

SSCC

CONNECT

SWEDISH SWISS CHAMBER OF COMMERCE | 2020

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INSIGHT STORIES

FERRING PHARMACEUTICALS,
ORIFLAME, UBS AND VOLVO CARS

5
COMPANIES
VIEW ON
SUSTAINABILITY



Swedish Swiss Chamber of Commerce



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ABOUT SSSC

EXPAND AND STRENGTHEN YOUR BUSINESS NETWORK

The SSSC is a networking organisation for companies and individuals, all of whom are interested, or engaged in, trade between Sweden and Switzerland. Since 2008, SSSC has built a member network of around 260 corporations and individuals.

Our high profile membership base across 14 industries, includes Swedish and Swiss multinational corporations, top level financial and management consultancy firms as well as SMEs. Moreover, the SSSC is supported by a prominent and engaged Board of Directors.

3500+

CONTACTS IN OUR NETWORK

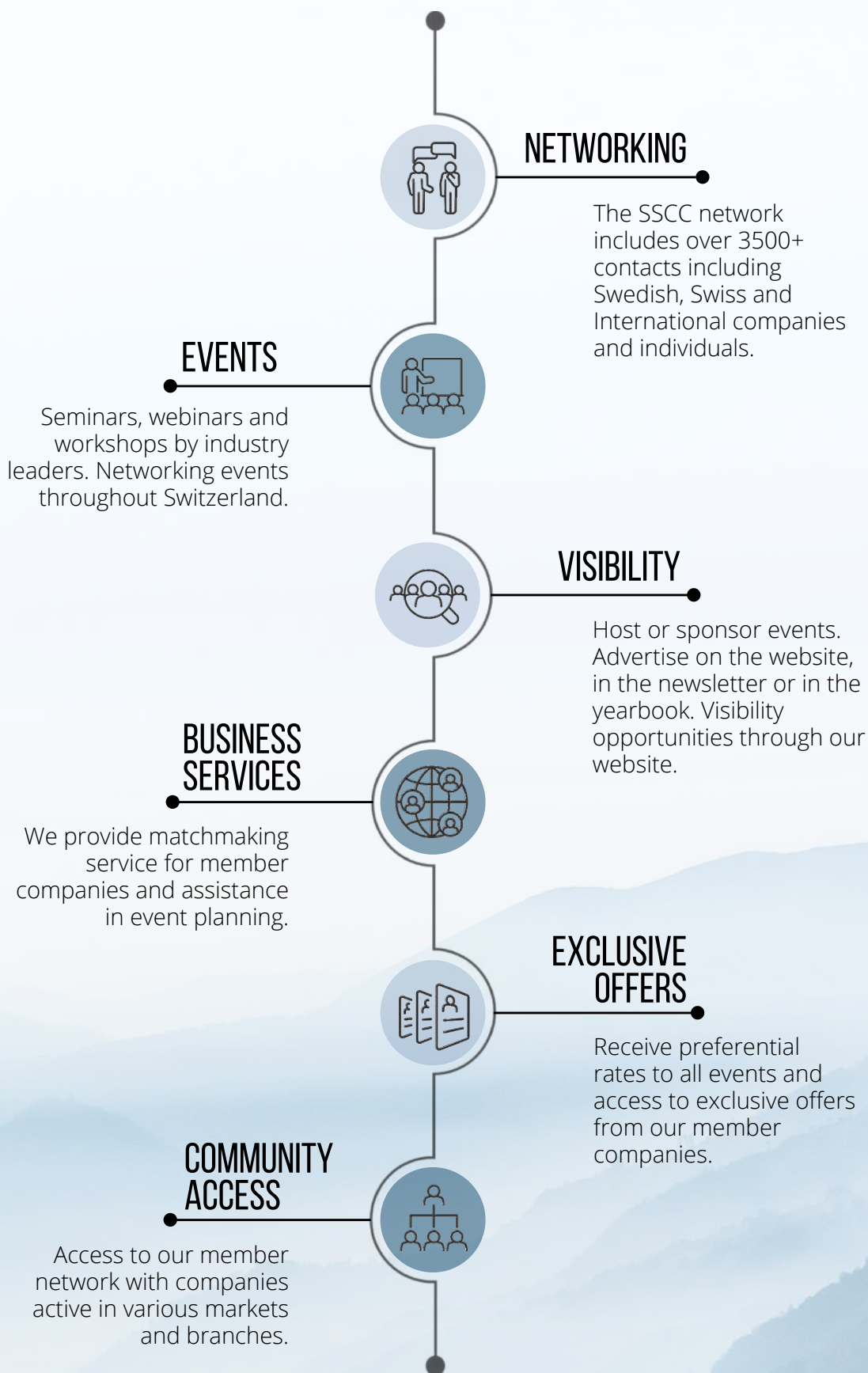
266

TOTAL MEMBERS

SSSC PATRON MEMBERS



WHY JOIN US?



SINCE

2008

The ultimate Swedish-Swiss business network

Membership fees



BACKGROUND

The Swedish Swiss Chamber of Commerce was formally inaugurated on 7 May 2008. The SSCC is a networking organisation for companies and individuals, all of whom are interested, or engaged in, trade between Sweden and Switzerland.

The Chamber strives to promote and maintain an extensive contact with influential organisations and companies in Sweden and Switzerland, such as the Swedish and Swiss Embassies, Business Sweden, Switzerland Global Enterprise and other chambers of commerce. Thanks to our Board of Directors, Advisors, and Patrons, who represent leading enterprises in our two countries, we are able to draw on a wealth of experience and expertise to support us in our activities on behalf of our members.

The business climate is changing rapidly and personal contacts are becoming more and more important. It is also of vital importance to know where to find the information necessary for your business. A networking organisation, such as the Swedish Swiss Chamber of Commerce, is playing an ever-increasing role in finding information and communicating with people.

Since the start, more than 260 members have joined us and the SSCC is truly a chamber for the whole of Switzerland with offices in Geneva, Lugano and Zurich.

MISSION STATEMENT

For the benefit of our members, the Swedish Swiss Chamber of Commerce shall create and facilitate contact and communication between individuals, corporations and organisations with the common goal of expanding commerce, industry and trade between Sweden and Switzerland.

Patron

Gold Membership

Silver Membership

Bronze Membership

Individual Membership

Corporate 100+ employees
Corporate 11-100 employees
Corporate 1-10 employees

CHF 7,000

CHF 3,000

CHF 1,500

CHF 500

CHF 250

**For more information, please
visit www.swecham.ch**

Dear SSCC members,

This year we entered a new decade, 2020. We kicked off the year with our 8th SSCC Business Forum on the topic Future of Work with prominent speakers from both Swedish and Swiss companies and organisations who gave very interesting keynotes on the future of work; how we will work, where we will work, and the skills we need to work - mainly due to digitalisation.

Little did we know that just a couple of months later, the future of work we just discussed, had to be implemented basically overnight. The corona pandemic hit the world with force and many countries went into lockdown, including Switzerland. In just a couple of days, we all had to transform and adapt the way we worked. Digitalisation and working online just took another big leap ahead.

At the Swedish Swiss Chamber of Commerce, we had to cancel all the physical events during the spring and introduced online events, webinars, "for our members and by our members". We have offered over 30 webinars and will continue to do so until it is safe to network physically again.

It was important to stay connected with our community as well as reach out to you, our members, to let you

know that we are here to support you as much as we can in these difficult times.

2020 was an important year for the SSCC. Our Chairman, Hansueli Märki, who chaired the SSCC for over 11 years stepped down in March. Sadly, we did not get the opportunity to give him a proper send off, but we will do so as soon as we can meet again. I would like to extend my sincere thanks on behalf of the board of directors and of the SSCC staff to Hansueli who chaired the SSCC since 2009. Hansueli has been instrumental in contributing to the success of the SSCC with his experience from large multinational organisations. His broad knowledge and enthusiasm have contributed to build a solid foundation. All the best wishes to you, Hansueli, and see you soon!

Following this change, it is my honour to introduce you to Dr. Beatrice Engström-Bondy as the new Chairman of the SSCC. Beatrice is a Swiss citizen and has lived 8 years in Stockholm and over 20 years in London.

She has a strong connection to both the Swiss and Swedish business environment. She is an Economist and Senior Advisor to Jacob Wallenberg, Chairman of Investor AB as well as an Advisor to Karl-Johan Persson, Chairman of H&M. A warm welcome to Beatrice!

The whole SSCC team are looking forward to taking the SSCC to the next level in this new decade where a targeted business network is more important than ever.

We will continue striving for organising a quality Swedish/Swiss networking platform for our members to “meet, connect, engage and trade”.

We will focus on our key values; innovation, digitalisation, sustainability, and equality and look forward to collaborating around these areas.

Finally, we would like to thank our board of directors, patrons, corporate and individual members for your loyalty and trust supporting our mission. We are pleased to present the 11th issue of the SSCC Yearbook - SSCC Connect 2020 - this year as a digital version only. The focus is on sustainability where many of our members share how they are transforming their business to become more sustainable.

Enjoy the reading and stay safe!



Eva Fiorenzoni



Beatrice Engström-Bondy

A blue ink signature of Eva Fiorenzoni.

Eva Fiorenzoni
Managing Director

A blue ink signature of Beatrice Engström-Bondy.

Beatrice Engström-Bondy
Chairman

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Impressum

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“ Both Sweden and Switzerland are strong leaders when it comes to innovation, digitalisation, sustainability, and equality. ”

Meet Beatrice Engström-Bondy

Chairman of the SSCC since March 2020

Photo: Eva Zingg Photography

Beatrice is a Swiss citizen, grew up in Paris, lived in London for over 20 years and moved to Stockholm at the beginning of the 1990s. She was educated in Paris, Zurich, London, and Cologne, with a PhD from the University of Cologne, a MSc from the London School of Economics and Political Science, and a MSc from the University of Zurich. With a background in the banking sector where she has held various positions at UBS in both Zurich and London in the 1980s, she was offered to work in 1995 as head of information at SEB and later as well as Senior Advisor to the chairman of the board, Jacob Wallenberg. "In the US, almost all senior executives have advisors attached to them, but it was still unusual in Sweden at this time", says Beatrice. Today, she is still a Senior Advisor to Jacob Wallenberg, Chairman of Investor AB, and additionally, she is an advisor to Karl-Johan Persson, Chairman of H&M.

Furthermore, she is active in many organisations. She is a member of the advisory committee of

the British Academy, a member of the Development Board of the theatre Young Vic in London and a member of the European committee of the Weizmann Institute. Prior to these appointments Beatrice was a managing partner at Kreab in London (2000-2005), chairman of the Swedish Chamber of Commerce in the UK (2013-2017) and chairman of MyBnk (2007-2017), an educational social enterprise dedicated to the financial literacy of young people in the UK. Finally, she is the only Swiss person who is a recipient of the Swedish Polar Order.

