B+	Yes	PWC	Third-party-checked	Yes	Yes
SJ	B+	No	Ernst & Young	Third-party-checked	Yes	Yes
Spendrups Bryggerier AB	B+	No	Other	Third-party-checked	Yes	Yes
Swedish Export Credit Corporation (SEK)	B+	No	Ernst & Young	Third-party-checked	Yes	Yes
Trelleborg Group	B+		PWC	Third-party-checked	Yes	Yes
Vattenfall	B+	No	Ernst & Young	Third-party-checked	Yes	Yes
Posten Norge	B+	No	Ernst & Young	Self-declared	Yes	Yes
UPM Kymmene	B+	No		Third-party-checked	Yes	Yes
Kooperativa Förbundet Ekonomisk Förening (KF)	C			Third-party-checked	Yes	Yes
PostNord	C+	No	Ernst & Young	Third-party-checked	Yes	Yes

From the list of companies we present 8 companies that have integrated the relationship between responsible thinking and sustainability with innovation and development.

Innovation and responsibility: Empirical Dynamics

In this part of the chapter we let some of the frontrunner companies with a variety of core business products describe and claim the relationship and dynamics between sustainability, responsibility and innovation/developments best practices. Eight companies in the Nordic 500 with the top rating in reporting sustainability in their product development and organization demonstrate the implementation of sustainability in innovation. In chapter 10 the reporting practices of all companies are listed for the first time in a comparison of the Nordic countries.

Finland

Metso Oyj

Core business: Metso is a leading process performance provider, with customers in the mining, construction, and oil & gas industries.

Statements and policies: In line with our mission, we contribute to sustainable development by offering products and services that reduce the environmental load and improve the quality of our customers' operations. Our technological solutions enable our customers to improve their sustainability performance by increasing the energy and materials efficiency of their industrial processes and reducing emissions and water consumption. Metso has a solid track record in these areas.

We focus our research and product development activities on sustainable technology solutions. We believe that technology plays a significant role in mitigating and adapting to climate change. Our services business helps extend the life cycle of our customers' processes.

We have already seen the benefit of integrating sustainability throughout the value chain of our business. For example, by operating in a more eco-efficient way, we have reduced our costs and emissions. By constantly seeking new technical solutions as we work side by side with our customers, we are helping them to meet their environmental challenges and increase their productivity.

We must manage risks to our reputation and avoid business interruptions, but also seize the opportunities that sustainability presents. Innovating helps us to create new eco-efficient products and solutions for our customers while simultaneously reducing our own direct environmental impacts.

Global megatrends affect our operations: Megatrends are important elements in all strategic considerations, since they are likely to be the largest drivers for change in the decades ahead.

Outcome: Although the sustainability and climate change megatrend is global, it impacts Metro's individual businesses in different ways, depending on their respective location. For all of its units, Metso strives to continuously improve the energy efficiency of its own production. We target to reduce our own energy consumption and CO2 emissions from base year 2005–2009 by 15% by 2015 and by 20% by 2020.

Another aspect of the sustainability and climate change megatrend that has influenced Metro's strategy is the limited supply of raw materials, energy and clean water, shifting the development towards new technologies. Development of solutions that improve energy efficiency is expected to continue, and demand for intelligent and energy-efficient solutions is expected to grow.

In developed markets, tightening environmental legislation, customer awareness and higher prices for carbon emission allowances are calling for the reduction of greenhouse gas (GHG) emissions.

Climate change issues have affected Metro's short-term strategy for many years already. The risks and opportunities for Metso are strongly influenced by climate change issues and are taken into serious consideration when operating in emerging markets as well as in developed markets.

Kesko Oyj

Core business: Kesko is engaged in the food trade, the home and specialty goods trade, the building and home improvement trade, and the car and machinery trade.

Statement: *"In 2008, Kesko signed the trading sector energy efficiency agreement and committed to saving 65 GWh of its annual energy consumption by the end of 2016 through various actions. By the end of 2012, they had already achieved approximately 70% of the target. "Our objective is to reduce food wastage by 10% by 2020. K-food stores aim to reduce food wastage with the help of a forecast based replenishment system, among other things. Environmentally friendly transportation solutions are constantly sought, as transportation has a significant impact on the environment. Our aim for Kesko's logistics company Keslog Ltd is to cut carbon dioxide emissions from transportation by 10% by 2020. Emissions are lowered by economical driving, route planning and two-tier trailers."*

Outcome: Kesko is the only Finnish company that has been included in 'The Global 100 Most Sustainable Corporations in the World' list since it was established in 2005.
The 2014 Global 100 Most Sustainable Corporations in the World' list was announced at the meeting of the World Economic Forum in Davos on 22 January. Kesko has been included in the list since it was established in 2005, ten times. The list is prepared by the Canadian Corporate Knights Inc. and the ranking is based on research among around 4,000 global listed companies. Companies were assessed on 12 sustainable performance indicators within the dimensions of economic, social and environmental responsibility.

Sweden

SKF AB

Core business: SKF provides a wide range of technologies and products to OEM and aftermarket customers around the world, in every major industry, at each phase of the asset lifecycle. The focus of SKF's technology development today is to reduce the environmental impact of an asset during its lifecycle, both in our own and our customers' operations. The SKF Beyond Zero product portfolio is the latest example of what SKF has to offer in this area.

Statements: *"Understanding and acting on our impact*

Everything we do has an impact on the environment - from the raw materials we select to how our suppliers and factories process and utilize those materials; from the amount and type of energy used to make our products to the way we transport them to our customers; from the energy used by our products when applied by our customers to the way our products are disposed of at the end of their useful life.

In other words, every stage in our value chain presents us with the possibility to reduce the environmental impact. Doing so not only addresses our responsibility towards society and future generations, it also enhances our ability to do more with less and so creates sustained competitive advantage.

That is why SKF's environmental approach is based around the implementation and integration of environmental life cycle management into core business processes."

SKF Outcome

"Our strategy for actively reducing our environmental impact is called SKF BeyondZero and it consists of two simultaneous goals:

1. Reduce the negative environmental impact from our own operations and those of our suppliers.
   To date, we have been quite successful with this aspect of SKF BeyondZero. Between 2006 and 2012 – while our business grew by over 20% – we were able to reduce the total energy requirements of our manufacturing operations by 14%. Furthermore, in the same period, we have reduced the greenhouse gas emissions, specifically CO_2 from our own operations by 16%.
2. Innovate and offer our customers new technologies, products and services with enhanced environmental performance characteristics.

Denmark

Company: Novozymes

Core business: Industrial enzymes, microorganisms, and biopolymers.

Sustainability policy : More than 60 years before words like ‘sustainability’ or ‘green products’ started to catch on, Novozymes was delivering biosolutions that provided our customers with stronger profits, consumers with better products and countries with less pollution. We didn’t call it sustainability, but we took pride in the fact that our products helped increase raw material efficiency and reduce energy consumption in factories around the world.

Sustainability and Innovation: The fact that our products are more sustainable than traditional processes has become a key part of Novozymes’ value proposition. And tomorrow, we are certain that sustainability in business will be even more important for our customers. The company describes that their biosolutions save costs and reduce the environmental impact of their production by reducing the need for raw materials, substituting chemicals and improving product quality when resources are becoming scarce, populations and consumption are growing, and climate change and food security are growing concerns, they help the world achieve more efficient use of raw materials, reduce carbon emissions and help build a greener economy. The company is at the forefront of developing and integrating sustainability practices into our core business.

Novo Nordisk

Core business: Novo Nordisk is a global healthcare company with 90 years of innovation and leadership in diabetes care. The company also has leading positions within hemophilia care, growth hormone therapy and hormone replacement therapy.

Statement: *“Exercising social and environmental responsibility is a business imperative and must be managed and accounted for in the same way as all other aspects of our operations. We set long-term targets for our social and environmental performance and have built the TBL principle into corporate governance structures, management tools and methods of assessing and rewarding individual performance. Overall responsibility lies with The Board of Directors, but every single Novo Nordisk employee is responsible for enhancing our financial, social and environmental performance.”*

Outcome: Since 2004, the Novo Nordisk Annual Report has accounted for financial, social and environmental performance in one inclusive report.

Since the launch of the DOW Jones Sustainability Indexes (DJSI), Novo Nordisk has consistently been awarded scores in the top of the healthcare sector – either as number one or two. The Dow Jones Sustainability Indexes are the first global indexes tracking the financial performance of the leading sustainability-driven companies worldwide.

Following a review of its implications for Novo Nordisk’s long-term business, a strategy is framed for those issues that are deemed material and subsequently data, indicators and targets are identified. Once management of the issue has been embedded in the organization, so that it is fully integrated into business processes, the strategy will be revisited as appropriate. Moreover, issues that are included on the learning curve are monitored as part of the integrated risk management process.

The Blueprint for Change Program: The program aims to enhance the understanding of how Novo Nordisk creates value through its Triple Bottom Line business principle. This is done by identifying the drivers of value creation, measuring realized benefits for both society and the organization, and sharing this information with our stakeholders. Based on that, the company optimizes its value creation and inspires others to make sustainability-driven business decisions.

In 2009, Novo Nordisk achieved the CO2 reduction target of our first generation climate strategy five years ahead of schedule. In this case we share our learning focusing on the value generated to business and society, our thoughts about the journey and challenges ahead, including the interrelationship between climate and health.

Norway

KLP

Core Business: Norway's largest life insurance company. Kommunal Landspensjonskasse (KLP) financial and insurance services to the public sector, enterprises associated with the public sector and their employees.

Statement: *"Responsible business practice is key to sustainable development*

We ensure that through our

- *Integration of social responsibility in all business processes*
- *Long-term and responsible management of pension funds*
- *Work with ethics, integrity and anti-corruption in dealing with customers, suppliers and others in the value chain"*

Corporate responsibility is an important part of how KLP ensures good Corporate Governance: Corporate responsibility is integrated in all business processes to form part of

- Audit and preparation of management documentation and guidelines
- Internal and external reporting, including quarterly reporting and the Board of Directors' annual report
- Strategy work, balanced scorecard and risk analyses
- The objective of KLP's responsible investment strategy is to be a driving force for responsible and sustainable business operations. A direct and constructive dialogue is essential.
- The dialogues will vary greatly in scope, form, topics and time perspective. In order to be transparent about what KLP is doing also in this field, we publish a list of the companies we have approached and been in dialogue with regarding environmental, social and governance issues.
- Exclusion and dialogue with companies:

"KLP has had ethical filtering of its investments in securities since 2002. Right from then, openness has been fundamental to this strategy. We believe that being transparent about the exclusions and the reasons is about taking responsibility for our choices, with a genuine desire and aim that this will lead to change. In the same way that we demand transparency from the companies in which we invest, we must be open about our work ourselves."

Statkraft

Core business: Hydropower, wind power, gas power and district heating. European leader within renewable energy. Norway's largest and the Nordic region's third largest power producer. A significant player in the European energy exchanges with cut- ting-edge expertise in physical and financial energy trading and origination

Statement: *"Statkraft's vision of meeting the world's need for cleaner energy- combined with our expertise, responsibility and innovation-form a strong framework for our activity".*

"The connection between renewable energy and the climate is an important issue for Statkraft's CEO, Christian Rynning-Tønnesen:

Increasing the share of renewable energy is one of the most important measures we have to limit global warming," says Rynning-Tønnesen. "The UN's climate panel has estimated that we must increase the renewable share from the current 8 per cent to about 80 per cent worldwide by 2050. That is nothing short of an energy revolution, and we in Statkraft want to take part."

"To produce more hydropower, wind power and district heating and develop new sources of energy such as osmotic power. These are our keys to a cleaner future, being renewable energy sources with absolutely no greenhouse gases or other polluting emissions."

Measures: Renewable *"Energy: Increasing the percentage of renewable energy is one of the most important measures we have to limit global warming. Production of environmentally friendly energy is Statkraft's most important contribution to the environment. In 2010, 88.1% of Statkraft's power production was based on renewable energy sources. Hydropower is highly efficient and very flexible, and is based on relatively simple and well developed technology. Hydropower production can also be combined with other functions such as flood abatement, irrigation, transport and recreation."*

Sustainable Hydropower: *"Statkraft has entered into an agreement with IHA (International Hydropower Association) to be a "Sustainability Partner". As part of this agreement, we have tested the Hydropower Sustainability Assessment Protocol. Statkraft has conducted an assessment of Jostedal powerplant."*

Climate: Statkraft's business is climate-friendly. The use of renewable energy resources is one of the most important means of limiting emissions of climate gases.

4 Nordic 500: Sustainability and Transparency

The study survey aspects of responsibility and transparency reported in the Nordic 500 companies. The GRI reports include a large number of indicators and companies decide the relevance of reporting based on the nature and scope of their business. In our analysis we have focused particularly on:

- Guidelines or code of conduct rules for trade, conflict of interests, bribery
- Comprehensive sustainability reporting
- Aspects of transparency and evaluation
- Diversity
- Non-discriminatory policy

Table 9 The number of Nordic 500 companies by turnover from each country

Sweden	Norway	Denmark	Finland	Iceland
186	126	82	96	10

* The 10 companies from Iceland are the ten largest in the country, even if they do not answer to turnover numbers in the Nordic 500

Table 10 shows the Nordic 500 companies that report to the Global Reporting Initiative. This is a standard designed for the larger companies, as it also requires that resources are allocated to analyze, evaluate and report.

Table 10 The number and percentages of the Nordic 500 companies reporting to the Global Reporting Initiative, by country. September 2014

Country	Number of company reports to GRI	% of nordic 500 companies reporting to GRI	% of nordic 500 companies reporting to GRI
Finland	50	52,0 %	96
Sweden	58	31,1 %	186
Denmark	15	18,2 %	82
Norway	20	15,8 %	126
Iceland	1	10 %	10
Nordic 500 total	144	28,8 %	500

Close to 30 % of the largest companies reports to GRI. Norway and Denmark have significantly fewer companies that register in the GRI than Finland and Sweden. Taking into consideration that companies from the Nordic region were represented by the early reporters during the first three years it has had a rather slow development in the ten years to follow. There are however other standards that partly compensates for the rather low numbers from Denmark and Norway, among them the ISO and OECD guidelines.
Two factors could explain the differences between the Nordic countries: first, one could argue that GRI is of more relevance to global oriented companies and that these are unevenly spread throughout the Nordic region, and second that there are other standards of reporting that are more widely used in countries with a low number of GRI reporters. However, there is little evidence that these two factors explain the tendencies reported in table 11. Also, one could argue that the membership in the UN Global Compact compensate for differences.

Table 11 The number and percentages of the Nordic 500 companies reporting to the Global Reporting Initiative, by country. September 2014

Country	Company members in un global compact	% of nordic 500 companies members in un global compact	Total number of country companies in the Nordic 500 list
Denmark	36	43,9 %	82
Sweden	61	32,7 %	186
Finland	27	28,1 %	96
Norway	29	23,0 %	126
Iceland	2	20,0 %	10
Nordic 500 total	155	31,0 %	500

Table 11 shows a somewhat different picture than the country specific analysis. When we compare the Nordic region with other countries we find that they together are among the top 10 on the member list. We could have expected that the largest companies in the region dominated the member group of companies.

Table 11 shows that Denmark has the highest proportion of Nordic 500 companies that are registered as members of the UN Global Compact. In absolute numbers Sweden top the list. However, the proportion of companies with reports both to the UN Global Compact and GRI differs between the countries. Finland has the highest number of companies that register at least one report to one of the standards, followed by Denmark and Sweden. Norway and Iceland have the highest proportion of the 500 companies that do not register reports.

The Nordic 500 list includes a number of companies in each country that are legally independent subjects registered nationally but serve as daughters of international enterprises (A/S Norske Shell, Kuwait Petroleum Denmark, HP, Serge also). The international brand may be reporting to the GRI or UN Global Compact even if they are registered as non-reporting companies in the Nordic 500 list. As far as we have been able to observe there is no systematic pattern between the Nordic countries with regard to the number of companies registered in the listing.

5 Nordic 500: The Nordic development of diversity and corporate social responsibility

Diversity

The development of corporate responsibility in the Nordic countries must be viewed in the light of what is named as "The Nordic model". It is more than 40 years since the Nordic countries implemented economic and social policy's based on the joint values that constitute the foundation for the Nordic welfare model. At its core is the principle that all citizens should enjoy equal opportunities to experience social solidarity and security for all (Nordic Council of Ministers). The traditional "Nordic economic perspective" is that productivity can be gained from balancing the private sector with an extensive welfare economy. In financial crisis the welfare sector contributes to economic circulation

At the heart of these policies were the beliefs, and the measures taken, to include all possible talents and people in the labor market, often referred to as the Nordic family-work model:

> *"The Nordic countries have for more than 30 years applied gender equality as a unique method of increasing the general skill level and work life participation in the population. This method has contributed to the growth of the economy and development of Nordic societies.*
>
> *Is it important for the future development of the Nordic countries to expand this model to gain from the increased diversity in corporate life"* (CCD 2004)

This has lead to strong incentives for diversity and inclusiveness:

- 40 years since women entered higher education in large numbers
- Women were strongly included in the labour market
- Investment in child care facilities
- Gradual rise in birth rate compared to other Western economies
- A strong belief that this model of inclusion and diversity can be expanded and contribute to economic growth

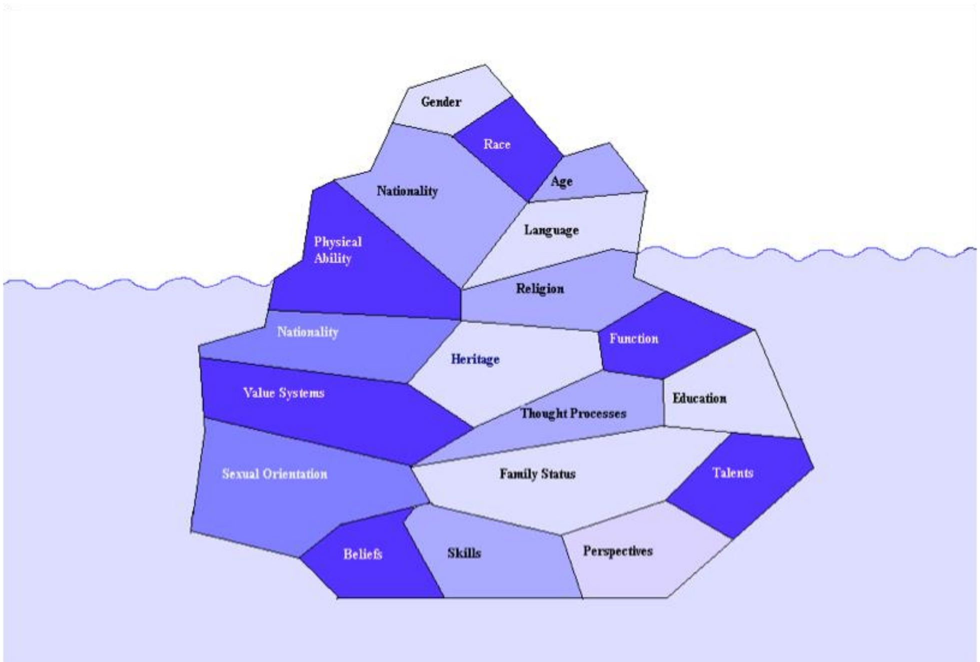
In the debate about public measures the question whether companies could profit from increased diversity and transparency was raised. Why were the large and "old" companies more concerned with these issues than new start-up companies?

Could companies profit from increased diversity and transparency?

To survive and prosper in the markets companies depend on a culture that is innovative and development oriented. Several factors can act as counterproductive forces. The most prominent is probably how people in organizations adapt to what is conceived as the "success-oriented behavior": Talented people see and learn from their leaders, and internalize the attitudes and actions that they conceive as being successful achievements for upward mobility in the past. In a well-established hierarchy it can be risky to promote new ideas. Organizations tend to develop an "iron cage" of behavior (Hoel 2004, 2008). At the same time it is crucial for development and growth that the company has the capability to be innovative: Entrepreneurship and Intrapreneurship. The diversity perspective has been perceived to unlock the dilemma in the organization.

The concept of diversity is usually linked to visible differences, such as *gender, nationality* and *age*. However, the more subtle and underlying dimensions such as experience, work styles, ways of thinking and communicating should be included in the concept and related to the visible dimensions. The "Iceberg of Diversity" shown in figure 1 shows the visible categories usually defined as diversity indexes in recruitment and staff composition within companies, the more invisible aspects of diversity are the underlying dimensions that could, but not necessarily would contribute to a more diverse oriented company culture.

Figure 3 Iceberg of Diversity



The visible categories are those a company would use to recruit, promote and document as indexes of a diversity oriented company. What does a company hope to achieve from diversity?

Increased diversity representation on corporate boards and management is viewed as a contribution to:

- Transparency
- Innovation
- Sustainability

Transparency

Diversity on corporate boards is closely related to the level of transparency. For a number of years spokesmen and -women for corporate diversity have argued that the essence of the problem is the closed networking among a selected group of executives and board directors, resulting in a small group of persons with considerable portfolios of board positions and power.

In response it has been argued that these "closed networks" are natural consequences of the fact that board positions require extensive industrial or corporate experience, knowledge, stability and the capability of functioning in an environment of trust and mutual recognition of skills.

A substantial literature and a number of arguments have brought forward criticism and objections against this development. We will not address them in detail here, but point to some main factors that we think could be potential damaging to a sustainable corporate culture:

- The board environment will be heavily influenced by a culture of control and a strong weight put on socializing new members to the existing culture before they are let into the power sphere
- There will be little room for innovative ideas and perspectives
- The company and the board will be less aware of the changes in the company environment
- There is a risk that the board will pick up too late on cultural values, preferences and new consumer orientations due to demographic changes and educational generations. This might lead to lack of renewal in strategic decisions about the company's future investments.
- Networks always face the possibility that mutual trust and long standing relationships prevent a culture where unpleasant questions and challenges of ideas are put forward and subsequently lead to decisions made on insufficient grounds and lack of scrutiny.
- Newcomers will face barriers to reach the "inner circle" of trust and substantial decisions might be made outside the board room meetings.

During the last three decades the Nordic countries have experienced a more diverse population, with more people immigrating and some significant demographic changes (a higher number and proportion of people over 60 years). Diversity exists, the question is *how to manage diversity* in such a way that the highest possible number of citizens participate in working life and contribute to the creation of economic stability and growth. How well are diversity perspectives integrated in corporate practice? An inclusive and diversity oriented organizational culture depends on how company leadership manage to melt these elements into a unity with of standardized behavior.

In the Nordic debate it has been emphasized that if successfully managed the company could hope to achieve:

- Capitalization on corporate investment/utilizing the potential of all employees
- Access to new markets
- Unleashing of creativity that comes from drawing from different ideas and background
- Flexibility
- Better relationships/demonstrating respect and fairness in interactions with employees and external stakeholders
- Retaining top talents in the company
- Improving the bottom line results

The downside of failing to prove a diversity and inclusive oriented organization could be:

- Difficulty in attracting and retaining the best people
- Difficult relationships with groups of employees/lack of trust between employees and management/lack of trust between different groups of employees
- Legal risks based on cases of discrimination
- Bad publicity
- A decrease in production

An important focus is on the relationship between corporate diversity and economic results and bottom line. This is reflected in the weight that is put on non-discrimination and diversity policy in Nordic and European countries. There is an extensive international literature on gender diversity, and it is constantly being supplemented with new studies of corporate diversity development. The relationship between diversity on corporate boards and economic results has been examined in a number of studies. The outcome of these studies is still inconclusive, and seems to depend on methodology, parameters examined and time horizon of the study.

The evidence for a positive relationship seems to be more convincing for studies of effects of a diverse executive management. Also, one could argue, there are up till now very few studies, if any, that establish an indisputable relationship between board composition and financial results of the company.

The economic performance of the Nordic countries has been impressive in comparative terms: rapid growth, high employment, price stability, healthy surpluses in government finances.

Nordic governments have consequently assumed that the Nordic model with its weight on diversity not only fosters transparency, but on all levels fosters an innovative company culture.

Innovation culture

The Nordic countries have embraced globalization and new technologies. Cross-country comparisons support the view that the Nordics have been successful in reconciling economic efficiency with social equality (Torben Andersen ao. ed. 2007).The Nordic Council of Ministers has worked on sustainable development since the late 90ies.

Almost a decade ago, in 2005, a group of industrial and organizational leaders, appointed by The Nordic Council of Ministers, stated:

> *"Competition in the future will be increasingly about the ability to innovate and produce value-creating solutions that are difficult for others to copy. This will require the establishment of a strong innovation culture and the ability to use one's own unique core skills. Globalisation is therefore not just about looking outwards and understanding the changes, but also about looking inwards and understanding one's own strengths and skills"*

Between them, the Nordic leaders pointed to four fundamental conditions and eight values that the Nordic countries have in common in the global economy. " The shared Nordic values are equality, trust, proximity to power, inclusion, flexibility, respect for nature, the protestant work ethic and aesthetics.

These values are connected with our social system and they contribute to the many fundamental institutional similarities between the countries, with the balance between the community and the individual being of central importance.

Although it is impossible to establish a direct causal link between Nordic values and the business strengths of the Nordic countries by empirical means, the leaders are of the opinion that a number of links are established between the complex of values and the strengths:

- Welfare products (linked to equality)
- Innovation (linked to trust)
- Management based on procedural strengths (linked to proximity to power)
- Broad, strong skills base (linked to inclusion)
- Adaptability (linked to flexibility)
- Sustainability and a holistic approach (linked to respect for nature)
- Industry, personal responsibility and efficiency (linked to the protestant work ethic)
- Design and functionality (linked to aesthetics)

"The Nordic Region as a Global Winner Region" The Nordic Council of Ministers 2005

In earlier Nordic studies we have measured and compared the level of gender diversity in the Nordic countries and corporate world. There has been a steadily rise in all of the countries in the last ten years. The first study with the support from Nordic Innovation was done in 2004. At that time the main focus was the gender diversity issue, sharpened by the discussion about the introduction of quota measures to increase women in corporate governance. 10 years after the Nordic countries are still concerned with this issue, but also the focus on why the development is considered to be slower than many participants in this debate had hoped for.

What factors are the most influential for the development of women in leadership roles? Have the measures taken in some of the countries had a specific or wider impact and what are today the main differences between the countries?

In this section we will describe and document the development and also give a new and important input to what could be part of the answer.

Tables 12-14 describe the presence of women in executive management and on the Board of Directors. For some of the measures we have been able to compare the development for the last ten years. In 2013 it has become a standard for large companies to have gender diversity on the corporate boards of directors. However, there is a great variety in the number of women recruited to the companies.