Beatrice says: "I am really looking forward to work with the board, the staff and the members of the SSCC going forward. Both Sweden and Switzerland are strong leaders when it comes to innovation, digitalisation, sustainability, and equality and I would like to focus on these values and make it our vision for this new decade".



Photo: Markus Senn

Thank you!

Dear Hansueli,

We, the entire board of the Swedish Swiss Chamber of Commerce would like to thank you for being a great chairman, colleague and creative developer of the Chamber.

The very long and solid relationship between Sweden and Switzerland is built on a successful international business platform with similarities but also differences which is an interesting base to learn from and gives great possibilities to pick best practices from.

The tradition is long - Cloetta and Fazer brought Swiss chocolate from Kanton Glarus to Sweden and Finland. Family von Hallwyl connected Switzerland with the Swedish forest industry via family Kempe in 1865 and Mr Bourdillion moved

as a watchmaker from Geneva to Stockholm in 1758 to set up his factory. And the other way around Swedish firms establish themselves in Switzerland.

With the exchange of ideas, people and businesses you have mapped and followed the trends in the two countries and around the world and transferred your findings into themes for meetings and business forums - and over many years generated a significant number of events with thoughtful discussions and exchange of ideas.

Learn from each other, meet, discuss and share - the solid ground for building better businesses and developing the society.

Many thanks Hansueli!

Anders Jonsson
Vice Chairman

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Senior Advisor to Jacob Wallenberg,
Office of the Chairman, Investor AB

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Honorary Founder
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International (CDI-Global)



Hans Ulrich Märki

Honorary Chairman



Jan Knutsson

Ambassador of Sweden
to Switzerland and
Liechtenstein



Christian Schoenenberger

Ambassador of Switzerland
to Sweden

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Managing Director



Anette Österholm

Office/Events Manager



Malin Oline Eide

Marketing & Communications Scholar
Fund for Swedish Youth Abroad

WESTERN SWITZERLAND CHAPTER



Maria Hamilton

Chapter Manager Western
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TICINO CHAPTER



Franco Brusa

Chapter Manager Ticino

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E-Mail: info.lugano@swecham.ch



H.E. Ambassador Jan Knutsson

In September 2019, Mr. Jan Knutsson took office as the new Ambassador of Sweden to Switzerland and Liechtenstein.

Prior to the current posting in Switzerland, Mr. Knutsson was Ambassador of Sweden to the Kingdom of Saudi Arabia, as well as non-resident Ambassador to the Sultanate of Oman and Republic of Yemen.

Mr Knutsson has a long career within the Ministry for Foreign Affairs. Between 2015 and 2016, he was Ambassador and Coordinator for Migration and Refugee Issues at the Ministry for Foreign Affairs in Stockholm. From 2010 to 2015, he was the Permanent Representative of Sweden to the United Nations and other international

organisations in Geneva. Between 2006 and 2010, he was Director General for International Development Cooperation at the Swedish Ministry for Foreign Affairs. He also served as Deputy Director General and Head of the Department for Global Security Issues (UN Affairs, Conflict Issues, Humanitarian Affairs, Disarmament) from 2005 to 2006.



Ambassador Jan Knutsson

3 Quick questions

Eva Fiorenzoni,
Managing Director SSCC

1 Six months after taking office in Bern, the current health crisis of Covid-19 broke out. How has this pandemic affected the role of the Embassy?

"Quite a bit, actually. We have had to adjust our work to conform to the restrictions introduced both in Sweden and Switzerland in order to reduce the spread of Covid 19. That has meant partial home office for the entire staff, reduced opening hours for the embassy, as well as sharp limitations in the face to face meetings that in normal times are of key importance for the diplomatic work. At the same time, we have had to try to meet the increased demand on the embassy in terms of information and consular services."

2 What are the priorities during your mandate for the Swedish Embassy in Switzerland?

"To continuously work for the enhancement of Swedish-Swiss bilateral and economic relations, and to provide support for the large Swedish community in Switzerland."

3 This is your second posting in Switzerland. Can you share what you appreciate most in Switzerland and about living here?

"It is easy for a Swede to feel at home in Switzerland, since the two countries in many



During the autumn 2019, the SSCC hosted several events in Geneva, Zurich and Lugano, in order for our members to get the opportunity to meet the new Ambassador.

Photo: Eva Zingg Photography

ways have a similar outlook. In my own case I particularly appreciate the proximity to the mountain regions, where I spend a lot of my free time, in winter as well as in summer. I must also mention the Aare river in Bern, which according to CNN is probably the best river for swimming in the world. They could very well be right about that."

Ambassador Jan Knutsson is elected as Advisor of the Swedish Swiss Chamber of Commerce and we are looking forward to continuing the collaborations and exchange with the Swedish Embassy.

SWEDISH EMBASSY IN BERN

Bundesgasse 26
3011 Bern
Phone: +41 31 328 70 00
E-mail: ambassaden.bern@gov.se

Mr. Knutsson's previous diplomatic assignments have taken him to Washington, D.C, where he served as the Political Counsellor at the Swedish Embassy from 1997 to 2001, and also to Paris, Moscow and Beijing. He was a member of the Policy Planning Staff at the Ministry for Foreign Affairs in Stockholm between 1992 and 1995. Before taking up his post in Washington, D.C., he was Deputy Head of the Department of European Security Policy at the MFA. He was also during 2002 a member of the Task Force for Reform of the Government Offices.

Mr. Knutsson is a graduate of the Stockholm School of Economics. He has pursued studies in the Liberal Arts at Uppsala University, and been a research assistant at the Stockholm Institute for Soviet and East European Affairs.

Ulf Snellman, New Honorary Consul in Geneva

The Swedish Embassy in Bern represent Sweden and the Swedish government as well as promote Swedish interests in Switzerland. The Swedish Embassy in Bern is supported by a number of Swedish Consulates throughout Switzerland acting on behalf of the Embassy; the Consulate in Zurich, Lugano and Liechtenstein.

During the autumn 2020, the Consulate in Geneva will re-open its doors with Ulf Snellman as the new Honorary Consul.

Ulf Snellman is based in Geneva since 2006 and is currently the CEO and Managing Partner of Auris Wealth Management.

"I am looking forward to be serving the Swedish community in Western Switzerland with open doors as soon as possible", say Ulf Snellman. "We will inaugurate the new consulate with an event together with the many Swedish organisations in the region as soon as this is safe. Until then you are welcome to contact us", he continues.

"My vision is to be present and visible for Swedes in the French speaking part of



Ulf Snellman, Honorary Consul in Geneva

Switzerland as well as collaborate with Swedish organisations such as the Swedish Swiss Chamber of Commerce and the other Nordic representations".

We welcome Ulf Snellman as the new Consul in Geneva and wish him all the best and luck forward to collaborating very soon!

Ulf has over 25 years of experience in the finance industry, having started his career at SEB in Stockholm. During his career at SEB he held several positions such as Financial Controller and International Internal Auditor before establishing the Private Bank of SEB in London. Before joining Auris Wealth Management in October 2018, Ulf worked as a manager in private banking at Coutts and at Barclays in Geneva.

WHERE TO FIND THE SWEDISH CONSULATES IN SWITZERLAND AND LIECHTENSTEIN?

GENEVA

Honorary Consul: Ulf Snellman
Rue Jacques-Balmat 5
1204 Geneva, Switzerland
Opening: tbc

LUGANO

Honorary Consul: Elisabeth Borella
Via Nassa 17
6901 Lugano, Switzerland
Phone: +41 91 921 23 31 | E-mail: info@consolatodisvezia.ch

LIECHTENSTEIN

Honorary Consul: Doris Jäggi-Lind
Postfach 376
FL-9490 Vaduz, Liechtenstein
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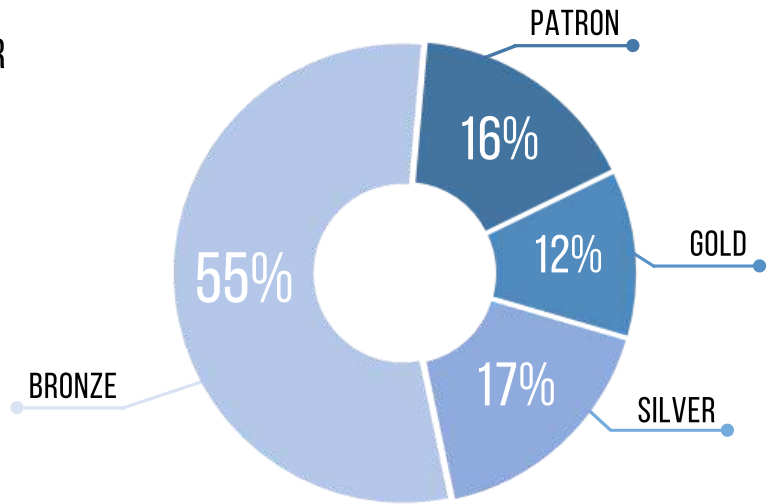
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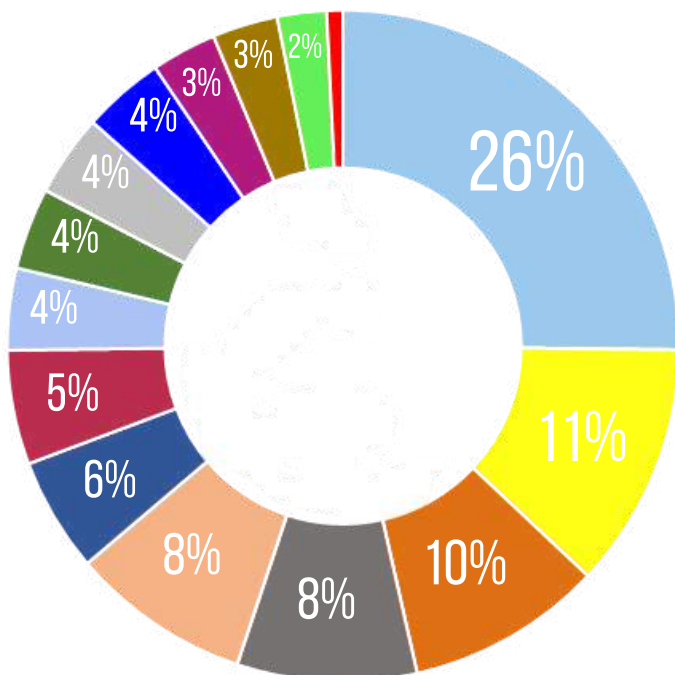
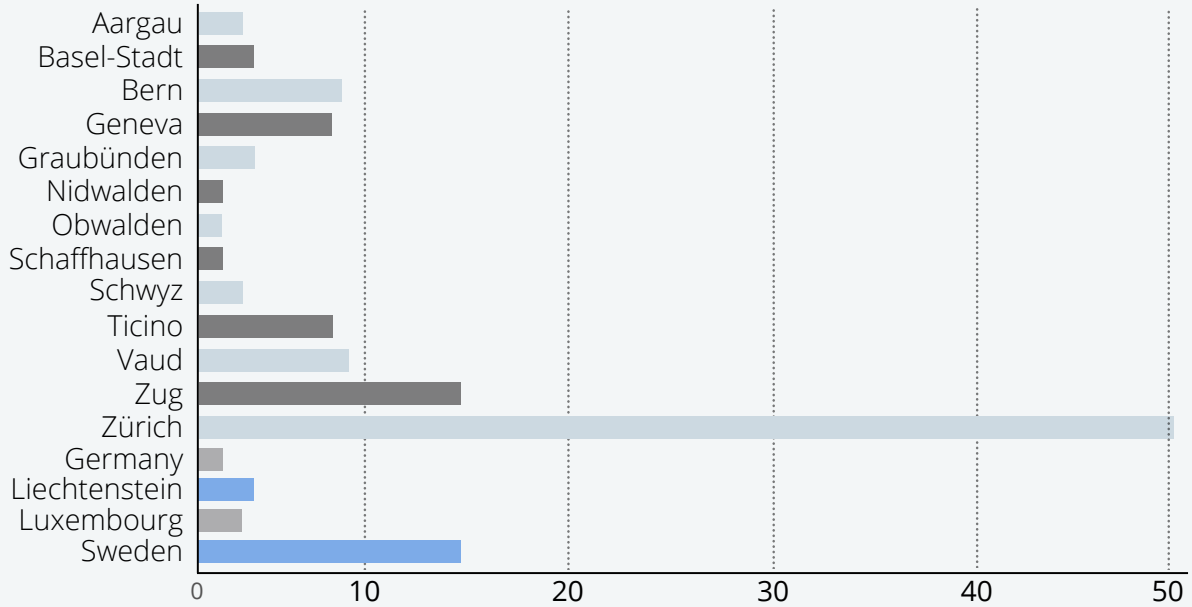
THE SSCC MEMBERS