Table 12 Percentage of Nordic 500 companies with at least 1 woman on the Boards of Directors and in the Executive Boards, CCD Data January 2014

Country Positions	Denmark	Finland	Iceland	Norway	Sweden
Board of Directors	78 %	87 %	90 %	85 %	84 %
Executive Board	38 %	83 %	70 %	77 %	85 %

Table 12 shows the development in the percentage of women recruited to serve on boards in the 500 largest Nordic companies between 2004 and 2013. We find that Sweden has recruited more women on to their Board of Directors than Finland and in particular Denmark.

Table 13 Percentage of women on Board of Directors in the Nordic 500 companies, by country, in 2004 and 2014 CCD Data January 2014

Country Year	Denmark	Finland	Iceland	Norway	Sweden
2004	11,7 %	13,5 %	11,4 %	21,6 %	18,7 %
2014	18 %	22 %	41,1 %	32 %	26 %

Table 14 shows the proportion of women on Executive Boards. Sweden has the highest proportion of women in the top executive board in the companies, followed by Norway and Finland. Denmark has the lowest proportion of women in executive boards. We find that the countries have developed in a rather similar pattern since 2004, with the exception of Denmark.

Table 14 Percentage of women on Executive Boards in the Nordic 500 companies by country, CCD Data January 2014

Sweden	Norway	Denmark	Finland	Iceland
21,4 %	18,9 %	10,6 %	17,2 %	15,9 %

* The 10 companies from Iceland are the ten largest in the country, even if they do not answer to turnover numbers in the Nordic 500

In the following section we will investigate the dimensions that could influence the developments shown in tables 12-14.

In the later years both of the standards require that companies act upon practices that are discriminatory, and specifically urge companies to enhance a diversity oriented company policy. As in tables 12-14 the Nordic companies have recruited a substantial number of women in corporate governance, but are faced with challenges to recruit more women into top executive leadership.

The Nordic countries have adopted different measures for diversity in their codes of corporate governance. Finland and Denmark have specifically implemented a "comply or explain" principle for gender diversity on boards, Norway, in 2003, and in recent years, Iceland have implemented a quota system, while Sweden has decided to encourage diversity, but on a complete voluntary basis. The debate about what measures will bring forward more women on the top executive level is continuous and from time to time intense in all of the Nordic countries. Spokespersons for the quota system have argued that more women on the board of directors would bring forward a higher number of top executive women, while opponents of a quota system have argued that the voluntary approach will appeal more positively to company policy and practice. When we compare the development across countries it is surprisingly similar, with the exception of Denmark. According to recent figures from Denmark (October 2013) only 42 % of the companies responded to the recommendations from the Committee for Good Corporate Governance from 2011 in 2013. 43 % decided to explain why they had no women on their boards or in executive management while 13 % neither responded nor explained.

Table 15 compares the companies in the two countries who have most consistently withheld the two opponent opinions for a period of at least ten years: Sweden with a voluntary approach and Norway with the longest period of a quota system. As both countries have a high number of Nordic 500 companies with 1 or more women on the board of Directors. Table 16 examines the composition of the boards:

Table 15 Compositions of Companies with 0 woman in executive boards, Norway and Sweden January 2014

Country	1+ woman on Boards of Directors	Percentage	0 woman on boards of Directors	Percentage	Total N500 companies with 0 top executive woman
Norway	24	80 %	6	20%	30 (100 %)
Sweden	18	72%	7	28 %	30 (100 %)

The majority of the companies with no women on the executive board have women on the boards of directors.

In table 16-17 we look at companies with extensive reporting practice of responsibility and sustainability and the representation of women in the boards of directors and executive boards.

Gender diversity in top management in Nordic 500 companies reporting to GRI and UN Global Compact

Table 16 Nordic 500 companies with women in leading positions, reporting to the UN Global Compact. January 2014

Country Positions	Denmark	Finland	Iceland*	Norway	Sweden
Executive Board	39 %	75 %	-	30 %	78,6 %
Board of Directors	74 %	25 %	-	100 %	78,6 %

Table 17 Nordic 500 companies with women in leading positions, reporting to the Global Reporting Initiative, January 2014

Country Positions	Denmark	Finland	Iceland*	Norway	Sweden
Executive Board	100 %	100 %	-	100 %	100 %
Board of Directors	100 %	94,2 %	-	100 %	88,3 %

*Iceland has only two companies reporting, both have women on the boards.

In table 17 we have analyze the representation of women when each of the standards are applied. While there is no direct relationship between the UN Global Compact membership and the patterns of women representation, there is a direct relationship between the reporting practices of the Global Reporting Initiative and the gender diversity in corporate governance.

Reporting to the Global Reporting Initiative, especially with a third party evaluation, implicate the leading governing bodies to investigate the actual figures of gender diversity, environmental and ethical risks and results through the year and the overall results on all standard measures. The voluntary approach of the reporting practice also encourage the top management to make the actual decisions whether to introduce the reporting practices in the company and allocate resources to do so. It is reasonable to assume that the company would either decide to introduce reporting practices because they are fairly convinced that they can measure up to the parameters introduced, or that they would be inclined to comply with the best practice in the standards.

6 A Benchmark of Top Innovative Companies

In the second chapter in the report we introduced a model for integrating the innovative and sustainability perspective in the day to day operations in the company. We also stated that would probably lead to a thorough internal evaluation of the corporate organization itself. As we have described through the report, gender diversity represented on the board does not predict whether the company would recruit women in top executive positions. However, there is substantial empirical evidence for such a relation in the reporting on the highest levels of social responsibility and sustainability in large Nordic companies. We found the same tendency for the German DAX 30 companies, and also for all companies invited to speak on the topic of sustainability in the Berlin conference in 2013.

Table 18 Ten top companies in the Nordic region: Gender Diversity in Corporate Governance, Responsibility & Sustainability

Largest Nordic Top 10	Un global compact	Level: Global Reporting Initiative	Women Board Dir/ Women Executive of total number
Statoil ASA (N)	Yes	A+	4/7 1/8
A.P. Møller Maersk (D)	Yes	---	2/12 0/6
Volvo AB (S)	Yes	A+	2/14 3/16
Nokia Oyj (F)	Yes	B	3/14 2/12
Ericsson LM (S)	Yes	A+	5/15 4/14
Vattenfall AB (S)	Yes	B+	3/12 2/9
Neste Oil Oyj (F)	Yes	B	3/7 1/11
Skanska AB (S)	Yes	B	2/13 2/9
H&M (S)	Yes	A+	7/12 6/16
Telenor ASA (N)	Yes	A+	4/11 2/9

Table 19 Ten top DAX companies: Gender Diversity in Corporate Governance, Responsibility Sustainability, Germany

DAX TOP 10 ranked by women leadership	Un global compact	Level: Global Reporting Initiative	TOP 10 WL/WB
Daimler AG	Yes	A+	Rank 1
Allianz SE	Yes	---	Rank 2
BMW AG	Yes	A+	Rank 2
Henkel AG&Co KGaA	Yes	B	Rank 2
Bayer AG	Yes	A+	Rank 5
Merck KGaA	Yes	B+	Rank 5
K+S AG	Yes	B	Rank 7
Thyssen Krupp AG	Yes	B	Rank 7
Deutsche Bank AG	Yes	A+	Rank 9
Deutsche Telekom AG	Yes	A+	Rank 9

WL/WB = Women Top Executives/Women Board Directors

Table 20 Berlin Conference: Gender Diversity in Corporate Governance and Responsibility & Sustainability Reporting

Company	GRI	Level	CSR policy	UNGlobal	Women Ex Board	Women Board Directors
DNB	Yes	B+	Yes	Yes	Yes	Yes
KLP	Yes	A +	Yes	Yes	Yes	Yes
Hypo-Vereinsbank	Yes	B+	Yes	Yes	Yes	Yes
Folksam	Yes	B+	Yes	Yes	Yes	Yes
Deutsche Post	Yes	B+	Yes	Yes	Yes	Yes
Siemens	Yes	A+	Yes	Yes	Yes	Yes
Statkraft	Yes	B+	Yes	Yes	Yes	Yes
Landsbanki	Yes	C	Yes	Yes	Yes	Yes
Deuthsce Telekom	Yes	A+	Yes	Yes	Yes	Yes
GESOBAU	Yes	A	Yes	Yes	Yes	Yes
Shell	Yes	A+	Yes	Yes	Yes	Yes

7 The 500 list

In the following section we present the full listing of reporting practices in the 500 largest companies, and sum up in table statistics.

The 500 list is composed of numbers released in four of the five Nordic Countries. Rankings are based on turnover numbers in 2012. The 500 companies' turnovers for the year of 2012 were valued in Norwegian Crowns as of average rate of exchange. We have included the 10 largest companies from Iceland, provided for us by Festa, Iceland (1).

Data about registered reports was updated in September 2014.
The proportion of companies with reports both to the UN Global Compact and GRI differs between the countries. Finland has the highest number of companies that register at least one report to one of the standards, followed by Denmark and Sweden. Norway and Iceland have the highest proportion of the 500 companies that do not register reports.

Table 21 The Nordic 500 List

Company	UNGlobal	GRI	Level	Country
A.P.Möller-Maersk AS	Yes	Yes	C+	Denmark
AarhusKarlshamns AB	No	Yes	U	Sweden
ABB AB	No	No		Sweden
ABB AS	No	No		Norway
ABB Oy	No	No		Finland
Actavis Group hf	No	No		Iceland
Addtech AB	No	No		Sweden
AF Gruppen ASA	Yes	No		Norway
Agder Energi AS	No	Yes	C	Norway
Ahlsell AB	No	No		Sweden
Ahlstrom Oyj	Yes	Yes	B+	Finland
Ahlström Capital Oy	No	No		Finland
Akademiska hus	Yes	Yes	B+	Sweden
Akelius AB	No	No		Sweden
Aker ASA	Yes	Yes	U	Norway
Aker Solutions ASA	Yes	No		Norway
Akzo Nobel Sweden AB	No	No		Sweden
Alcoa Fjarðarál sf	No	No		Iceland
Alcoa Norge AS	No	No		Norway
Alecta Pensionsförsikring	No	No		Sweden
Aleris AB	Yes	No		Sweden
Alfa Laval AB	Yes	Yes	U	Sweden
Alfesca	No	No		Iceland
Alko Oy	No	Yes	U	Finland
Alm.Brand af 1792 EmbA	No	No		Denmark
Also Actebis AS	No	No		Denmark

Company	UNGlobal	GRI	Level	Country
ALSO Nordic HoldingOy	No	No		Finland
Ambea AB	No	No		Sweden
Amedia AS	No	No		Norway
Amer Sports Oyj	No	No		Finland
AMF Pension	Yes	No		Sweden
Apokjeden AS	No	No		Norway
ApoPharm AB	No	No		Sweden
Apoteket AB	Yes	Yes	B+	Sweden
Archer AS	No	No		Norway
Arla Foods AB	No	No		Sweden
Arla Foods Ambra	Yes	No		Denmark
Arrow Components AB	No	No		Sweden
AS Norske Shell	No	No		Norway
AS Vinmonopolet	No	No		Norway
Assa Abloy AB	Yes	Yes	B	Sweden
Assuranseforeningen Gard	No	No		Norway
AstraZeneca AB	No	No		Sweden
Atea AB	No	No		Sweden
Atea AS	No	No		Denmark
Atea ASA	Yes	No		Norway
Atlas Copco AB	Yes	Yes	B+	Sweden
Atria Oyj	No	Yes	GriRef	Finland
Auriga Industries AS	No	No		Denmark
Austevoll Seafood ASA	No	No		Norway
Autoliv AB	No	No		Sweden
Avinor AS	Yes	Yes	IA	Norway
Axel Johnsen Holding AB	No	No		Sweden
Axfood AB	Yes	Yes	B	Sweden
B&B Tools AB	No	No		Sweden
Bakkavör Group hf	No	No		Iceland
Bamagruppen AS	No	No		Norway
Bayer Oy	No	No		Finland
BE Group	No	No		Sweden
Bergendahl & Son AB	Yes	No		Sweden
Bertel O. Steen AS	No	No		Norway
Bestseller AS	No	No		Denmark
Bilia AB	No	No		Sweden
Bilia Personbil AS	No	No		Norway
BillerudKorsnäs AB	Yes	Yes	A	Sweden
Biomar Group AS	No	No		Denmark
BKK	No	No		Norway
BMW	No	No		Sweden
Boliden AB	Yes	Yes	B	Sweden
Bombardier Transportations	No	No		Sweden

Company	UNGlobal	GRI	Level	Country
Bonheur ASA	No	No		Norway
Bonnier AB	No	No		Sweden
BPNorge AS	No	No		Norway
Bravida AB	No	No		Sweden
Brødrene Dahl AS	No	No		Norway
BW Offshore AS	No	No		Norway
Bygma Gruppen AS	No	No		Denmark
Capio AB	No	No		Sweden
Cargotec AB	No	No		Sweden
Cargotec Oyj	Yes	Yes	B	Finland
Carl Bennet	No	No		Sweden
Carlsberg AS	Yes	Yes	C+	Denmark
Caverion AS	No	No		Norway
Cellmark Holding AB	No	No		Sweden
Cermaq ASA	Yes	Yes	B+	Norway
Chr. Hansen Holding AS	Yes	No		Denmark
Clas Ohlson AB	Yes	No		Sweden
Coloplast AS	Yes	Yes	B	Denmark
Componenta Oy	No	Yes	B	Finland
ConocoPhillips Norway AS	No	No		Norway
Consolis Oy Ab	No	No		Finland
Coop Amba	No	No		Denmark
Coop Danmark	Yes	No		Denmark
Coop Norge AS	No	No		Norway
Coop Øst	No	No		Norway
Coor Service management AB	No	No		Sweden
Cramo Oyj	Yes	No		Finland
Dahl International	No	No		Sweden
Dampskibsselskabet Norden AS	Yes	No		Denmark
Dan-Bunkering Ltd AS	No	No		Denmark
Danfoss AS	Yes	Yes	U	Denmark
Danish Agro Amba	Yes	No		Denmark
Danish Crown Ambra	Yes	No		Denmark
Dansk Landbrugs Growareselsk. AS	No	No		Denmark
Dansk Shell AS	No	No		Denmark
Danske Bank AS	Yes	Yes	B	Denmark
Danske Commodities AS	No	No		Denmark
Danske Spil AS	Yes	No		Denmark
De Laval AB	No	No		Sweden
Det Norske Veritas	Yes	Yes	B+	Norway
Det Stavangerske Dampskibsselskap	No	No		Norway
Det Østasiatiske Kompagni AS	Yes	No		Denmark
DFDS AS	No	No		Denmark
DHL Express Sverige	No	No		Sweden
Din Bil AB	No	No		Sweden
DLR Kredit AS	Yes	No		Denmark

Company	UNGlobal	GRI	Level	Country
DNA Oy	No	Yes	C	Finland
DNB Nor ASA	Yes	Yes	B+	Norway
DOF ASA	No	No		Norway
Dometic AB	No	No		Sweden
Dong E&P Norge AS	No	No		Norway
Dong Energy AS	No	Yes	B+	Denmark
DSV AS	Yes	Yes	U	Denmark
DT Group AS	No	No		Denmark
Dunross AB	No	No		Sweden
Dynea Oy	No	No		Finland
Ecco Sko AS	No	No		Denmark
Egmont International Holding AS	No	No		Denmark
Ekman & Co AB	No	No		Sweden
Eksportfinans ASA	No	No		Norway
Electrolux AB	Yes	Yes	B+	Sweden
Elekta AB	No	No		Sweden
Elektrokoppar AB	No	No		Sweden
El-Giganten AB	No	No		Sweden
Elisa Oyj	No	Yes	B	Finland
Elkjøp Norge AS	No	No		Norway
Eltel AB	No	No		Sweden
Energi Danmark As	Yes	No		Denmark
ENI Norge AS	No	No		Norway
E-ON Sverige AB	No	No		Sweden
Ericsson AB	Yes	Yes	A+	Sweden
EVRY ASA	No	No		Norway
Expert AS	No	No		Norway
Exxonmobil Norway AS	No	No		Norway
Felleskjøpet Agri sa	No	No		Norway
Fennia Oy	No	No		Finland
Ferd Holding AS	No	No		Norway
Finavia Oy	No	Yes	B	Finland
Finnair Oyj	Yes	Yes	A	Finland
Finnlines Oy	No	No		Finland
Fiskars Oyj Abp	No	No		Finland
Fleggaard Holding AS	No	No		Denmark
FLSmidth & Co AS	Yes	No		Denmark
FMC Kongsberg Subsea AS	No	No		Norway
Folke Hermansen AS	No	No		Norway
Folksamgruppen AB	Yes	Yes	B+	Sweden
Fortum Generation AB	No	No		Sweden
Fortum Oyj	Yes	Yes	B+	Finland
Framtiden Forvaltnings	No	No		Sweden
Fred Olsen Energy Asa	No	No		Norway
Fritidsresor AB	No	No		Sweden
G&L Beyer AB	No	No		Sweden

Company	UNGlobal	GRI	Level	Country
Gambro AB	No	No		Sweden
Gasum Oy	Nei	Yes	B	Finland
GDF Suez E&P Norge AS	No	No		Norway
GE Healthcare Bio-Sciences	No	No		Sweden
Getinge AB	No	No		Sweden
Gjensidige ASA	No	No		Norway
GKN Aerospace AB	No	No		Sweden
GN Store Nord AS	Yes	No		Denmark
Grieg Maturitas	Yes	Yes	B	Norway
Grundfos AS	Yes	Yes	C+	Denmark
Gunnebo AB	Yes	No		Sweden
Gunnebo AB	No	No		Sweden
Göteborgs Energi AB	No	No		Sweden
H&M AB	Yes	Yes	B	Sweden
Hafslund ASA	No	No		Norway
Handelsbanken AB	Yes	Yes	C+	Sweden
Helse Sør-Øst RHF	No	No		Norway
Helse Vest	No	No		Norway
Helsingin Energia	No	Yes		Finland
Helsingin Osuuskauppa Elanto	No	No		Finland
Hexagon AB	No	No		Sweden
Hexpol AB	No	Yes	B	Sweden
Hilding AB	Yes	No		Sweden
HKScan Oyj	No	Yes		Finland
Holmen AB	Yes	Yes	A+	Sweden
Home Invest AS	No	No		Norway
Huhtamäki Oyj	No	No		Finland
Husqvarna AB	Yes	Yes	B+	Sweden
Höganäs AB	No	No		Sweden
Højgaard AS	No	No		Denmark
IBM Danmark AS	No	No		Denmark
ICA AB	Yes	Yes	B+	Sweden
Ica Norge AS	No	No		Norway
Icelandair Group	No	No		Iceland
Icelandic Group hf	No	No		Iceland
Idemitsu Petroleum AS	No	No		Norway
If Skadeforsikring	No	No		Norway
IF Skadeforsikring Holding AB	No	No		Sweden
IKEA AB	Yes	Yes	GriRef	Sweden
Ilmarinen	No	Yes		Finland
Indutrade AB	No	No		Sweden
Investment AB Latour	No	No		Sweden
Investor AB	Yes	No		Sweden
Íslandsbanki	Yes	No		Iceland
ISS AS	Yes	No		Denmark
ISS Facility Services AS	No	No		Norway

Company	UNGlobal	GRI	Level	Country
Itella Oyj	Yes	Yes	B+	Finland
JM AB	Yes	No		Sweden
Jotun AS	Yes	No		Norway
Karl Fazer Ab Oy	Yes	No		Finland
Kemira Oyj	Yes	Yes	B+	Finland
Kesko Oyj	Yes	Yes	A+	Finland
Kirkbi AS	No	No		Denmark
Kistefos	No	No		Norway
KLP	Yes	Yes	A+	Norway
Kommunalbanken AS	No	No		Norway
Kone Oyj	Yes	Yes	B	Finland
Konecranes Oyj	Yes	Yes	C	Finland
Kongsberg Automotive ASA	No	No		Norway
Kongsberggruppen ASA	Yes	Yes	B+	Norway
Kooperative Forbundet	Yes	Yes	C	Sweden
Kuoni AB	No	No		Sweden
Kuusakoski Group Oy	No	No		Finland
Kvarv AS	No	No		Norway
Kværner ASA	No	No		Norway
L.E. Lundbergforetagen AB	No	No		Sweden
Laco AS	No	No		Norway
Landsbankinn hf	Yes	Yes	C	Iceland
Lassila & Tikanoja Oyj	No	Yes	B	Finland
Lego System AS	Yes	Yes	U	Denmark
Lemminkäinen Oyj	Yes	Yes	B+	Finland
Lemvigh-Müller AS	No	No		Denmark
LEO Pharma AS	No	No		Denmark
Lerøy Seafood AS	No	No		Norway
Lidl Suomi Kommandittyhtiö	No	No		Finland
Lifco AB	No	No		Sweden
Liljedahl Group AB	No	No		Sweden
Lindab International	Yes	No		Sweden
Lindengruppen AB	No	No		Sweden
Lite-On Mobile Oyj	No	No		Finland
LKAB AB	No	Yes	B+	Sweden
Loomis AB	No	No		Sweden
Lso Osuuskunta	No	No		Finland
Lundin Norway AS	No	No		Norway
Lundin Petroleum	Yes	No		Sweden
Luvata Oyj	No	No		Finland
Lyse Energi AS	No	No		Norway
Länsförsäkringsgruppen	No	No		Sweden
Läntmannen	Yes	Yes	B	Sweden
Marathon Oil Norway AS	No	No		Norway
Marel	No	No		Iceland
Marine Harvest ASA	Yes	Yes	A	Norway

Company	UNGlobal	GRI	Level	Country
Martin & Sewera AB	No	No		Sweden
Meda AB	Yes	Yes	C+	Sweden
Mekonomen AB	Yes	No		Sweden
Mellby Gård AB	No	No		Sweden
Metso Oyj	Yes	Yes	B+	Finland
Metsä Board Oyj	Yes	No		Finland
Metsä Fibre Oy	Yes	Yes	A+	Finland
Metsäliitto Oyj	Yes	Yes	A+	Finland
Modern Times Group AB	No	Yes	C+	Sweden
Moelven Industrier ASA	No	No		Norway
Monjasa AS	No	No		Denmark
MSC Scandinavia Holding AS	No	No		Denmark
Munksjö AB	No	No		Sweden
Munksjö AB	No	No		Sweden
Mätsa Board Sverige	No	No		Sweden
Møllergruppen AS	No	No		Norway
Mölnlycke Healthcare AB	No	Yes	C	Sweden
National Oilwell Norw AS	No	No		Norway
NCC AB	Yes	Yes	C	Sweden
NCC Rakenuus Oy	No	No		Finland
Neste Oil Oyj	No	Yes	B+	Finland
Nexans Norway AS	No	No		Norway
Nibe Industrier	Yes	Yes	C	Sweden
NKT Holding AS	Yes	No		Denmark
Nobia AB	No	No		Sweden
Nobina AB	No	No		Sweden
Nokia Oyj	Yes	Yes	A+	Finland
Nokian Renkaat Oyj	No	No		Finland
Nomeco AS	No	No		Denmark
Nordea AB	Yes	Yes	B+	Sweden
Nordea bank Norge ASA	No	No		Norway
Nordic Choice AS	Yes	Yes	C	Norway
Nordstjernan AB	No	No		Sweden
Norges Råfisklag SA	Yes	No		Norway
Norgesgruppen ASA	No	No		Norway
Norgros Norge AS	No	No		Norway
Norilsk Nickel Harjavalta Oy 1)	No	No		Finland
Norsk Hydro ASA	Yes	Yes	B+	Norway
Norsk Medisinaldepot AS	No	No		Norway
Norsk Tipping AS	No	Yes		Norway
Norske Skogindustrier ASA	Yes	No		Norway
Nortura sa	No	No		Norway
Norwegian Airshuttle ASA	No	No		Norway
Novo Nordisk AS	Yes	Yes	A+	Denmark
Novozymes AS	Yes	Yes	A	Denmark
NRK AS	No	No		Norway

Company	UNGlobal	GRI	Level	Country
NSB AS	No	No		Norway
Nynas AB	No	No		Sweden
O.N.Sunde AS	No	No		Norway
OBOS	No	No		Norway
Odfjell SE	Yes	No		Norway
OK AB	Yes	No		Sweden
OK AmbA	No	No		Denmark
Oktapharma Nordic AB	No	No		Sweden
Olav Thon Gruppen ASA	Yes	No		Norway
Onvest Oy	No	No		Finland
Optimera AS	No	No		Norway
Orifarm Group AS	No	No		Denmark
Orifarm Group AS	No	No		Denmark
Oriola	No	No		Sweden
Oriola-KD Oyj	No	Yes	GriRef	Finland
Orion Oyj	No	Yes	U	Finland
Orkla ASA	Yes	Yes	B	Norway
Oslo S Utvikling AS	No	No		Norway
OsuukauppaHemeenmaa	No	No		Finland
Osuuskauppa Arina	No	No		Finland
Osuuskunta Tradeka-yhtymä	No	No		Finland
Oticonfonden	No	No		Denmark
Outokumpi Oyj	Yes	Yes	B+	Finland
Outotec Oyj	Yes	Yes	B+	Finland
Outukumpu Stainless AB	No	No		Sweden
Pandora AS	Yes	No		Denmark
Papyrus AB	No	No		Sweden
Paulig Ab	No	No		Finland
PEAB AB	Yes	Yes	C	Sweden
Peab AS	No	No		Norway
Per Aarsleff AS	No	No		Denmark
Perstorp Holding AB	Yes	No		Sweden
Petroleum Geo-Service ASA	Yes	No		Norway
Pfizer AB	No	No		Sweden
PKC Group Oy	No	No		Finland
Pohjolan Voima Oy	Yes	No		Finland
Post Danmark AS	No	No		Denmark
Posten Norge AS	Yes	Yes	B+	Norway
PostNord AB	Yes	Yes	C+	Sweden
Praktikertjänst AB	No	No		Sweden
Preem AB	No	No		Sweden
Promens hf	No	No		Iceland
Pöyry Oyj	No	No		Finland
Q8 Danmark AS	No	No		Denmark
Raisio Oy	No	Yes	U	Finland
Rambøll Gruppen AS	Yes	No		Denmark