CORPORATE MEMBERS CATEGORY BY NUMBER

- 20 Patron members
- 16 Gold members
- 22 Silver members
- 71 Bronze members



CORPORATE MEMBERS BY GEOGRAPHY



- ### INDUSTRIES REPRESENTED
- Financial Sector
 - Engineering & Manufacturing
 - Consumer Goods & Retail
 - Professional Services
 - Legal Services
 - Management Consulting
 - Hospitality & Travel
 - Commodities trading
 - Media & Marketing
 - Other
 - Education
 - Technology
 - Life Sciences
 - Government Administration
 - Human Resources & Recruiting

OUR PATRON MEMBERS

Since the start in May 2008, the SSCC has had the privilege of being supported by patron companies securing the long-term growth of the chamber. Currently, the Swedish Swiss Chamber of Commerce has 20 companies. As a patron company, you have the following benefits in addition to those of corporate members.



Zurich, Switzerland

- Corporate logotype on the SSCC home page linked to the patron website
- 50% discount on advertising
- Editorial in the SSCC Newsletter & Yearbook
- Possibility to be part of the SSCC Board and help form the SSCC agenda



GOLD MEMBERS



SILVER MEMBERS



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O

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S

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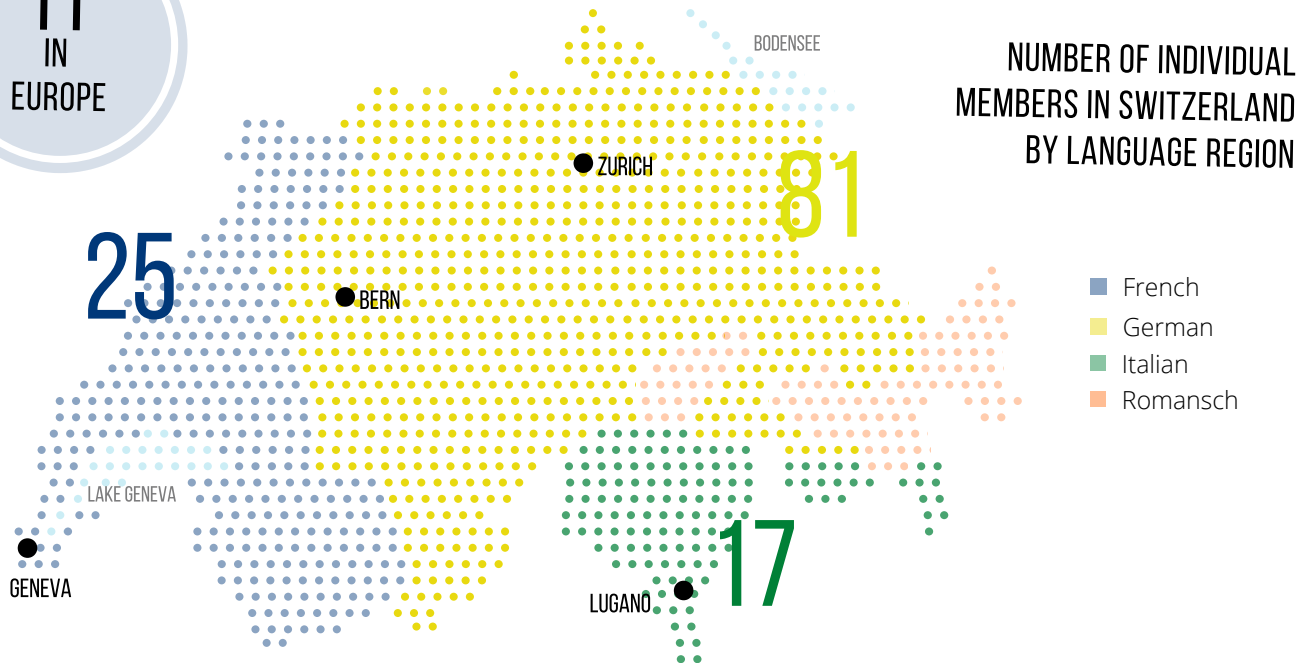
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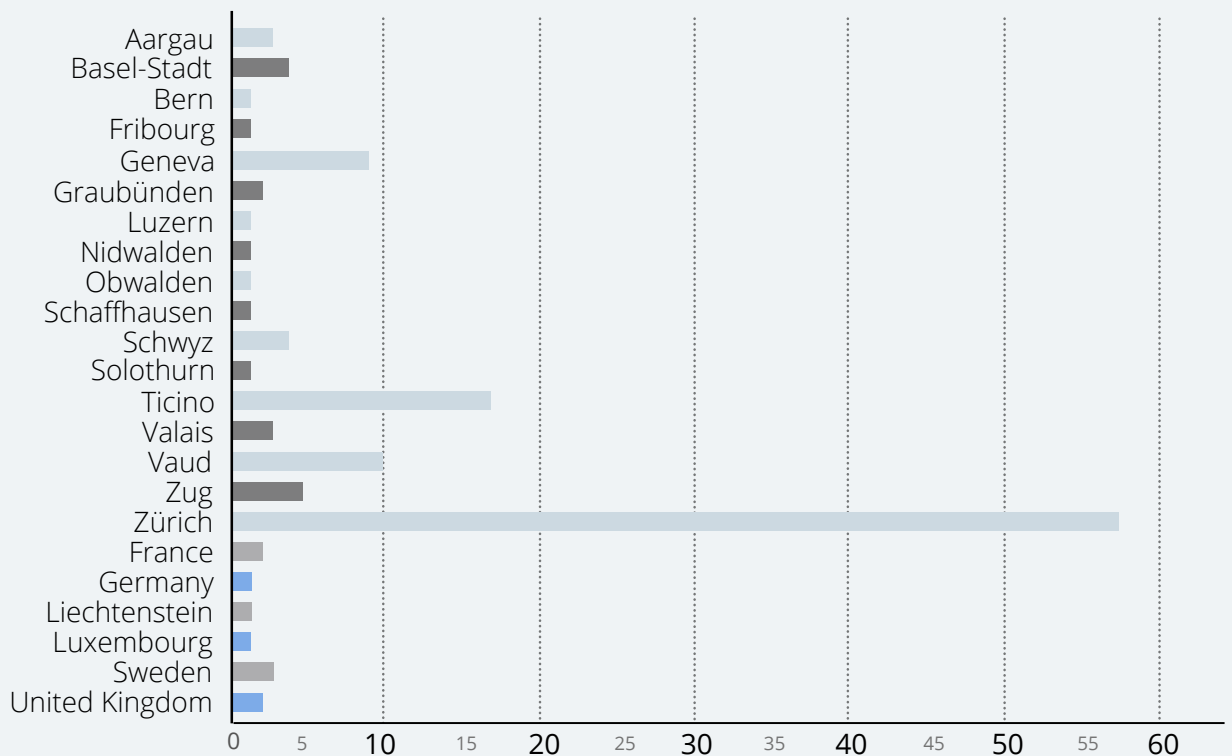
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LUXEMBOURG

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INDIVIDUAL MEMBERS BY GEOGRAPHY



Sustainability is at the heart of everything we do at ABB

ABB | www.abb.com



Björn Rosengren, CEO
ABB

As a Swede, I have known ABB for most of my life and always admired the company for its pioneering technologies and strong business leadership. When I was offered the opportunity to lead ABB, I jumped at the chance to return to Zurich and take the helm of this great company.

In June 2020, I marked my first 100 days as CEO with the launch of the “ABB Way”, an operating model for a global company in a fast-changing world. The ABB Way is built around a clear purpose, which is to create superior value for all stakeholders. We do this by pushing the boundaries of technology to drive performance, and by energizing the transformation of industry and society to achieve a more productive, sustainable future.

“

Today, nearly 60 percent of ABB’s global revenue comes from solutions and services that improve productivity and sustainability.

”

Sustainability has been embedded in everything ABB does since its Swedish and Swiss predecessor companies were founded in the late 19th century. Today, nearly 60 percent of ABB’s global revenue comes from products, solutions and services that use resources more efficiently and create safer and more productive work environments and societies.

As a global technology company with a presence in more than 100 countries, ABB needs to be a leader in sustainability across all dimensions – environmental, human and social. We have a responsibility to our stakeholders and to society to make a meaningful contribution to a sustainable world.