Company	UNGlobal	GRI	Level	Country
Ramirent Oyj	No	Yes	GriRef	Finland
Ratos AB	Yes	No		Sweden
Rautarukki Oyj	Yes	Yes	U	Finland
Reitan Distribusjon AS	No	No		Denmark
Reitangruppen AS	No	No		Norway
Rema 1000 Danmark AS	No	No		Denmark
Rettig capital Oy Ab	No	No		Finland
Rettig Group Oy Ab	No	No		Finland
Rockwool International AS	No	Yes	U	Denmark
Rolls Royce Marine AS	No	No		Norway
Ruter AS	No	No		Norway
Saab AB	Yes	Yes	U	Sweden
Safe Road AB	No	No		Sweden
Salmar AS	No	No		Norway
Samhall AB	No	Yes	B+	Sweden
Sampo Oyj	No	Yes		Finland
Samsung Electronics AB	No	No		Sweden
Sandvik AB	Yes	Yes	B+	Sweden
Sandvik Mining and Construction	No	No		Finland
Sanoma Oyj	No	No		Finland
SAS	Yes	Yes	A+	Denmark
SAS AB	Yes	Yes	A+	Sweden
SASGroup	Yes	No		Norway
Saxo Bank AS	No	No		Denmark
SCA AB	Yes	Yes	A+	Sweden
Scan AB	No	No		Sweden
Scan Group AS	Yes	No		Denmark
Scandic Hotels AB	No	No		Sweden
Scandinavian Bunkering AS	No	No		Norway
Scania AB	Yes	Yes	C	Sweden
Schenker AB	No	Yes	U	Sweden
Schibsted ASA	Yes	No		Norway
Schlumberger Norge	No	No		Norway
Schouw & Co Aktieselskapet	No	No		Denmark
Seadrill Norge AS	No	No		Norway
SEB	Yes	Yes	B	Sweden
Securitas AB	No	No		Sweden
Semler Holding AS	No	No		Denmark
Siemens Wind Power AS	No	No		Denmark
SiemensAS	No	No		Norway
SJ AB	No	Yes	B+	Sweden
Skandia AB	No	Yes	C	Sweden
Skandinavisk Motor CO AS	No	No		Denmark
Skanska AB	Yes	Yes	U	Sweden
Skanska Norge AS	No	No		Norway
Skanska Oy	No	No		Finland

Company	UNGlobal	GRI	Level	Country
SKF AB	Yes	Yes	A+	Sweden
Skretting AS	No	No		Norway
SL Storstockholms Lokaltrafik AB	Yes	No		Sweden
SOK	No	No		Finland
Solar AS	Yes	No		Denmark
Sonepar Nordic AS	No	No		Denmark
Sony Mobile Communications AB	No	No		Sweden
Sparebank1 SMN	No	No		Norway
Sparebank1 SR-bank	No	No		Norway
Sparebanken Vest	No	No		Norway
SRV Yhtiöt Oy	No	Yes		Finland
SSAB AB	Yes	Yes	C	Sweden
St1 AB	No	No		Sweden
St1 Energy Oy	No	No		Finland
St1 Oy	No	No		Finland
Stampen AB	No	No		Sweden
Statkraft AS	Yes	Yes	B+	Norway
Statnett sf	No	No		Norway
Statoil AB Svenska	No	No		Sweden
Statoil ASA	Yes	Yes	A+	Norway
Stena AB	No	No		Sweden
Stena Line AB	No	No		Sweden
Stena Metall AB	No	No		Sweden
Stockmann Oyj	No	Yes	C	Finland
Stolt Nielsen Norway AS	No	No		Norway
Stora Enso AB	No	No		Sweden
Stora Enso Oyj	Yes	Yes	A+	Finland
Storebrand ASA	Yes	Yes	B+	Norway
STX Europe AS	No	No		Norway
Subsea 7 Norway AS	No	No		Norway
Suomen Lähikauppa Oy	No	No		Finland
Superbest AmbA	No	No		Denmark
Sveaskog AB	Yes	Yes	B+	Sweden
Svensk Exportkredit	Yes	Yes	B+	Sweden
Svenska Spel AB	No	Yes	C+	Sweden
Svevia AB	No	Yes	C+	Sweden
Sweco AB	No	No		Sweden
Swedavia	Yes	Yes	C+	Sweden
Swedbank	Yes	Yes	C	Sweden
Swedish Match AB	No	Yes	B	Sweden
Sydbank AS	No	No		Denmark
Systembolaget AB	Yes	Yes	B+	Sweden
Södra Skogsägarna	No	Yes	U	Sweden
Talisman Energy Norge AS	No	No		Norway
Tamro AB	No	No		Sweden
Tamro Oyj 2)	No	Yes	C+	Finland

Company	UNGlobal	GRI	Level	Country
TD Tech Data AB	No	No		Sweden
TDC AS	Yes	Yes	C	Denmark
Teboil AB Oy 1)	No	No		Finland
Tekniska Verken Linkøping	No	No		Sweden
Tele2 AB	No	Yes	C	Sweden
Telecom 3 AB	No	No		Sweden
Telenor ASA	Yes	Yes	B	Norway
Telenor Sverige AB	No	No		Sweden
Telge AB	No	No		Sweden
Telia Sonera Finland Oyj	No	No		Finland
TeliaSonera AB	Yes	Yes	B+	Sweden
Teliasonera Norge AS	No	No		Norway
Tetra Pak AB	Yes	No		Sweden
TGS Nopec	No	No		Norway
Thomas Cook AB	No	No		Sweden
Thule Group AB	No	No		Sweden
Tican AS	No	No		Denmark
Tieto Finland Oy	Yes	Yes	A+	Finland
Tieto Oy	Yes	Yes	A+	Finland
Tine SA	No	No		Norway
Tokmanni Oy	No	No		Finland
Top Danmark AS	Yes	No		Denmark
Torm AS	Yes	No		Denmark
Total E&P ASA	No	No		Norway
Toyota Material Handling AB	No	No		Sweden
Trav och Galopp AB	No	No		Sweden
Trelleborg AB	Yes	Yes	B+	Sweden
Tryg AS	Yes	No		Denmark
Tuko Logistic Osk	No	Yes	B	Finland
UMOE gruppen AS	No	No		Norway
Uno-X Energi AS**	No	No		Denmark
UPM-Kymmene Oyj	Yes	Yes	B+	Finland
UPM-Sales Oy	Yes	Yes	B	Finland
Uponor Oyj 1)	No	Yes		Finland
Valio Oyj	No	Yes		Finland
Vapo Oy	No	Yes	U	Finland
Varma Oyj	No	No		Finland
Varnergruppen AS	No	No		Norway
Vasakronan AB	Yes	No		Sweden
Vattenfall AB	Yes	Yes	B+	Sweden
Veho Group Oy Ab	No	No		Finland
Veidekke ASA	No	No		Norway
Veikkaus Oy	No	Yes	B+	Finland
Vestas AB	No	No		Sweden
Vestas Wind Systems AS	Yes	Yes	B	Denmark
Visma AS	No	No		Norway

Company	UNGlobal	GRI	Level	Country
VKR Holding AS	Yes	No		Denmark
Volkswagen Group Sverige AB	No	No		Sweden
Volvo AB	Yes	Yes	B	Sweden
Volvo Personvagner AB	Yes	Yes	B	Sweden
VR-Yhtymä Oy	No	Yes	U	Finland
Västtrafik	No	No		Sweden
Wihuri Oy-Wihuri Group	No	No		Finland
Wilh.Wilhelmsen ASA	No	No		Norway
William Demant Holding AS	Yes	No		Denmark
Wrist group AS	No	No		Denmark
Wärtsilä Oyj	Yes	Yes	A+	Finland
Yara ASA	Yes	Yes	B	Norway
YIT	No	No		Sweden
YIT Oyj	No	Yes	C	Finland
ÅF AB	No	No		Sweden

*As it was impossible to gain full information of 2 companies the list includes 498

8 Insights and Future Considerations

The Nordic model of a welfare economy, with inclusion in the labor market, diversity and equality as basic elements, is seen as crucial for the development in all the Nordic countries and governments have considered it to constitute a prerequisite for stability and growth. In a global context this is perceived as an innovative perspective on economic policy..

In recent years the model has been related the development of the corporate world: Companies are increasingly expected to implement the basic principles of social responsibility and sustainability in their strategies for global expansion and presence.

To integrate these perspectives in the value chain and innovation activities requires that companies acknowledge the advantage of a mainstreamed policy also in their day to day business.

The project “Nordic Experiences: Corporate Social Responsibility and Innovation strategies in Nordic Companies” has established a unique list of the 500 largest companies in the Nordic region and explores whether companies in the Nordic region have implemented a relationship between innovation and social responsibility in their business strategies.

Within the Nordic region the 500 largest companies constitute the core of economic development and growth.

The first part of the report describes the development of the concept of corporate social responsibility and how companies perceive the principles of the concept. In the second chapter a model for mainstreaming the principle of sustainable development within companies is introduced and empirical documentation of the dynamics of innovation and sustainability from top innovative companies in the Nordic region is presented.

Measurement, reporting and verification are important elements in a credible business strategy. Good company reports expose target conflicts and try to solve them with stakeholder engagement. The clearer the core requirements for sustainability management the more level the playing field for future competition. Transparency in reporting and verification is crucial: Trust lowers transaction costs. Some of the international standards for reporting require only modest actions taken in the companies. Others are far more extensive and allow the company to document and verify all policies and actions by external audition, and are thus transparent according to targets and practical reality.

The study researches in detail the membership and reporting to the UN Global Compact and the Global Reporting Initiative (GRI). The Nordic countries hold themselves to high standards of gender equality, transparency and social responsibility. The Nordic region is among top reporters compared to a number of countries, but there are major differences between the five Nordic countries both in the number of major companies reporting to international standards and the appliance of different standards. Overall, Sweden and Denmark register the largest number of company reports. The proportion of companies with reports both to the UN Global Compact and GRI differs between the countries. Finland has the highest number of companies that register at least one report to one of the standards, followed by Denmark and Sweden. Norway and Iceland have the highest proportion of the 500 companies that do not register reports.
Denmark has a considerable higher number of companies that are members of the UN Global Compact, and a majority of these are small and medium enterprises. In the other countries the tendency is that the large companies report. In Sweden and Finland, the majority reports to the Global Reporting Initiative. In this standard it is also transparent whether the companies employ an external evaluation of their performance and internal practices and organization. In this chapter 40 top reporting Nordic companies is presented.

A detailed analysis of the Nordic 500 companies is conducted in the second part of the report. The numbers presented also demonstrate effects on other measures like diversity and equality in the Nordic 500 companies. There are however noticeable differences between the groups of companies in the different countries. The results show that a mainstreaming of corporate social responsibility and sustainability in the innovation strategies so far is a reality in a minor group of Nordic 500 companies. Close to 30 % of the largest Nordic companies are affiliated with the UN Global Compact or/and report to Global Reporting Initiative. The majority of reporting companies have no third party evaluation of their reports. The third party evaluation is seen as critical to the level of transparency in the company.

The Nordic 500 companies have compared to other economic regions, developed a high level of gender diversity in corporate governance. The study documents a correlation between responsibility reporting and diversity in management in the companies:

The report analyzes both the differences in development between the Nordic countries and within the group of the Nordic 500 companies:

- The Nordic countries have recruited greater diversity in business, especially women in leadership and management in large companies. At the beginning of 2014, about 80 % of the large companies have at least 1 woman represented on boards of directors. Within a decade it has become unusual for a large company to have a board where only men are represented. The same applies to women in top management, with one exception: In the Danish companies represented in the Nordic countries 500 list 4 out of 10 companies have at least 1 woman in the top executive board, while more than 75 % of companies in Norway, Sweden and Finland have women represented on this level. The similarities between the Nordic countries are not due to legislation: While Iceland and Norway have gender quotas for boards it is so far voluntary in the three other Nordic countries.

- The percentage of women in top management is still fairly modest in all countries, plus/ minus 20 % in Norway, Sweden and Finland, and about 10 % in Denmark. These are still high numbers in a comparative global perspective. It is reasonable to assume that the high level of participation in corporate governance stems from a 40-year long policy and work to ensure that women participate in the labor market in a lifelong perspective. Reforms to create greater balance between work and family have influenced the Nordic business culture, which can be described as a family-friendly culture viewed in a global context.

- There is no direct relationship between the fact that women are represented on the boards and that they are recruited to top management positions in the Nordic 500 companies .That there should exist such a direct relationship has been believed by many who have advocated various schemes for increasing female representation on corporate boards. One must assume that the debate over increased diversity that has been going on for many years in the Nordic countries has influenced the industry's attention to these issues , and that it has been reinforced by the Nordic government involvement.

- Diversity has become increasingly integrated with corporate guidelines for social responsibility and sustainability. In a global perspective, the Nordic countries have a high proportion of companies who voluntarily report and evaluate how they are dealing with these topics. In the report, the companies participating in two such international standards are analyzed: Participation in the UN Global Compact and the Global Reporting Initiative. We find differences between the Nordic countries in the number of reports delivered to these two standards. Overall, Sweden and Denmark have the largest number of companies who reports. Denmark has a considerable higher number of companies that report to the UN Global Compact, and a majority of these are small and medium enterprises. In the other countries the tendency is that the large companies report. In Sweden and Finland, the majority reports to the Global Reporting Initiative. In this standard it is also transparent whether the companies employ an external evaluation of their performance and internal practices and organization.

- Among the companies participating in report standards with an external evaluation, the results show a direct relationship to the presence of diversity management. This particularly applies to companies that report to GRI. In international literature and research it is often emphasized that there exist a relationship between transparency, diversity and innovation.

- This report has introduced a model for mainstreaming sustainability and innovation in companies and presented initiatives and results from top innovative companies. However, the results show that this is a reality for a minority of the largest Nordic companies.

- The results of the study shows that increased efforts to get companies to participate and report to international standards are important and still leaves much to be done in the Nordic region: Both with regards to the mainstreaming of responsible innovation strategies between the Nordic countries and within the large group of Nordic companies.