To be a leader in sustainability, ABB must be a role model by cutting its own emissions and help our customers and suppliers reduce theirs. We are in the process of defining our goals and targets for 2030, having cut ABB's greenhouse gas emissions by 41 percent since 2013.

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Sustainability used to be seen primarily as an environmental issue, but today we know that it goes far beyond that.

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Equally important is efficient, productive use of resources. The ultimate goal for our society is to disconnect the use of natural resources from economic activity. At ABB, we are embedding circularity to maximize value at every stage of the product lifecycle.

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We are in the process of defining our goals and targets for 2030, having cut ABB's greenhouse gas emissions by 41 percent since 2013.

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Sustainability used to be seen primarily as an environmental issue, but today we know that it goes far beyond that. To be sustainable, you have to have committed, qualified people, strong business relationships, and to be embedded in your communities and society.

At ABB, we value people above all and we are determined to foster diverse and inclusive working environments, representative of our communities, in which everyone is safe, treated with respect and can succeed. In keeping with our Swiss and Swedish values, we champion the human dimension throughout the value chain and expect our suppliers and partners to do the same.

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As CEO of ABB, I am proud to be leading a company with a strong track record on sustainability.

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We are equally committed to doing things right and being transparent. We adhere to the highest standards of ethical business conduct, comply with all applicable laws and regulations, and adopt sustainable and environmentally sound business practices. We have clear and transparent reporting processes, which allow us to measure progress and benchmark with our peers.

Finally, we are actively engaged in our communities and society, supporting worthwhile initiatives, and stepping up in times of crisis. During the COVID-19 pandemic, for instance, we partnered with the International Committee of the Red Cross to help some of the most vulnerable communities around the world.

As CEO of ABB, I am proud to be leading a company with a strong track record on sustainability. I have every confidence that, with its world-class technologies, talented people and forward-looking operating model, ABB will make an even stronger contribution to a more sustainable world for future generations.

Photos: ABB



EQT PARTNERS AGwww.eqtgroup.com

EQT is a differentiated global investment organization with a 25-year history of investing in, developing and owning companies, and has a demonstrated track-record of attractive, consistent investment performance across multiple geographies, sectors and strategies. EQT manages and advises a range of specialized investment funds and other investment vehicles that invest across the world with the mission to generate attractive returns and future-proof companies.

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EQT's well-established platform, ability to generate consistent attractive returns and long-term relationships with Fund Investors, and its unique culture, values and brand, have enabled EQT to raise EUR 62 billion of commitments since inception.



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The H&M group has 47 online markets and more than 4,900 stores in 72 markets including franchise markets. In 2018, net sales were SEK 210 billion. The number of employees amounts to more than 177,000. For further information, please visit about.hm.com.

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ESAB EUROPE GMBH
www.esab.de



ESAB is a world leader in the production of welding and cutting equipment and Filler Metals. Our innovative, world-renowned equipment and solutions are developed with input from our customers and built with the expertise and heritage of a global manufacturing leader. When ESAB's founder, Oscar Kjellberg, developed the world's first coated welding electrode in 1904, he launched a company whose innovation and uncompromising standards have helped create the history of welding itself.

The ESAB brand is synonymous with world leading expertise in the following key areas: manual welding and cutting equipment, filler metals, welding automation, mechanised cutting systems.

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ESAB offers a world of products and solutions for virtually every welding and cutting process and application.

Over 110 years after the company was founded, ESAB serves a global market. The group is organised in the regions Europe, North America, South America, Asia/Pacific and India.

ESAB is represented in almost every country by subsidiaries or agents. Sales and support is established in 80 countries and there are 26 manufacturing plants across four continents.

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www.beckkloeti.ch

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www.deltasteelgroup.com

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Auris Wealth Management is an External Asset Manager based in Geneva dedicated to High and Ultra High Net Worth clients. While benefiting from the experience, technical advancement and strengths of its parent company Auris Gestion based in Paris with €2.5bn AuM, we ensure a complete independence adapted to each clients' needs. Investment products are selected from an open architecture platform, whether it is funds or direct investments, in alignment with the objectives agreed for each mandate.

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www.ggba-switzerland.ch



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Greater Zurich Area Ltd (GZA) is the official investment promotion agency of the economic region of Zurich, Switzerland. The Greater Zurich Area is known for its concentrated technology excellence in Europe's most stable environment. As a global leader in innovation and talent attraction and with Switzerland's business-friendly, stable and reliable environment, the Greater Zurich Area offers international companies real added value for their strategic expansion.

As a Venture Partner, Katalysen has a core mission: To help young ventures solve problems, reach milestones, and ultimately grow stronger. Katalysen's tried-and-trusted backbone for assisting clients is our own expertise, as well as that of our network which encapsulates the demand, capital, ideas, entrepreneurial energy, and vast know-how of a global tribe of venture builders such as entrepreneurs and investors. Together with this network, we help our clients to focus on that which they do best.



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Söderberg Charity is a non-profit company in Switzerland offering Swedish and Scandinavian design products. We also produce and sell a bracelet specially made for the World Childhood Foundation. Primarily we are selling online through our website/web-shop, but also on special events and directly to companies as company gifts. Our assortment and our brands vary by season and on customer's individual requests. All profits from our sales are donated to the World Childhood Foundation, founded by H.M. Queen Silvia of Sweden.

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UBS customer-centric approach through the Corona pandemic

An interview with Ruedi Heggin and Stephan Koller, UBS

How is UBS affected by the COVID-19 pandemic and what were the greatest challenges the company faced initially?

The COVID-19 pandemic has required our ongoing focus on safeguarding the well-being of our employees and their families, serving our clients, and preserving operational continuity. UBS employees have continued to work from home to a substantial degree, being able to access the systems remotely. We have continued to provide loans under the loan guarantee that was established by the Swiss Federal Council in March 2020 to support small and medium-sized entities (SMEs). As of the end of July 2020, when the application deadline passed, we have processed more than 24,000 applications from clients under this program and have committed CHF 2.7 billion of loans up to CHF 0.5 million, which are 100% guaranteed by the Swiss government ("Facility 1", and around CHF 0.5 billion of loans between CHF 0.5 million and CHF 20 million, which are 85% government-guaranteed ("Facility 2"). UBS remains committed to donating any potential profits in relation to the government backed lending program to COVID-19 relief efforts.

How has your customer's/client's behaviour changed due to COVID-19?

Our customers were very grateful for the quick and uncomplicated support offered by the federal government and the banks - especially at the end of March or first quarter when salaries and rent payments were due. We have received a considerable amount of positive customer feedback, which is very motivating.

Digital Banking has become more important for our clients. Payments via Mobile Banking, TWINT usage or contactless payments have substantially increased. However, we strongly believe that human interaction is still elementary for more complex tasks. This interaction could also be remote.

Lockdown measures have forced many consumers and businesses to fundamentally change the way they buy and sell goods and services, and turn more digital.

While we think most individuals and businesses will return to previous ways of working as lockdown measures are lifted, there will be some lasting changes.

What are the positive outcomes, if any, from the COVID-19 outbreak?

This insight shows how collaboration can become a mindset rather than a buzzword and this mindset can, in turn, lead to some miracles. And shows the power of agile internal collaboration. We are very proud of what we have achieved in this difficult times together. Additionally, UBS (together with other Swiss banks) was part of the project team preparing the emergency measures announced by the Federal Council to support Swiss SME. The program shows the pragmatic relationship between the Swiss banks, the regulator and the government and showcases a unique and pragmatic approach in order to support the Swiss economy in need with an all-Swiss agreement; This is Switzerland at its best.



Ruedi Heggin
Client Advisor
Corporate Clients
International Zurich



Stephan Koller
Market Area Head
Corporate Clients
International Zurich

Photos: UBS



Beyond the coronavirus crisis: Oriflame`s take on the new normal

Oriflame | www.oriflame.com

A pandemic affecting everything, everywhere

The Covid-19 pandemic has affected people, businesses and economies around the globe. For us in Oriflame it was no exception. All regional business areas have, to a various extent, been impacted by the pandemic. In several of our markets, we have experienced lockdowns with temporary delivery disruptions, closed offices, order pick-up points and warehouses. Major external sales events and conferences, that are important to promote our business, were either cancelled or postponed leading to short term cost savings, although lost sales.

The largest challenge

As Oriflame is a social selling company, often combined with offline meetings, the situation has provided us with both opportunities and challenges. Initially, when many authorities around the globe imposed strict measures and lockdowns, this affected Oriflame's ability to deliver products to our customers that were placed online as well as hindered us from conducting physical meetings and conferences. At the same time, our online social selling business model has proved itself with plenty of opportunities to reach out to new clients in a modern digital world.

An organization already prepared for change

For us in Oriflame, change and challenges are a fact of life. Oriflame has made a digital journey over the last years transforming to the online and social selling model the company has today, with around 97% of orders being placed online.

This was clearly a major factor behind reducing the negative impact on the company's sales during this period. Oriflame's focus has been to secure essential operational processes ensuring the supply of products. And foremost – to ensure our people's health and security.

Consumers go online

During this pandemic, the demand changed dramatically – both on products and channels. Thanks to Oriflame's flexible social selling model the initial sharp negative sales trend was reversed as the business switched to being performed mainly online. Oriflame has a solid product portfolio, with each category serving a specific purpose, which allows the company to adapt to shifts in customer trends, regulatory environments, and other exceptional challenges.

Enabling change in an ever-changing world

Year after year, our business has focused on empowering people and enabling positive change. In an increasingly digitalized environment, where Oriflame continuously provides new modern social selling tools, our long-term online strategy has proven successful. The strength of our geographical mix, the strategic product focus and the organization's proven ability to adapt to challenges, have served us well in these challenging times. We have a bright future ahead of us in this exciting and sometimes challenging world.

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Oriflame has made a digital journey over the last years transforming to the online social selling model of today.”

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Volvo thinks about the world of tomorrow

VOLVO | www.volvocars.com

Ever since the first Volvo rolled off the assembly line in Gothenburg in 1927, every Volvo car embodies not only state of the art engineering skills, but also a great deal of passion. Every Volvo is developed by people who pursue one goal with great passion and dedication: to give people the freedom to move safely, sustainably and individually.

In all developments and innovations, the focus is always on people. From the three-point safety belt to the rear-facing child seat and the side impact protection system (SIPS), Volvo has developed numerous solutions that have prevented injuries and saved lives worldwide.

On the way to becoming a climate-neutral company

Volvo does not only want to protect people, but also the world we live in. Specifically, Volvo wants to be a climate-neutral company by 2040. To achieve this goal, the Swedish premium car manufacturer presented one of the most ambitious plans in the automotive industry at the end of last year:

Over its entire life cycle, the CO2 balance of every Volvo model is to be reduced by 40 percent by 2025. The plan includes specific measures that are in line with the Paris Climate Agreement. The agreement aims to limit global warming to 1.5 degrees Celsius compared to pre-industrial levels.

As a short-term step on this path, Volvo is implementing a series of ambitious immediate measures. These include that by 2025 half of the vehicles sold worldwide should be fully electric. CO2 emissions caused by the company's entire business operations - including manufacturing and logistics - are to be reduced by 25 percent.

“

Volvo does not only want to protect people, but also the world we live in.

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For example, the proportion of recycled plastics in new Volvo vehicles will be increased to 25 percent and plastic disposables will be banned from all offices and canteens and from the company's own events worldwide.

Volvo was also the first established car manufacturer to commit to consistent electrification, thus heralding the end of vehicles powered exclusively by an internal combustion engine. Since this year, every new Volvo has been electrified.

The new Volvo XC40 Recharge: The first fully electric Volvo

First in line is the new Volvo X40 Recharge, Volvo's first fully electric model. Starting with this rechargeable compact SUV, the company will in future disclose the average carbon footprint of each new model.

The Volvo XC40 Recharge is based on the successful, award-winning compact SUV and is the first model in a new Volvo family of all-electric vehicles. It is a real milestone for the company: The Volvo XC40 Recharge is not only Volvo's first electric car, but also the manufacturer's first model to feature a new infotainment system based on Google's Android operating system.

Over the next five years, Volvo will launch a fully electric car every year.

Volvo remains informed on sourcing of high voltage batteries - thanks to Blockchain

Volvo is also the first carmaker to commit to the highest level of transparency in sourcing and guarantees that not only the raw materials for the battery but also the production and recycling are sustainable.

The sustainable production of high-voltage batteries is one of the biggest challenges for manufacturers of electric vehicles. Volvo uses only lithium-ion batteries in its electrified models, which last a lifetime.

And then? Already now, options are being examined as to how the batteries can be used after their regular life cycle. For example, to store solar energy. The use of batteries from disused electric buses is currently being tested in an alternative housing project in Gothenburg.

However, sustainability begins with the extraction of rare raw materials such as cobalt, which is needed for the lithium-ion batteries. Volvo is also doing pioneering work in this area and is aiming to be the first car manufacturer in the world to achieve maximum transparency. Thanks to blockchain technology, the origin of the raw materials can be traced. This ensures that only sustainably mined and certified raw materials are used.

Photos: Volvo



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Sustainability at the heart of our companies

The Sustainable Development Goals (SDGs) were born at the United Nations Conference on Sustainable Development in Rio de Janeiro in 2012. The objective was to produce a set of universal goals that meet the urgent environmental, political and economic challenges facing our world.

193 member States of the United Nations adopted 17 new Sustainable Development Goals to make our world more prosperous, inclusive, sustainable and resilient. These SDGs represent an unprecedented opportunity for companies to align their own sustainability goals with broader societal goals.

We have asked 5 companies within our member network a set of questions to understand how they are transforming their business to become more sustainable and what challenges and opportunities they encounter while working towards these goals.

In the following section, we invite you to read about Tetra Pak, IKEA, Lundin Energy, Montluc and SEB Group and how they are incorporating the Sustainable Development Goals in their global strategy.

Eva Fiorenzoni



Packaging for a sustainable future

Tetra Pak | www.tetrapak.com

What are the biggest challenges in transforming your business to become more sustainable?

We take a value chain approach to sustainability. So, when we think about transforming our business, we consider not only our equipment and packaging solutions and our operations, but also the supply chain and our customers' operations.

Looking across the value chain, we see five main challenges for a sustainable packaging future that's good for nature and reduces climate impact. First, we need to make packaging of renewable or recycled materials. At the same time, we need to source these materials in a responsible way to protect biodiversity and natural environment.

Second, we need to deliver packaging that drives CO₂-neutral production and distribution. Third, we must continue to create packages that are convenient and safe – supporting a resilient food system, where we reduce food waste and secure that food is available to everyone, everywhere.

Fourth, we must make packaging that is fully recyclable – being recycled in practice and at scale – and helps build an effective system to keep materials in use. Fifth and finally, we need to focus on the use of materials with a reduced impact on nature, since waste management systems across the world are far from optimal and not all materials can be infinitely recycled.

Have you defined which sustainability goals, according to the SDG goals, you are focusing on?

Our sustainability approach has long been guided by the UN SDGs, plus we leverage our biennial materiality assessments to help us prioritise those aspects of our business which have the greatest positive stakeholder impact.

In all, we have identified 11 SDGs as key for us. These cover a broad range of topics, including working towards zero hunger and ensuring food access and availability; providing decent work and striving for gender equality in the workplace; driving responsible consumption and production, particularly advancing the circular economy, eliminating waste and ensuring recycling; protecting biodiversity and life on land; and climate action, where we as an industry need to minimise the overall impact of our products and operations.



Markus Pfanner
VP Sustainability
Tetra Pak



How are you working with these respective goals? What actions or changes are you working on?

All of these areas are key to initiatives that we have been pursuing for some time. Moreover, many are inextricably interlinked, such as advancing the circular economy, protecting biodiversity and climate action. In addressing climate change, we cannot ignore the materials sector and the role that packaging can potentially play. Nor is it enough to focus only on “reduce, recycle and reuse” when promoting circularity: we must take into account the climate impact of the materials that are used in the first place.

Consequently, we believe in a low-carbon circular economy that drives a shift from high-carbon, fossil-based materials to low-carbon, renewable plant-based materials. This can also help to protect biodiversity and we work with a number of voluntary certification standards, such as the Forest Stewardship Council (FSC™), Bonsucro and the Aluminium Stewardship Initiative standard (ASI), to help achieve this.

From a long-term perspective, our ambition is to deliver the world’s most sustainable food package, that enables food safety and availability and is good for nature. We are already starting from a strong platform: a life cycle assessment carried out on behalf of Tetra Pak in Europe this year found that our carton packages have a lower carbon footprint than glass, plastic or metal packages¹ But we know we can achieve more.

We believe that the package of the future should be fully made from renewable or recycled materials that are sourced in a responsible way; fully recyclable and supportive of a low-carbon circular economy. We have now accelerated our efforts towards this goal, restructuring our developmental initiatives and significantly ramping up our R&D investment.

In addition, to complement our packaging innovations, we continue to drive resource efficiencies with our Equipment and Services,

focusing on minimising water use, food waste and carbon footprint in our customers’ operations.

In parallel with this development work, we have continued our efforts to enhance sustainability across the value chain. That means ensuring our own operations are a global benchmark, driven through initiatives such as World Class Manufacturing and investing in renewable power and “green buildings”. It also includes our supply chain, where we work with our suppliers to promote renewable materials, minimise emissions and protect biodiversity and fresh water.

Finally, through collaborations with a wide range of stakeholders, we continue to drive collection and recycling of carton packages – a key enabler of a low-carbon circular economy. We continue to help forge a number of key partnerships to further develop recycling and circularity, such as the innovative 3R Initiative and the 4evergreen alliance, in addition to various local initiatives in the countries in which we operate.

What does the timeline look like to obtain these goals by 2030? What is the planned progress by 2030?

Last year, we launched our new Strategy 2030, which will guide our company over the next decade. One of its central pillars is to “Lead the sustainability transformation”, which we aim to achieve through our own activities, investment and innovation, and, crucially, by working together with our customers and other industry stakeholders.

We are already making great progress in many areas. For example, last year we became the first carton packaging company to launch paper straws in Europe, and we are expanding availability with the goal of meeting the increasing demand. In addition, we are now field testing our first ever filling machine for ambient packages with an alternative to the aluminium barrier, which provides vital protection from oxygen and light, keeping perishable food safe without

refrigeration for months.

In terms of utilising recycled materials, we have committed to introduce 10% recycled plastic content across our carton packages in Europe by 2025, subject to suitable food-grade recycled plastic being technically and economically available. We have also started development work on utilising recycled materials in our paperboard. By 2030, we aim to create cartons that are made of fully renewable or recycled materials, ensuring that we keep valuable materials in use for as long as possible, while never compromising food safety.

As for enhancing sustainability across the value chain, in June 2020, we announced our commitment to reach net zero greenhouse gas (GHG) emissions in our own operations by 2030, with the ambition to achieve net zero GHG emissions for the value chain by 2050. As a part of that, we are investing in using renewable energy across all operations.

We have so far increased the share of renewable electricity to 69% and are well on track towards

our RE100 target of 80% by the end of 2020 and 100% by 2030.

Has your company focus on sustainability changed post Covid19?

The COVID-19 pandemic is an unprecedented event that has affected, and continues to affect, communities worldwide. Its full impact is yet to be seen and it will take a while for normalcy to resume. Nevertheless, our commitment towards sustainability will continue, and our investment will remain at the same level, as we forge ahead in this area.

Clearly, this pandemic is a singular challenge, both in health and economic terms. That's why we have joined the European Alliance for a Green Recovery, launched by the European Parliament in April, with a view to build a better future post-COVID-19.

We have always believed in the philosophy of green development: driving economic growth while protecting the planet. Again, our commitment towards climate change, circularity, resource and biodiversity protection, food safety and accessibility remains unchanged – which is why we are excited to work with our partners for a more sustainable future. These endeavours are well aligned with our Strategy 2030 ambitions: to lead the sustainability transformation of our industry, while committing to making food safe and available, everywhere.

Photos: Tetra Pak



Source

1. "For milk and juice in Europe;" Source: ifeu 2020, "Comparative Life Cycle Assessment of Tetra Pak® carton packages and alternative packaging systems for beverages and liquid food on the European market"


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A sustainable everyday

IKEA Switzerland | www.ikea.com/ch

What are the biggest challenges in transforming your business to become more sustainable?

First of all, it is crucial to put sustainability at the core of our business! A good example for this is my role. I am the CEO of IKEA Switzerland. And, I am also the CSO, which stands for Chief Sustainability Officer. I simply love it! As Chief Sustainability Officer, I want to lead by example and secure that I bring in the topic of sustainability in everything I and we do. We have created a new positioning for IKEA Switzerland, this has been a great experience and it is only the beginning. For me this is the starting point and a guiding star for our way forward. "IKEA makes sustainable & healthy living affordable for every citizen in Switzerland. Better home, better life".

From our research we know that 87% of Swiss customers would make an effort to improve their lifestyle to support the climate. They are motivated by knowing the impact of their actions and by saving money. Barriers preventing climate action is the view that other actors are not doing enough (government, business and other people). Thus, we have to make our sustainable solutions affordable and accessible for the many. The biggest challenge is to bust the myth that affordable home furnishings can't be sustainable. We believe sustainable products should be affordable for the many!