In the last years Norway and Swedish governments have emphasized the need for corporate boards to be more directly involved in the development of measures for sustainability and social responsibility in the companies. This has been especially addressed towards in white papers on state ownership strategies.

The results of the Nordic 500 study show that the best practice Nordic companies are among the global top achievers, but they also show that a large group of Nordic companies still are far from reaching the ambitious target described in Nordic policy documents. These topics need to be addressed and measured.

The efforts to get companies to participate and report to international standards still leaves much to be done in the Nordic region: Both in regards to the mainstreaming of responsible innovation strategies between the Nordic countries and within the large group of Nordic companies.

The results of the analysis of the Nordic 500 show that participation in these arenas can also contribute to other effects that are seen as desirable in the development of the Nordic model: Transparency, sustainability and increased diversity.

A follow up of the results in this report would be to examine the improvement effects of reporting in Nordic companies and the effect of top leadership involvement in relation to the increased attention to ethical principles and behavior in the organization.

9 Cases from Conferences

The conferences held during the project period gathered best practice companies from the Nordic region and Germany to present, discuss and benchmark the important steps in their development and the future challenges. In all 24 companies presented thorough insights and documentations from their companies. In this presentation of cases we have chosen four companies from Denmark, Sweden Norway and Germany who have all developed and integrated the perspectives of diversity, social responsibility and sustainability. The images from the company presentations are illustrative. They document how companies deal with the topics in their strategic programs and work, and how they secure transparency in their reporting.

The Novo Nordisk Company, Denmark, Oslo Børs, 2012:

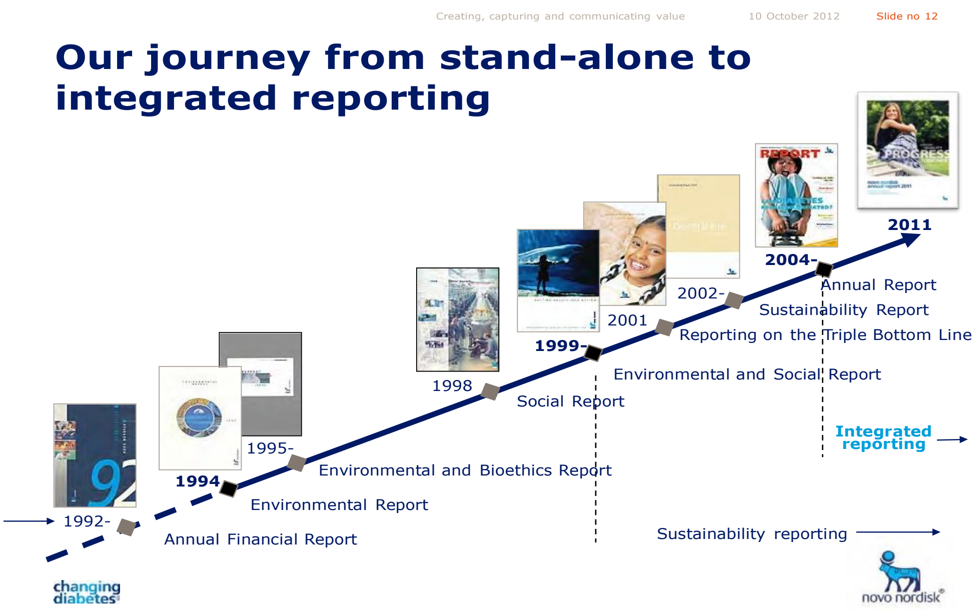
Company background: The company's objectives are to discover, develop, manufacture and market pharmaceutical, medical and technical products and services and other related activities designated by the Board of Directors.

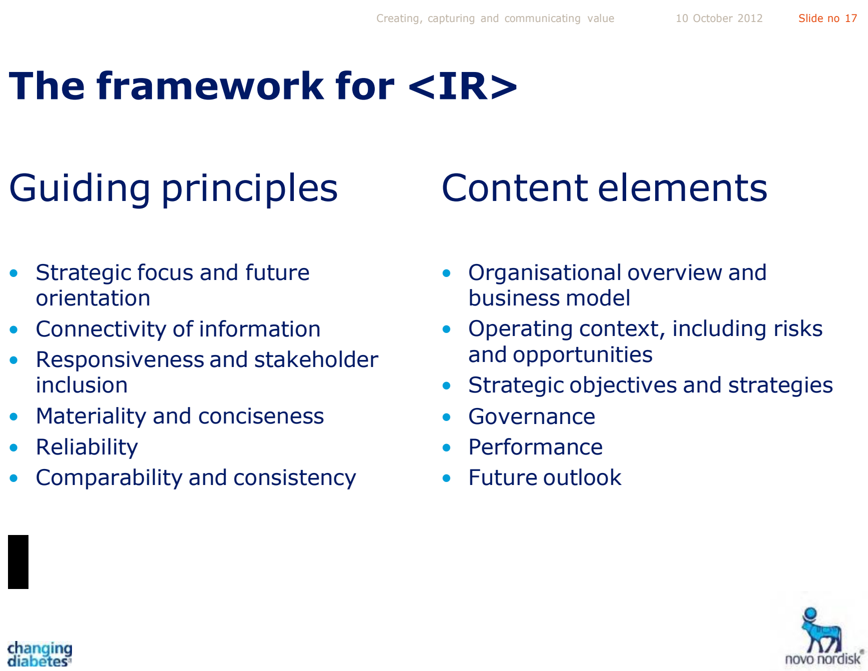
Company Facts:

- Global leader in diabetes care, established in 1923
- Leading positions in haemophilia and growth disorders
- Approx. 33,000 employees
- Production in 5 continents, sales in 190 countries
- Listed on NASDAQ OMX CPH (NOVO B) and NYSE (NVO)
- Market cap: +500 billion DKK

The Novo Nordisk Company started their work integrated reporting from 2011. Integrated reporting is a new approach that demonstrates the linkage between organization strategy, governance and financial performance and the social, environmental and economic context within which it operates. The aim of integrated reporting is for businesses to take sustainable decisions. It helps investors and stakeholders to understand how an organization is really performing.

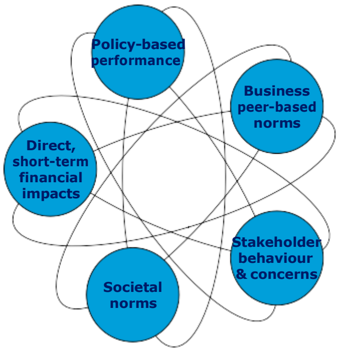
Images from the presentation in the conference:





Defining materiality....

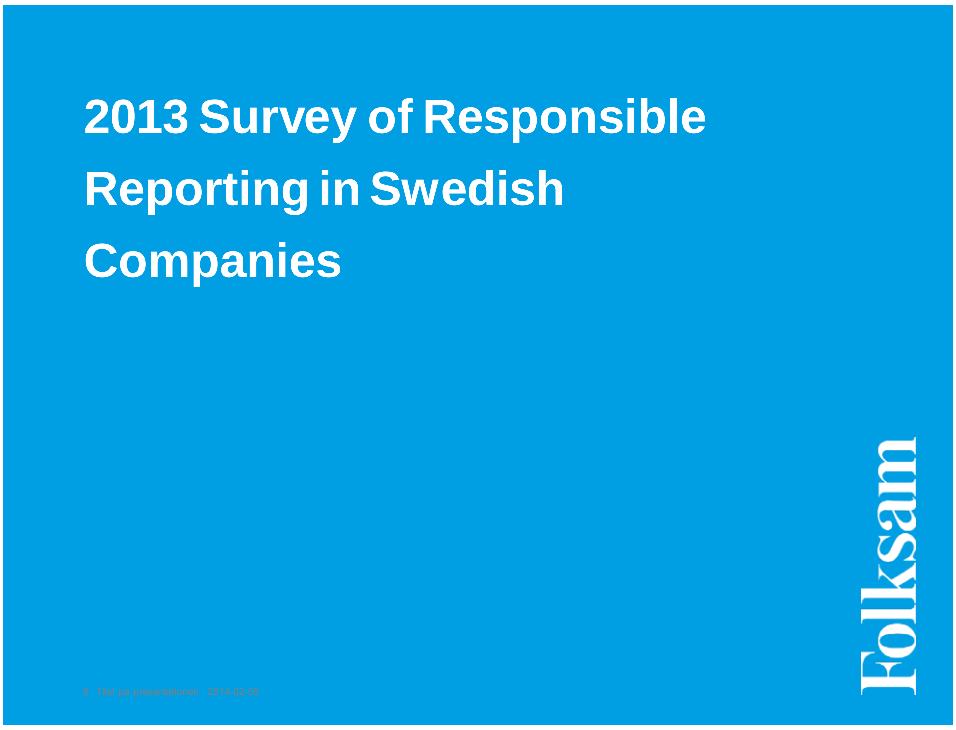
What should be reported?



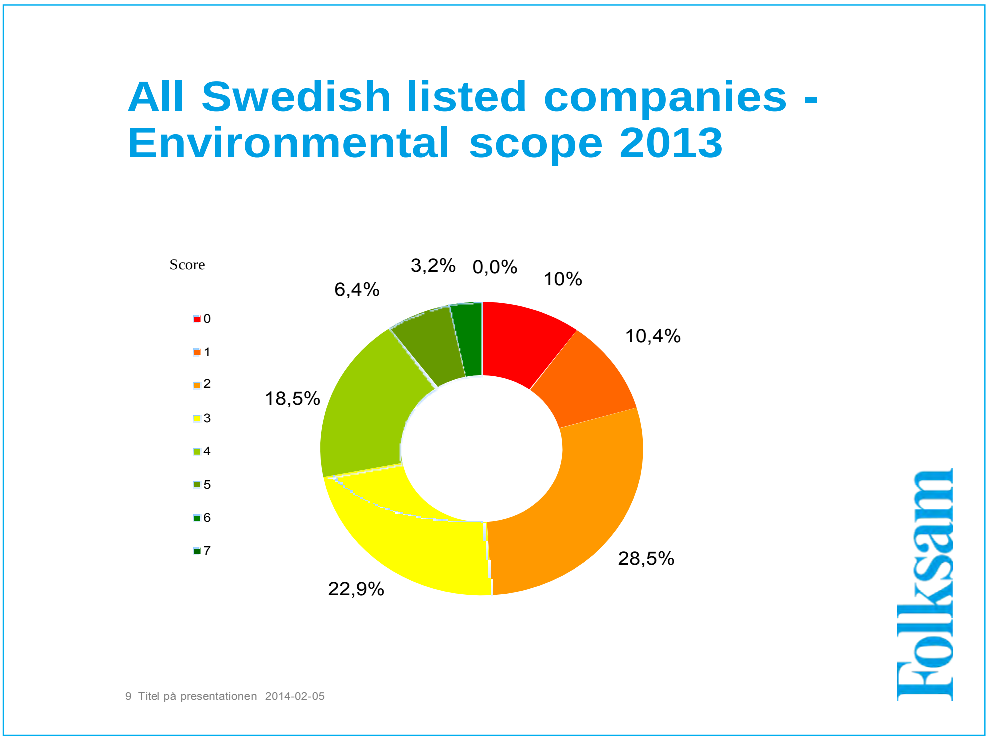
changing diabetes

novo nordisk

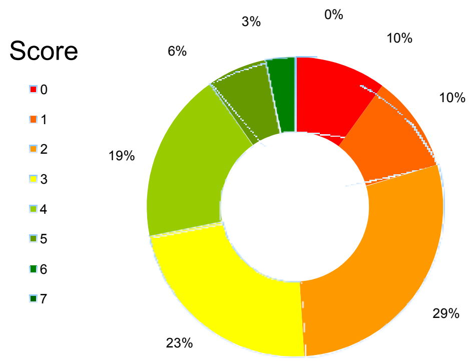
The Folksam Company, Sweden, Oslo Børs 2012/Berlin 2013:
Images from the presentation in the conference:



Five Dimensions measured by Folksam in Swedish Companies, gathered in the Social Scorea and the Environmental Score