Have you defined which sustainability goals, according to the SDG goals, you are focusing on?

As a global business, we have a role to play in contributing to achieving the SDGs and the Paris Agreement, working towards a 1.5°C future. Therefore, our sustainability agenda is designed to contribute to the United Nations Sustainable Development Goals. In particular, we focus on six areas where we believe we can lead: gender equality; affordable and clean energy; decent work and economic growth; reducing inequalities; responsible consumption and production; and climate action. In our annual sustainability report we indicate how our actions contribute to the 17 SDGs. The IKEA sustainability strategy – People & Planet Positive – was launched in 2012. It describes the sustainability agenda and ambition for everyone in the IKEA franchise system and value chain.



Jessica Anderen

Country Retail Manager &
Chief Sustainability Officer
IKEA Switzerland



We have identified three change drivers as being our key areas: Healthy and sustainable living, a movement to inspire and enable millions to live a better more sustainable life; Circular and climate positive, transforming the IKEA business and working towards a climate positive way of working; and Fair and equal, ensuring diversity, being inclusive. Providing and advocating for meaningful work and a living wage.

How are you working with these respective goals? What actions or changes are you working on?

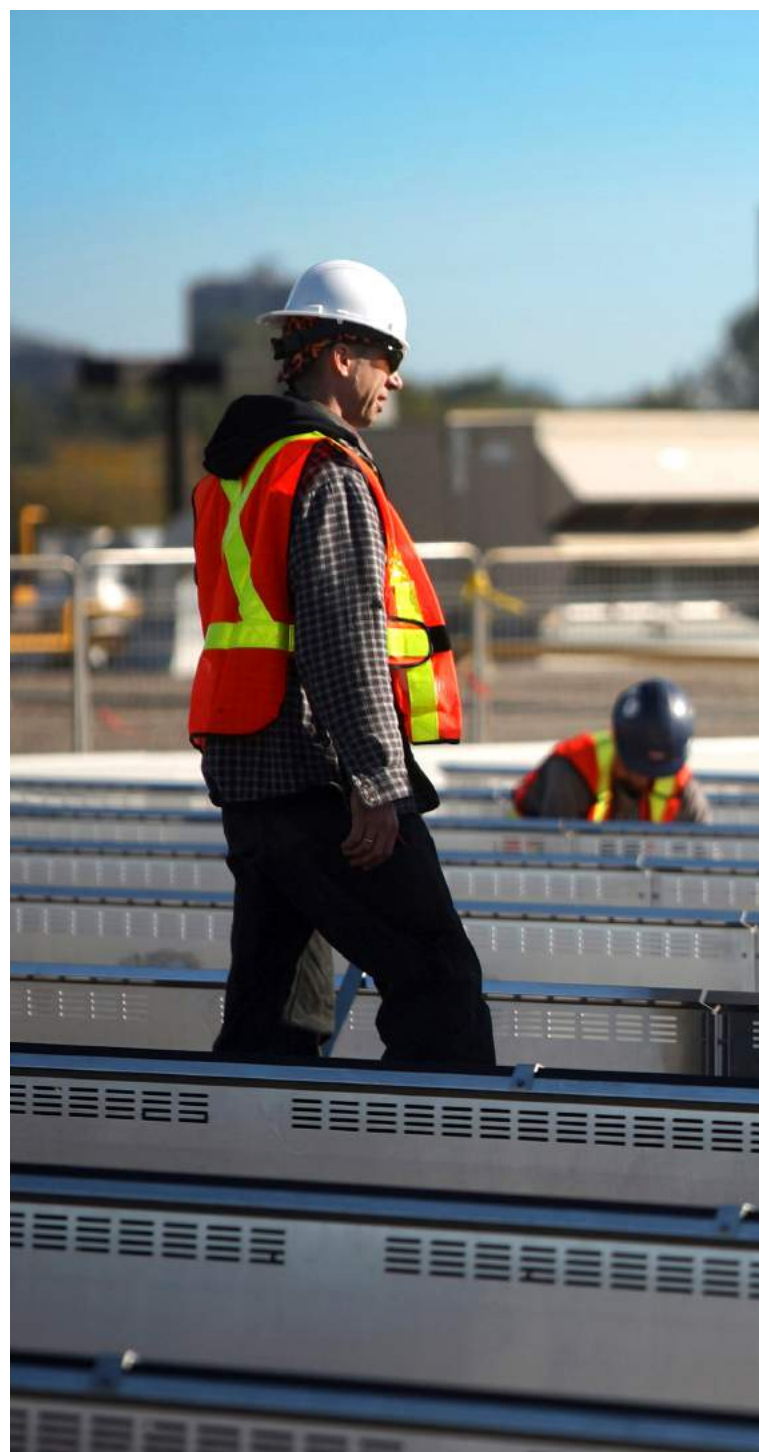
We want to be a part of integrating sustainability in people's lives and home, making sustainable living more simple, accessible and affordable for as many people as possible. We do this through exploring several different areas. Take our new plant ball, for example. It has the great taste and texture of the IKEA meatball but only 4% of the climate footprint. Starting from September we will offer a 100% BIO breakfast in Switzerland at the same low price. We continue to work with our refugee inclusion program, with 18 refugees who started a pre-apprenticeship in August 2020. We have a strong equality plan with focus on a diverse and inclusive workforce, on equality in business and society. In all this, our co-workers are our most valuable ambassadors. I am truly happy that 73% of all co-workers have completed the sustainability introduction training. This is a strong foundation to build on.

Our ambition is to become a circular business, because people and we are rightly concerned about waste. So, we've long been working to reduce the number of our products that get thrown away by repairing and repackaging damaged items.

Since more than two years, IKEA Switzerland is offering a Second Life Service. This means that we buy back your IKEA furniture and resell it to someone who needs it.

What does the timeline look like to obtain these goals by 2030? What is the planned progress by 2030?

With a decade left to protect our home from the worst effects of climate change, we need action. Our ambition is to become people and planet positive, and to inspire and enable the



many people to live a better life within the limits of the planet by 2030.

This means reducing more greenhouse gas emissions than our value chain emits by the end of the decade; and aiming to be 100% powered by renewable energy across the whole IKEA value chain.

We want to offer zero-emission home deliveries, everywhere by 2025. By 2030, all IKEA products will be made from renewable or recycled materials and designed from the very beginning

to be repurposed, repaired, reused, resold or recycled.

In addition to clear goals, it is more crucial than ever to have a strong positioning and take a stand for what we believe in.

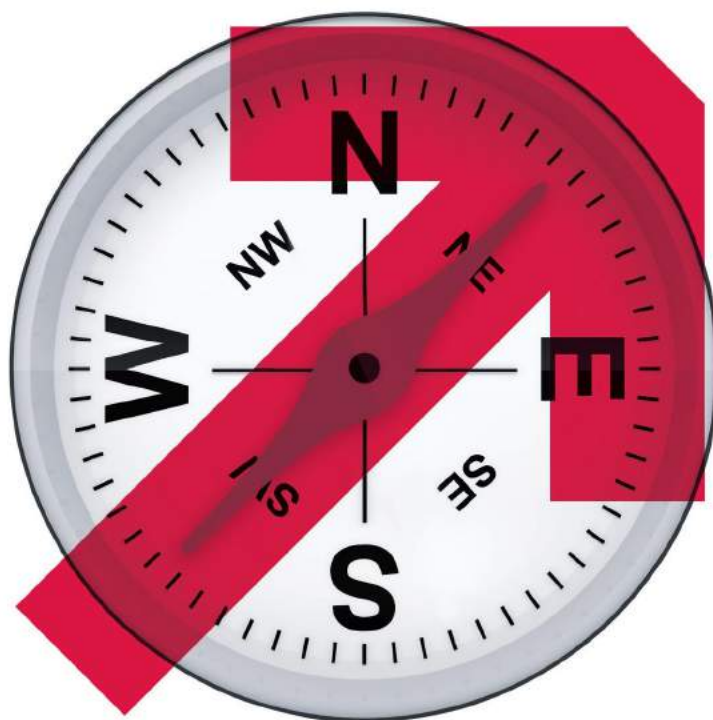
Has your company focus on sustainability changed post Covid-19?

The environment is still the top concern for Swiss people. We want to be a part of shaping a new normal that is better for people and planet. We have a unique opportunity to 'build back better' by resetting the system, rather than just restarting it, to tackle the challenges within climate, health and equality, all at the same time.

On March 27, IKEA launched a COVID-19 Emergency Community Support Program that allowed us to take immediate action in our local communities. Together with our co-workers and units we donated 11'000 IKEA products to more than 6'000 people in need. Our support went to hospitals, women centers, children in asylum centers and children homes, elderly and homeless. This was only possible thanks to an incredible engagement and empathy of our co-workers. In recent months we have seen what can be achieved when we all come together. Yet the most important thing we can do is to listen to our co-workers and customers every day, they show us the way and they have high expectations on us as a retailer to lead the change.



Photos: IKEA



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Fueling a sustainable future

Lundin Energy | www.lundin-energy.com

What are the biggest challenges in transforming your business to become more sustainable?

As a leading oil and gas exploration and production company, Lundin Energy, like others in our industry, is facing the challenges (and opportunities) presented by the energy transition needed to tackle climate change. We are rightly being increasingly scrutinised by investors and other stakeholders in regards to our carbon emissions. Demand for oil and gas is set to continue rising to provide the energy that powers our homes and industries, especially for a growing population and a burgeoning middle class in developing nations. However, if we are to meet global climate goals of limiting the temperature rise to 1.5 degrees Celsius above pre-industrial levels (in line with SDG 13 on Climate Action), we need to halve global emissions by 2040. Alternative energy sources and renewable power will play a critical role, but the energy transition will not happen overnight. Even in a sustainable future, oil will still comprise 23% of the energy mix versus 33% today. Since the production of oil and gas is responsible for about 8% of global emissions (which we believe is too high), a critical challenge for our business is how to decarbonize production in order to continue to provide the energy that the world so crucially needs for decades to come.

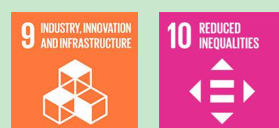
Have you defined which sustainability goals, according to the SDG goals, you are focusing on?

A large number of the SDGs are relevant to Lundin Energy. We focus on 14 out of the 17 SDGs throughout our business. Our priorities however are SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action), as these are the two material issues for our Company. We see our role in a sustainable future being to provide energy efficiently, safely and responsibly, with the lowest possible environmental impact. Being an offshore producer, SDG 14 (Life Below Water) is also highly relevant to our organisation. Our corporate strategy aligns with these SDGs in particular, and that is why we have set a target to become carbon neutral across our operations by 2030. Lundin Energy is the first independent exploration and production company to set this target, which was announced earlier this year.