All Swedish listed companies - Social scope 2013



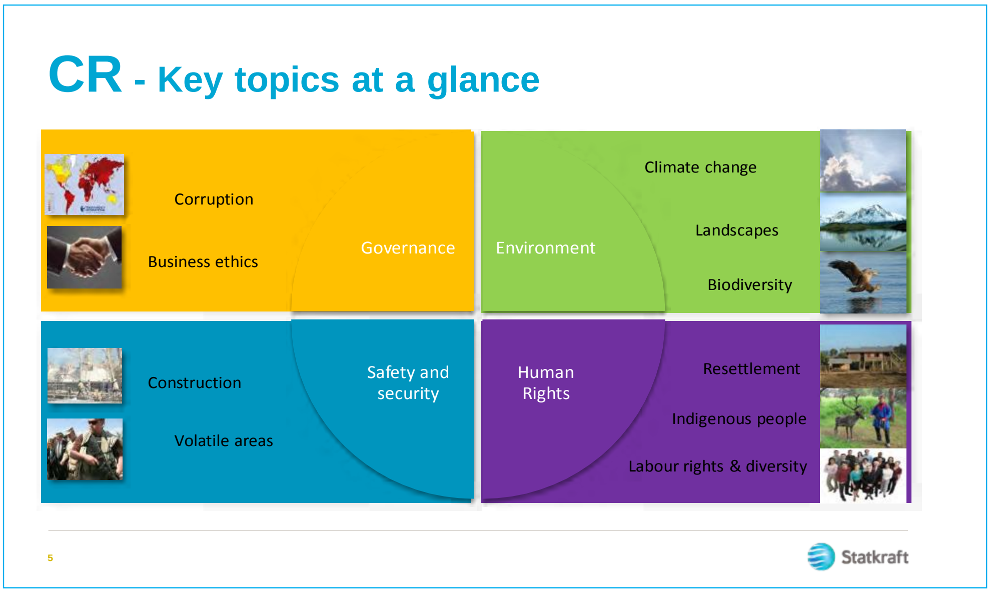
Investments has two consequences

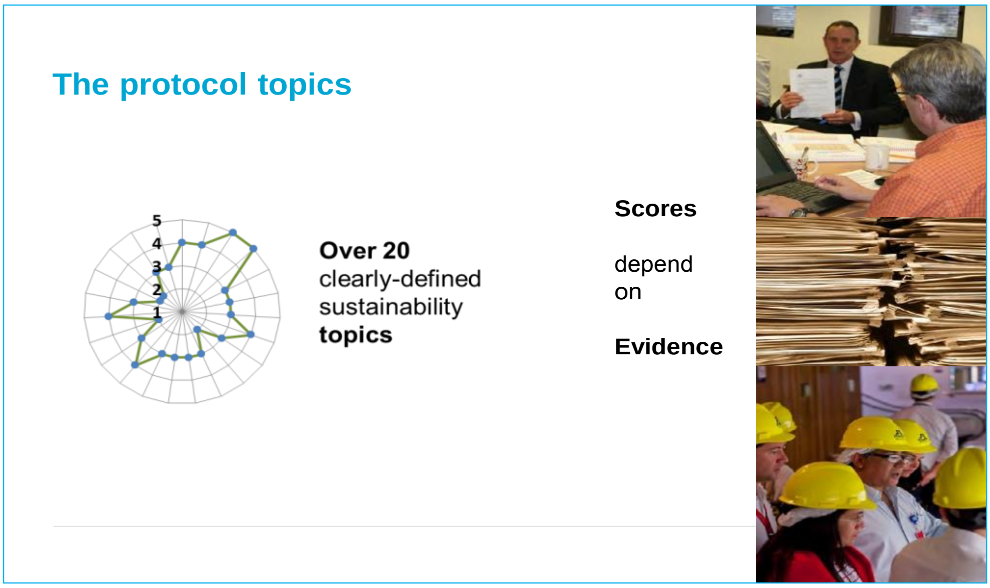
They work for us financially

They affect the future that we, your children and your grandchildren will live in

Responsible ownership is a method to take liability for both the sides

Statkraft Company, Norway, Oslo Børs 2012/Berlin 2013:
Images from the presentation in the conference:





Each topic provides scoring statements for up to six criteria:

- Assessment – Does the project have measures in place to assess this topic?
- Management – Does the project have plans and processes in place to manage the topic?
- Stakeholder engagement – Have topic stakeholders been appropriately engaged?
- Stakeholder Support – There is general support for the project amongst directly affected stakeholders?
- Conformance/ Compliance – Are there any non compliances with relevant legislation?
- Outcomes – Are the outcomes of this topic positive?

Each of these criteria is assessed first against a scoring statement at the basic good practice level

If no significant gaps are found, then the topic can be assessed over the same criteria at proven best practice level

We will cover how a score is generated in much more detail later

A final point is that not all of these criteria are assessed in each topic as they are not always relevant.

There are a number of high profile and cross cutting issues that are addressed by the protocol, but that are not assessed by a single topic.

Things like, climate change, human rights, gender.

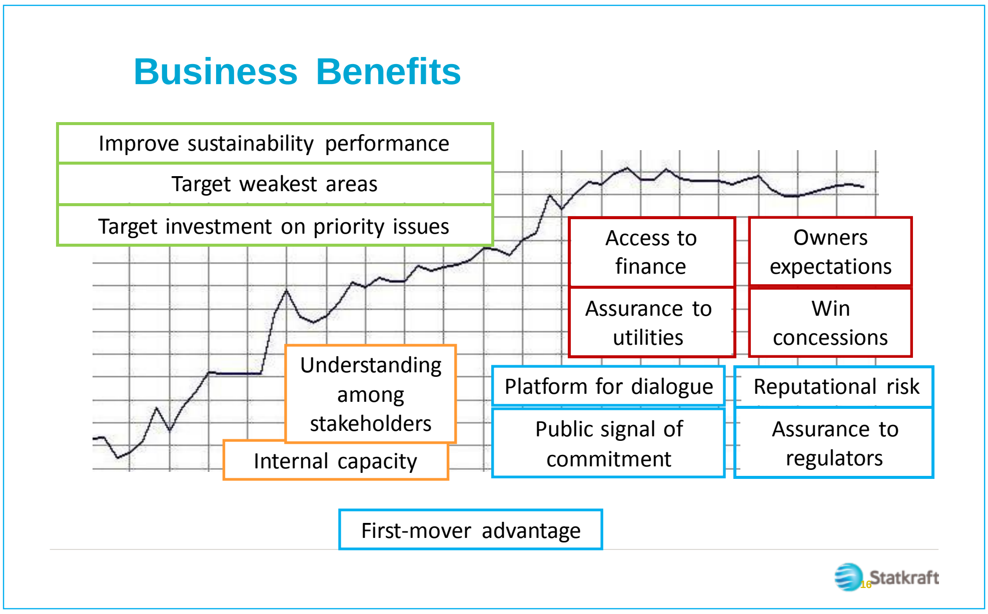
So for example, climate change is an issue that permeates through many facets of the protocol

Because it has many dimensions it is referenced by many topics in many ways

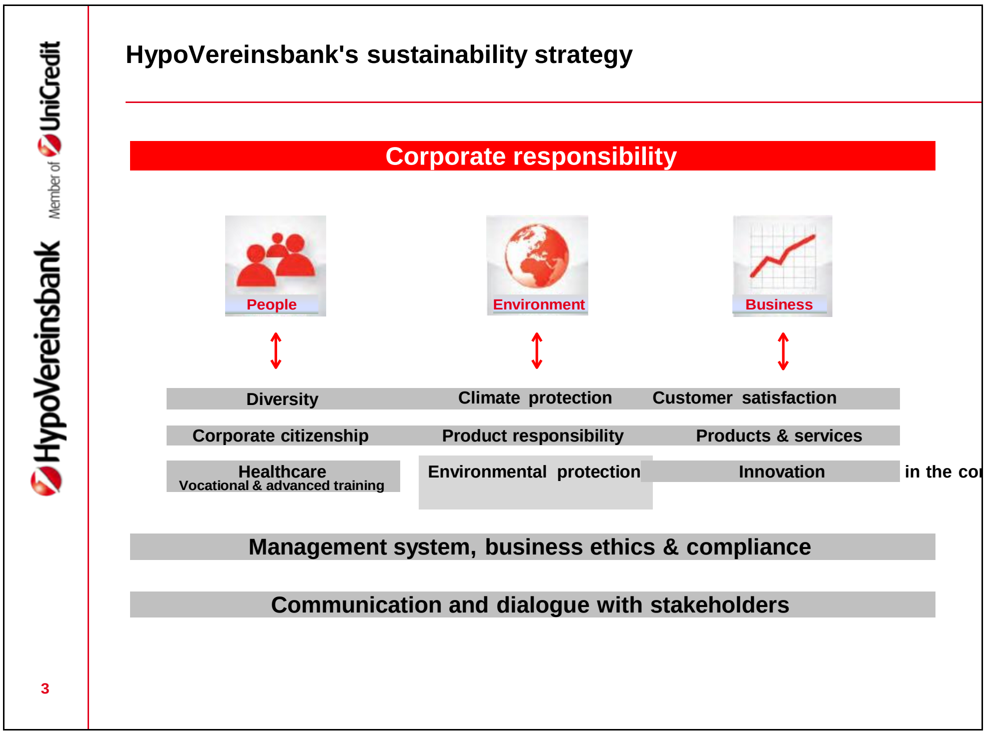
Demonstrated Need (ES-1) addresses water and energy needs that might have strong climate change drivers

Like the need to have low carbon energy options, and the need to mitigate climate induced changes to water supply.

Equally Human rights is a key consideration in topics such as resettlement, indigenous peoples, and labour and working conditions



HypoVereinsbank, Germany, Berlin 2013:
Images from the presentation in the conference:



A long tradition of sustainability – Milestones

- **1995**: Start of regular **environmental reporting**
- **2000**: Included in the **Dow Jones Sustainability Index**
- **2002**: Rated **industry leader** in oekom research's **sustainability ratings**
- **2003**: Co-founder of the **Equator Principles**
- **2004**: Start of **sustainable asset management**; Participation in the **EU emissions trading system**
- **2006**: **Environmental management system certified** according to ISO 14001
- **2007**: Signing of the **UNEP Finance Initiative declaration on climate change**
- **2009**: **Reputational Risk Council** introduced; Rated industry leader in oekom research's sustainability ratings
- **2010**: **Carbon-neutral buildings management**; Annual **stakeholder survey** launched
- **2011**: Rated **industry leader** in oekom research's **sustainability ratings**
- **2012**: Crowned **"Top Employer"** once again; **London Benchmarking Group method** introduced

4

People – Diversity

Why do we advocate diversity?

- **Diversity is a firm component of the corporate culture** at HVB (anchored in the Integrity Charter and Code of Conduct)
- **Focus** of HVB's measures**: gender diversity and age diversity**
- Promoting diversity is important not only for **ethical and moral reasons,** but is also **necessary for the company and the economy in general!**
  - Demographic changes make age diversity, as well as gender diversity and cultural diversity, indispensible in every company!
  - Several studies prove that mixed-gender teams perform better than single-sex teams.

What are our objectives?

- **HVB's goal:** Increase the share of women in the position of "Vice President" from **22% to 30%** by **2017**. This applies to specialist **and** managerial positions.
- **No rigid quota**. Instead: **internal agreement on goals** at management level and business segment level as the respective **prerequisites vary greatly.**
- **Create transparency** by achieving the goal in each segment.

5

HypoVereinsbank Member of UniCredit

HVB's diversity measures at a glance

Gender diversity KPIs

"We would like to increase the share of women in the position "Vice President" from the current 22% to over 30% by 2017."

Shared Future Officer

Career & family

Family Service

Familien Service Partner für MitarbeiterEntwicklung

- Child care
- Care for the elderly
- Budgeting advice

Day nursery (yet to open)

Child care subsidy

Parental leave concept

Initiatives & networking

UniCredit Women's International Network

UWIN UniCredit Women's International Network

- UWIN Germany
- regional UWIN

Personal Assistant Network

Alumni networks

Strengthening of internal & external networks

HVB Women's Council

Frauenbeirat der HypoVereinsbank HVB XX

HR processes & policies

Gender Balance Program

Works agreements UniCredit Bank AG

Recruiting and staffing processes

Assessing potential & succession planning

- Female talent pipeline
- Development programmes
- Potential diagnosis

Münchner Memorandum für Frauen in Führung

Learning & development

Sponsorship by CEO & top management

Mentoring

UC Germany Women's Mentoring

HVB Women's Council mentoring

Management workshops

Workshops & coaching

6

HypoVereinsbank Member of UniCredit

HVB Women's Council – excellent external expertise strengthens gender diversity within the Bank and beyond

Frauenbeirat der HypoVereinsbank HVB XX

- **Founded:** 2010
- **Members:** about 30 women entrepreneurs or managers from all industrial sectors and various regions

Tasks

- to advise the management board on socio-political topics and matters concerning women
- to make the company more receptive to women's perspectives and include these in its business model
- to increase awareness for matters that will be important for tomorrow's society
- to initiate projects in the areas of consultancy, coaching and communication

7

Environment

> **"For us, protecting the environment and the climate is an essential part of responsible corporate governance."**
>
> HVB Sustainability Report 2012

- **Climate protection**
  - 30% reduction in CO_2 emissions between 2008 and 2020
  - 100% of bank operations carbon-neutral since July 2013

- **Improving energy efficiency**
  - Renovation of the company headquarters (HVB Tower) to achieve Green Building status
  - Green IT
- **Informing and raising awareness**

9

Communication and dialogue with stakeholders

> **"The interests of our stakeholders are at the heart of what we do. We listen to their expectations and use them to enhance our sustainability strategy."**
>
> HVB Sustainability Report 2012

Dialogue with stakeholders

- Annual stakeholder survey since 2010
- Regular discussion with consumer protection organisations, environmental associations, etc.