Zomo Fisher

Vice President Sustainability
Lundin Energy



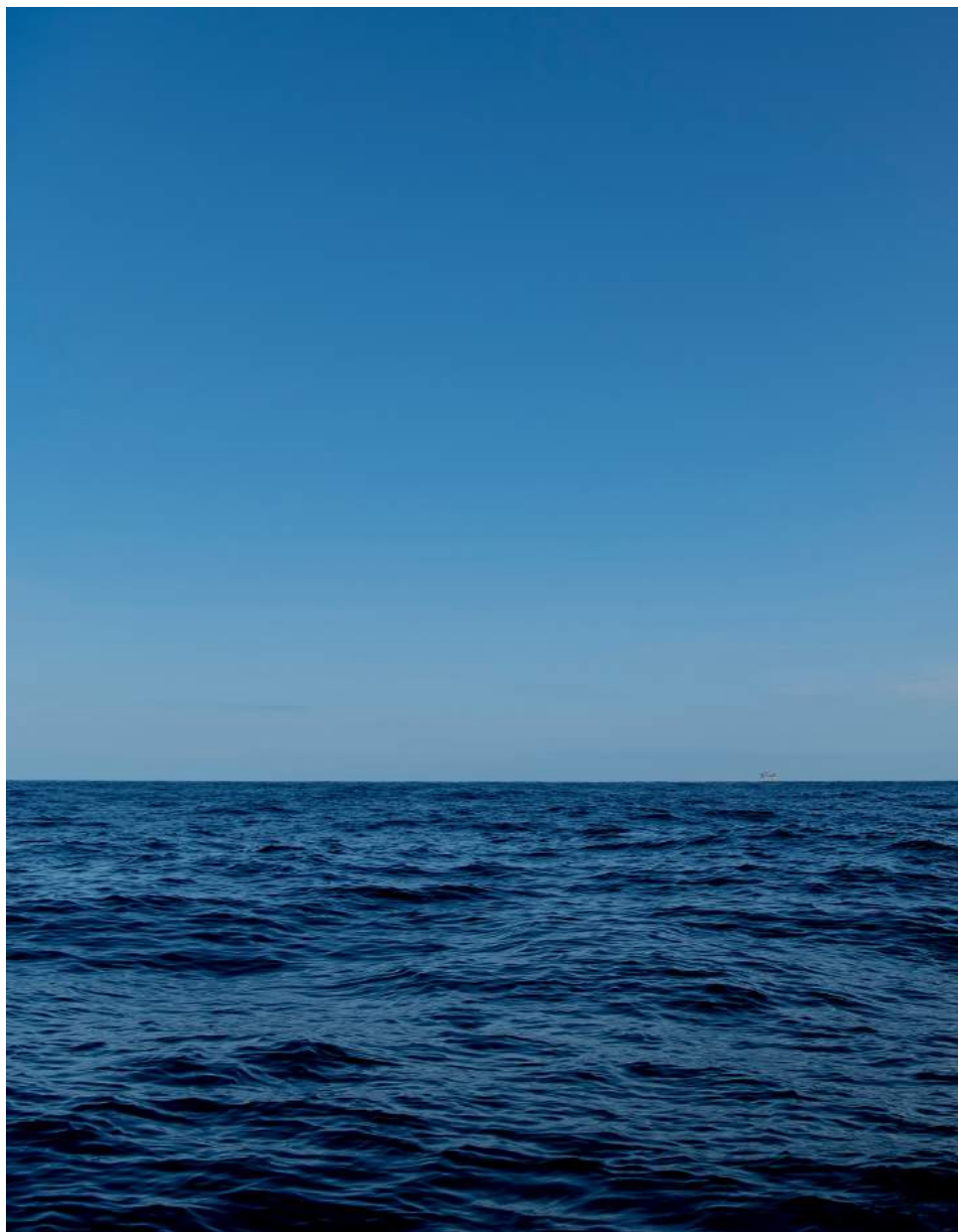
How are you working with these respective goals? What actions or changes are you working on?

Lundin Energy formalized its Decarbonisation Strategy in January this year and we have set ambitious and challenging targets, the most important one being our 2030 carbon neutrality target. We believe that in order to meet SDG 7 and SDG 13 in particular, companies cannot just offset their emissions. We must drastically decrease our actual emissions to meet the imminent climate change challenge. Through a combined investment of US \$750 million, we aim to cut our carbon intensity per barrel from 5.4 kg CO₂ to less than 2 kg CO₂, by 2023. This means our carbon performance will be 10 times better than the industry average. In fact, if all the oil in the world were produced at this level of carbon intensity, the resulting carbon emissions reduction would equal that of taking 190 million cars off the road.

Our pathway to decarbonisation includes increased production efficiency and use of best available technologies to reduce operational emissions across our assets. The key actions we are taking include the electrification of our main producing assets, and the investment in renewable energy projects to replace 100% of net electricity consumption. Two such investments have been made to date in a hydropower project in Norway and a wind farm in Finland which, combined, will replace 60% of our forecasted electricity consumption. It is Lundin Energy's strategy to fully replace all net electricity usage with further direct investments in renewable energy projects.

As a last step, and to neutralise any residual emissions from our operations, we will use natural carbon capture. We have already invested in one such project in Spain where we have planted over 24,000 trees.

Finally, we also want to drive the right behaviour across our business. We integrate carbon costs into all strategic investment decisions, and ensure that all our executives, including the CEO, have ambitious carbon targets linked to their variable performance pay. We also believe in the power of innovation, and invest strategically in R&D in areas like hydrogen power and in Scandinavian start-ups working on scalable low-carbon solutions such as electric boats and novel renewable energy technologies.



What does the timeline look like to obtain these goals by 2030? What is the planned progress by 2030?

We aim to meet our carbon neutrality target by 2030, and hopefully may do so before. Global action on climate change is already well overdue. Therefore, we have also set interim goals, including by 2022 to fully electrify our main operated asset, Edvard Grieg; by 2023 to reach a carbon intensity of less than 2 kg CO₂ per barrel; and by 2023 to match 100% of our net electricity usage with new renewable power investments in wind and/or hydro power. The impact of these actions over the next few years will be significant – by 2025, we will have reduced our carbon intensity by over 60% since 2017, which is equivalent to an absolute emissions reduction of over 40%.

Has your company focus on sustainability changed post Covid-19?

Our strategic focus has not changed, but has rather been reinforced. COVID-19 was the ultimate stress test for the Company. As demand for oil dropped, resulting in historically low oil prices, we have seen many inefficient and therefore high-carbon producers go bankrupt over the last few months. COVID-19 has actually proven Lundin Energy's resiliency and further fortified our Decarbonisation Strategy. Our determined focus on low-cost, efficient and sustainable production means that we are able to still be profitable and deliver the best barrels in the world, at the lowest possible environmental impact, during the ongoing crisis.



COVID-19 has further confirmed the growing investor focus on ESG (Environment, Social, Governance) issues, which is here to stay. Lundin Energy is actively striving to be best in class. The model of the future will work if we continue to invest in the most efficient and sustainable oil and gas projects. Only by carefully managing the speed and execution of the energy transition to meet society's need for more energy, that is both cleaner and affordable, can businesses like ours truly succeed and remain part of a low carbon future.

Photos: Lundin Energy

Aiming for total transparency

Montluc | www.montluc.com



Patrick Rosenwald
CEO, Montluc

What are the biggest challenges in transforming your business to become more sustainable?

As a start-up online retailer of luxury diamond jewellery, our biggest challenge is ramping up our revenues to the point where we can really start to influence the sustainability initiatives of our supply chain partners and the diamond and precious metals industries as a whole. Having said this, every bit counts, and we are proud of the contributions we have made to date with the limited resources at our disposal.

Have you defined which sustainability goals, according to the SDG goals, you are focusing on?

On a macro level, I strongly believe that a precursor to sustainable development is creating an environment where businesses can flourish, thereby achieving Goal 8 – Decent Work and Economic Growth. This starts with Goal 4 – Quality Education, particularly of the ruling classes who more often than not only create impediments to economic progress. Indeed, it could be argued that they are often the direct cause of many of the issues that the SDGs are trying to address!

As a retailer that is encouraging women to buy their own diamond jewellery, we are very much focussed on initiatives that achieve Goal 5 – Gender Equality, particularly in poorer parts of the world.

How are you working with these respective goals? What actions or changes are you working on?

We are achieving our sustainability goals by only working with partners that are members of the Responsible Jewellery Council and can demonstrate a commitment to achieving at least one of our goals. We purchase our certified diamonds directly from Indian based manufacturers (where over 80% of the worlds gem-quality diamonds are cut and polished) that meet this criteria.





Artisanal diamond miner the likes of which De Beers is supporting through their Gemfair initiative.

For example, one manufacturer created and manages the Sardar Patel Educational Institute in Gujarat where 10,000 students are currently enrolled. Another manufacturer has focussed on training and hiring women cutters in an industry where only 10% of the cutters are women.

Moving upstream, we always try to ensure that the rough stone from which the polished diamond is made has been sourced from reputable miners such as De Beers and Alrosa that have demonstrable sustainability initiatives. De Beers for example is running a pilot programme called GemFair in Sierra Leone to improve the business skills of artisanal miners. They also run the Accelerating Women-Owned Micro-Enterprises programme (AWOME) in partnership with UN Women, supporting over 1,000 women micro-entrepreneurs. Alrosa is notable because over 30% of its executive staff members are women, a number which is uncommonly high in the mining industry.

In order to ensure the origin of the diamonds we purchase, we have joined the Tracr® initiative which is rolling out a diamond traceability platform based on Distributed Ledger technology (Blockchain), Artificial Intelligence and the Internet of Things. This platform will allow the jewellery consumer to fully track the voyage of his or her diamond from the mine right up to the moment it arrives in his or her possession.

Finally, we are proud to be associated with Hand In Hand International (HinH), an NGO that is empowering women entrepreneurs by providing business, vocational and life skills training in addition to finance and access to larger markets.

With programmes running in Afghanistan, India, Kenya, Rwanda, Southern Africa, Tanzania and Zimbabwe, HinH has nurtured nearly 3 million small businesses that employ over 4.5 million people.

What does the timeline look like to obtain these goals by 2030? What is the planned progress by 2030?

Much progress has been made on sustainability throughout the diamond jewellery supply chain in recent years, likely a direct result of the negative attention the industry received over Conflict Diamonds at the turn of the century. However, there is still much to be done because many of the countries in which the industry operates are among the poorest in the world. Angola, Sierra Leone and India for example rank very low on poverty measures. They also rank very low on the Index of Economic Freedom, and until the governments of these countries liberate their economies, achievement of the goals is unlikely.