Regular reporting

- Sustainability Report published annually since 2002
- Separate GRI balance sheet prepared in accordance with the criteria of the Global Reporting Initiative

Recognition of our achievements

- Awarded "Prime Status" by sustainability rating agency oekom research since 2002
- Recently confirmed for 2011: HVB is the most sustainable commercial bank in the world
- Crowned "Top Employer" multiple times

11

Appendix 1

Table 21 The founding 35 companies from the 13 nations of the UN Global Compact on the inauguration 26th of July 2000

Country	Company
France	3 Suisses International
Switzerland	ABB Ltd.
Brazil	Fibria Celulose S.A.
Germany	BASF SE
Germany	Bayer AG
United Kingdom	BP Plc
United Kingdom	BT Group plc
France	Caisse des Depots
Switzerland	Credit Suisse
Germany	Daimler AG
United State...	Deloitte Touche Tohmat...
Germany	Deutsche Bank AG
Germany	Deutsche Telekom AG
South Africa	Eskom
China	Esquel Group of Companies
France	France Telecom
France	GDF SUEZ
Sweden	LM Ericsson
Brazil	Natura Cosmeticos S/A
United State...	Nike, Inc.
Norway	Norsk Hydro ASA
Switzerland	Novartis International AG
United Kingdom	Pearson plc.
India	Power Finance Corporat...
United Kingdom	Rio Tinto plc
Netherlands	Royal Dutch Shell plc
France	Sanofi
Germany	SAP AG
Pakistan	Seri Sugar Mills Ltd.
France	ST Microelectronics NV
Norway	Statoil
Norway	Storebrand ASA
Switzerland	UBS AG
United Kingdom	Unilever
Sweden	Volvo Car Corporation

Created from the UN Global Compact database

Table 22 Companies from the 13 Countries delivering status sustainability status reports to the Global Reporting Initiative 1999-2000

Country	Company
Australia	Telstra
Brazil	Banrisul
Brazil	Natura Logística e Servicos Ltda
Canada	Suncor Energy
Canada	TransAlta
Canada	Vancity
Denmark	Novo Nordisk
France	Aeroports de Paris (ADP)
France	COGEMA
France	Vivendi
Germany	VAW Aluminium
Italy	Acea
Japan	Panasonic Corporation
Japan	Fuji Xerox
Japan	FUJIFILM Holdings Corporation
Japan	Konica
Japan	Nikko Cordial
Japan	Nippon Steel
Japan	Ricoh
Japan	Seiko Epson
Netherlands	Procter & Gamble Netherlands
Netherlands	Royal Dutch Shell
Netherlands	Triodos Bank Internationaal
Netherlands	VBDO
South Africa	Eskom
South Africa	Sasol
South Africa	South African Breweries
Sweden	Electrolux
Sweden	ESAB
Sweden	ITT Flygt
Sweden	Skanska
Sweden	Volvo Car Corporation
Switzerland	UBS AG
United Kingdom	Unilever
Sweden	Volvo Car Corporation
United Kingdom	British Airways
United Kingdom	Biffa Waste Services
United Kingdom	Carillion
United Kingdom	John Laing
Country	Company
Country	GRI Company
United Kingdom	SABMiller UK

Country	Company
United Kingdom	Society of Motor Manufacturers & Traders (SMMT)
United Kingdom	TXU Europe
United Kingdom	Vauxhall Motors
United States of America	Bristol-Myers Squibb Company
United States of America	General Motors Company
United States of America	Procter & Gamble
United States of America	Sunoco
United States of America	3M
United States of America	Baxter International
United States of America	Ford Motor Company
United States of America	Genencor

Appendix 2

Project Conferences

The conference Nordic Responsible Innovation October 10, 2012
is a meeting place for Nordic and international companies to explore the realities and challenges of responsible corporate governance. The conference sessions include the investor perspective on responsible governance and company presentations on ethical governance and new solutions for future responsible business. The Nordic pioneers in corporate responsible reporting will share their experiences.

Center for Corporate Diversity is currently researching the development of innovation strategies that involve corporate social responsibility in the 500 largest companies in the Nordic countries. Some of the new results from the third CCD Nordic 500 study

Program

10.00 – 10.15: Registration

10.15: Opening Session: Bente A. Landsnes, CEO Oslo Stock Exchange 10.30-

11.30: THE INVESTOR PERSPECTIVE

- Colin Melvin CEO of Hermes Equity Ownership Services, Ltd and Member of the UK Commission on Ownership
- Carina Lundberg-Markow, Head of Responsible Investments, Folksam, Sweden
- Anna Hyrske, Head of Responsible Investments and CR, Ilmarinen Pension Fund and Chair of FINSIF, Finland
- Eli Bleie Munkelien, Director CSR, KLP
- Moderator Hege Sjo, Hermes

11.30 -12.30: NORDIC 500 SESSION
Some of the large Nordic companies were pioneers in the development of reporting systems on corporate responsibility and sustainability. Session 1 introduce companies that have met challenges through their international presence and through combining social responsibility and growth strategies. Presentations are given from one company in each of the five Nordic countries.

- Malin Ripa, Volvo Group, Sweden
- Susanne Stormer Novo Nordisk, Denmark.
- Olav Hypher, Statkraft, Norway
- Finnur Sveinsson, Landsbankki, Iceland
- Petteri Wallden, Chair, Nokian Tyres Finland

12.30 – 13.30: Lunch

Farmers Market on the Oslo Stock Exchange. We bring you some of the best innovative products from the Oslo Region.

13.30 – 14.00: NORDIC 500 SESSION CONTINUED

“Presentation of how responsible innovation and CSR are reported in the 500 largest companies in the Nordic countries. This keynote also presents how small and medium sized companies in the Nordic region report on sustainability and CSR”

Nordic Responsible Innovation: The Nordic 500 2012

- Presentation of results by Dr. Marit Hoel, Center for Corporate Diversity, Norway
- Introduced by Petra-Nilsson Andersen, Nordic Innovation

14.00-14.30 Table Discussions
Moderated Table and Plenary Discussion, Moderated by Johan Nic Vold

14.30- 15.30: INTERNATIONAL /NORDIC SESSION

Ethical Inspired Innovation: Considering human conditions in global operations

- Responsible Innovation and new risk reality: DNV Bjørn Haugland, Chief Technological and Sustainability Officerr and Mette Vågsnes Eriksen, HoD Sustainability Risk Management, Norway
- Mai Oldgard, Head of CSR, Telenor
- Wilhelm Klaveness, Compliance Officer, Siemens Norway
- Kersti Strandqvist, SVP Corporate Sustainability,SCA, Sweden

15.30-15.45: Coffee, Tea & Fruit Break

15.45- 16.45: INTERNATIONAL / NORDIC SESSION CONTINUED

Corporate R&D: Innovative solutions for business and production

- Shell: Smarter Mobility. Trine Wulff-Nilsen, Downstream Director
- Statkraft, Norway, Steinar Asbjørnsen, SVP Innovation
- IBM/Lefdal Gruve: Deep Water Solutions for data storage, Morten Thorkildsen, CEO IBM Norway and Ingvild Myhre, Chair of the Norwegian Research Council
- Volvo Group, Sweden, Malin Ripa, Director CSR

16.45-17.30: Reception

Corporate Governance: The Responsible Innovation and Sustainability Conference

Wednesday, November 6, 2013 at the Nordic Embassies in Berlin
The Corporate Governance conference is a meeting and benchmark place for some of the best practice CSR-reporting Nordic and German companies to explore the realities and challenges of responsible corporate governance. The conference sessions include the investor perspective on responsible governance, company presentations on diversity, ethical governance and new solutions for future responsible business.

An increasing number of companies develop a synergy between diversity talent recruitment, corporate social responsibility and their innovation strategies. One could argue that this trend will contribute to a shift of paradigm in strategies for growth. Center for Corporate Diversity, The Norwegian Embassy in Berlin and Norwegian-German Chamber of Commerce invite you to benchmark and discuss the future of sustainable innovation.

9:30-10:00 Registration, coffee and tea

10:15 Opening Session: Welcome addresses from

Norwegian Ambassador Sven Erik Svedman

Bundesministerin Dr. Kristina Schröder, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth Germany

Head of department/ Growth & Climate Nordic Council of Ministers, Annika Rosing

10:45-11:15 Session 2: Investment Markets and Sustainable Economies:

Moderator: Dr. Marit Hoel, Director, Center for Corporate Diversity

Introductions by:
Anne Heggelund, Head of Marketing, Oslo Børs, Norway: Responsible Reporting and investment markets

Carina Lundberg Markow, EO, Head of Responsible Investment, Folksam, Sweden: Release of the 2013 Survey of Responsible Reporting in Swedish Companies

Corporate Governance: The Responsible Innovation and Sustainability Conference

Wednesday, November 6, 2013 at the Nordic Embassies in Berlin 11:15-12.00 Session 2 Continued: Perspective Comments:

HypoVereinsbank Germany: Anne Gfrerer, Head of Identity and Communications

Landsbankinn, Iceland, Finnur Sveinsson, Head of Corporate Social Responsibility,

DNB, Norway Vibeke Tegneby, VP, Corporate Social Responsibility

KLP, Norway, Eli Bleie Munkelien, EVP, Corporate Social Responsibility

12:00-12:50 Session 3 Government regulations and Corporate Implementations:

Moderator: Kathrin Luze-Hercz, Deputy Managing Director, German-Norwegian Chamber of Commerce

Introductions by

Iris Kröning, Referatsleiter in Gesellschaftliche Verantwortung von Unternehmen

Corporate Social Responsibility - international -

Bundesministerium für Arbeit und Soziales: Corporate Social Responsibility Reporting in Germany

Henning Kloster-Jensen, Assistant Director General, Ministry for Foreign Affairs, Norway : Principles for reporting Corporate Responsibility

Prepared Comments by

Per Bondevik, CEO, Ethical Trading Initiative Norway: CSR and Supply Chain – how to make it work

Renate Hornung-Draus, Bundesvereinigung der Deutschen Arbeitgeberverbände

Dr. Erik Lundeby, NHO, Confederation of Norwegian Enterprises

12:50 - 13.45 Lunch

13:45-15:00 Session 4: Corporate Social Responsibility, Diversity and Innovation Strategies

Introductions by:

Åse Roen, Senior Advisor CSR and HSE, Statkraft

Dr. Heinz-Gerd Peters, Group Corporate Responsibility, Deutsche Telekom AG: Value creation through sustainability

Gry Nordhus, Chief Director of Communications, Siemens Norway: Sustainable Innovation and Corporate Development

Corporate Governance: The Responsible Innovation and Sustainability Conference

Wednesday, November 6, 2013 at the Nordic Embassies in Berlin
Company comments:

Xiaoying Win Huo, Head of Responsible Business Practice, Deutsche Post DHL: Responsible Business Practice

Saskia Lössl, Sustainability Consultant, GESOBAU AG

15:00-17:00 Session 5 Diversity and Global Challenges: The changing corporations

Moderator: Børre Jacobsen, Corporate Affairs Director A/S Norske Shell

Changing the corporations:

Dr. Philos. Marit Hoel, Director, Center for Corporate Diversity: Gender Diversity and Ethics in the Nordic 500 Companies 2013

Leena Linnainmaa, Deputy Chief Executive, Finland Chamber of Commerce: Women in Corporate decision making in Finland: Reveal of the 2013 Study

Dr. Karin Reichel, Harriet Taylor-Mill Institut der HWR: Board Recruitment of Women in Germany

Company Comments

16:00–16:20 Coffee and Tea Break

Monika Hausenblas, EVP, A/S Norske Shell, Norway: Implementing diversity in a global corporation.

Barbara Lutz FKi Study, Chair of the Initiative Frauenpreis The future of Corporate Gender Diversity in Germany, Diversity Index - first results

16:50–17:30 Audience Open benchmark discussion

Closing remarks: Ambassador Päivi Luostarinen Finland

Previous publications and conferences from CCD:

In December 2004 the Center for Corporate Diversity published the first analysis of women board directors and executive directors in the 500 largest Nordic Companies.

The 2004 report established the very first list of the 500 largest companies in the Nordic Region, and explored differences between the countries with regards to the progress of women in corporate governance bodies.

The 2008 report presented the 500 largest companies by January 1, 2008, using the turnover numbers for 2007. The autumn of 2008 may have changed the situation for some of the companies, and changed the mutual status of some, but the main ranking of the 500 was still accurate. In 2004 and 2008 we included a number of 10 companies from Iceland, even if some of theim failed to meet the turnover numbers to be included in the 500 list. We have repeated that for the 2012 numbers.

Since 2003 CCD has been commissioned by succeeding governments in Norway to monitor the development of women board directors and executive directors in the publicly limited companies that were targeted by the quota law.

In 2006 the Council for the Nordic 500 decided to expand the topics of corporate governance and start monitoring the level and scope of transparency, ethical guidelines and diversity in the companies.

In November 2007 The Council organized the first conference: "Ethics and Enterprise" on the Oslo Stock Exchange. The conference contributed to the development of concepts and perspectives in the study.

March 2009 CCD organized the Nordic 500 Ethics and Diversity in the National Library in Oslo

The Advisory Board Nordic 500

CCD Nordic 500 Council 2011-2013

Bente A. Landsnes, CEO, Oslo Stock Exchange, Frode Berge, Director Strategy, Stavanger Chamber of Commerce, Olav Peter Hypher, Managing Director, Statkraft, Turkey, Petteri Wallden, Chair Nokian Tyres, Ivar Kristensen,Secretary General, Tekna, Børre Jacobsen, Corporate Affairs Director, Norske Shell, Bjørn Magnus Kopperud SVP, Telenor, Ingvild Myhre, Independent Business Owner, Jan Koivurinta, Investor and professional Board Director, Finland, Carina Lundberg-Markow EO, Folksam, Johan Nic. Vold,Chair Oslo Energy Forum, Kyrre Olaf Johansen, Anne-Grete Ellingsen, CEO, NODE, Kathrin Luze Hercz, EVP Norwegian-German Chamber of Commerce, Gunnar Neset, Director HR, Statoil, Norway,

Marit Hoel, dr.philos, CCD

Partners 2010-2013:

Nordic Innovation, Norwegian-German Chamber of Commerce, Oslo Børs, Norwegian Embassy Berlin, Statkraft AS, Telenor ASA, Agder Energi, Entra, A/S Norske Shell.