Has your company focus on sustainability changed post Covid-19?

Government imposed lockdowns in response to COVID-19 have caused significant economic damage to businesses throughout the diamond jewellery supply chain, from the miners to the retailers. It will take at least a year, if not two, to recover, during which time the resources available to achieve sustainability goals will obviously be severely limited. Our focus on sustainability, and that of many of our partners, has shifted to self-preservation in the form of severe cost-cutting so that we can continue providing jobs to our staff.

Photo: www.pactworld.org

Sustainability is about who we are and what we do

SEB | www.sebgroup.com



Stefan Stjerngren

Head of International Private
Banking Coverage
SEB Luxembourg Branch

What are the biggest challenges in transforming your business to become more sustainable?

Transforming our business to become more sustainable firstly requires a strong and genuine commitment from the board, top management and, over time, our employees. This is the first vital and necessary step that needs to be in place and one key challenge that the company faces. Within SEB the genuine commitment is there, and the board and our CEO, Johan Torgeby, have recently signed off on a new sustainability policy for SEB comprising an innovative and strong organisational set-up with a central sustainability function, which will work across SEB for the benefit of the entire bank. Our new vision is to become an undisputed role model in sustainable finance. New challenges will inevitably arise on our journey to reach our vision. We need to continue being innovative and open and to push this transformation forward with increasing speed.

For Private Banking, sustainability is important across our whole business and within our strategic focus areas: advisory leadership, operational excellence and extended presence. Furthermore, people are at the core of what we do. Hence, we run a number of activities in all areas where sustainable investment solutions, greener lending and internal footprint are of the greatest importance.

Developing new sustainable investment solutions and greener lending is also about ensuring that our advisors are up-to-date with the latest sustainability trends and issues in order to have meaningful conversations and provide relevant advice to our clients. Focusing on our internal footprint will involve regular reviews of our processes and reducing “waste” in a broader sense.

Today, we can proudly say that within Private Banking, roughly 55% of our customers in Sweden have to some degree already chosen to invest a proportion of their portfolio/holdings in sustainable options. We are pleased to report that this is above the industry average, if we compare with yearly figures from the Swedish fund association. However, not all our customers are convinced, at least not yet.

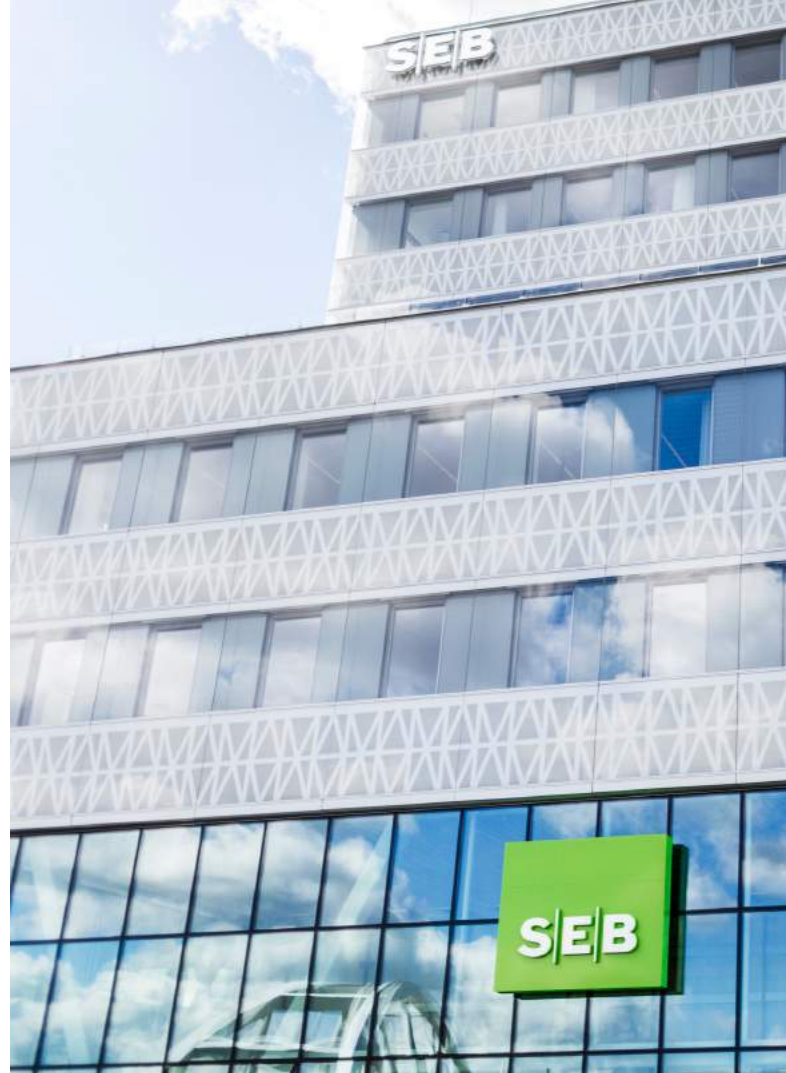


Have you defined which sustainability goals, according to the SDG goals, you are focusing on?

We have identified and decided to prioritise four of the goals that are clearly linked to our business strategy and sustainability approach, and where the operations have a fundamental impact: namely numbers 8, 9, 13 and 16. These four goals are closely connected to the bank's strong heritage of entrepreneurship, international outlook and long-term perspective, as well as our daily business.

Furthermore, we believe this transformation needs to happen together with our customers. This is why, for the past three years, we have been asking them which SDGs they want us to prioritise when we invest and conduct dialogues with companies in which we invest. This is part of our strategy to be an active owner and to involve our customers on this journey.

For three years in a row, "Climate" (SDG number 13) has been identified as the number one priority by our customers. The second SDG our customers want us to pay particular attention to is "Clean Water" (SDG number 6). Following survey results, SEB has joined the Institutional Investors Group on Climate Change (IIGCC) in targeting the world's 100 largest carbon emitters in order to reduce emissions globally. We have expanded our focus on clean water and sanitation and have therefore joined the Carbon Disclosure Project (CDP). We are intensifying our focus on water management and encouraging companies to report their water usage and climate impact.



How are you working with these respective goals? What actions or changes are you working on?

The four goals are supported through our framework within five areas: Sustainable Financing, Sustainable Investments, Innovation and Entrepreneurship, Responsible and Proactive Advice, and Our People. SEB is amongst the top ten largest underwriters of green bonds in the world, supporting SDG number 13, "Climate". The bank has also created sustainable investment solutions such as the SEB Microfinance Funds and the Impact Portfolio, which support not only SDG numbers 8 and 13, but also numbers 4, 5 and 7. We channel our vast network partly through SEB Singular, where entrepreneurs and investors can meet and which supports SDG number 8 and also numbers 4 and 9. SEB was represented in the European Commission's Technical Expert Group, which developed the EU Taxonomy and we have also developed the Impact Metric tool to measure portfolio alignments with the SDGs.



What does the timeline look like to obtain these goals by 2030? What is the planned progress by 2030?

It is important to remember that the commitment to reach these goals was made by world leaders, and that it is up to governments, the business community, civil society and the general public to collaborate to reach them. For our part we are aware that there is still a lot of work to do. This is why we are picking up speed within the SEB group. New Key Performance Indicators to increase the percentage of Asset under Management managed sustainably, understanding our customers and their challenges in different sectors and integrating sustainability in all our risk processes and customer dialogues will prove extremely important during the coming years. It is hard to predict how far we will have come by 2030, but we will continue to support our customers in the transition towards a low-carbon economy. Our hope and aim is that by 2030 our customers will have transformed their business models to be much more in line with the Paris Agreement and that they will have thereby invested for a better future.

Has your company focus on sustainability changed post Covid-19?

Our focus on sustainability is unchanged, and the Covid-19 crisis has put more emphasis on the need for resilient processes and a continued focus on sustainability to manage and handle similar and other crises in the future – together with our customers. This situation has also accelerated our efforts to interact with our customers and we have also contributed to the success of a number of important business deals, one example being that in mid-July, together with Credit Agricole CIB, we arranged the issuance of a vaccine bond of 2 billion Norwegian kroner. The funds will be used to accelerate the development of a Covid-19 vaccine. We are also interacting with our customers digitally through webinars and video conferences, which may in the future reduce our travelling and subsequently our internal footprint.

Photos: SEB



Photo: Joni Kabana, Kabana photography/ Concept Foundation/ Ferring Pharmaceuticals/ MSD for Mothers

Prioritising Purpose, People and Planet in the context of COVID-19

Ferring Pharmaceuticals | www.ferring.com

People come first at Ferring

Seventy years ago, Ferring Pharmaceuticals was founded in Malmö, Sweden, by two exceptional scientists and entrepreneurs, Frederik and Eva Paulsen. Since its humble beginnings, Ferring has evolved, operating in over 60 countries and marketing its products in 110 countries, with headquarters in Saint-Prex, Switzerland. The pioneering spirit of Frederik and Eva, driven by bold ideas and an uncompromising focus on research, entrepreneurship and innovation with the wellbeing of patients at heart, has thrived through the decades, and the company has been built on the philosophy that *People come first at Ferring*.

In 2019 Per Falk was appointed Ferring's President, with a big ambition to drive the company to become the world-leading, most trusted company in Reproductive Medicine & Maternal Health.

As a leader, he recognises the need to go beyond the traditional realms of Corporate Social Responsibility and to embrace a holistic approach to Sustainability.

Falk notes: "The Ferring Philosophy places people at the heart of what we do, which means prioritising the needs of the patient communities we serve and the communities in which we operate."

"As we focus on creating a sustainable future in Reproductive Medicine & Maternal Health, we know that in a resource-constrained, environmentally challenged world, it is our duty to minimise our impact on the environment. Our approach rests on the belief that in order to have a healthy tomorrow, we must think beyond the needs of today.



We aim to harness our research and expertise to secure a better future for all."

Ferring shaped its plans in consideration of its economic, social and environmental impact. This Sustainability strategy is defined by three pillars: Purpose, People and Planet.

Building families and helping people live better lives: Sustainability in a COVID-19 world

The COVID-19 pandemic has changed all aspects of life on a global scale. This has had a particular impact on healthcare services, which have experienced an unprecedented level of pressure.

"The current crisis reminds us just how important our purpose-driven work is. As strained healthcare systems are tasked with responding to COVID-19, Ferring is committed to ensuring that patient needs in Reproductive Medicine & Maternal Health are not neglected," Falk explains. "We will continue to work closely with the global health community to advocate for broader access to fertility treatment, and for women to receive quality maternal health care, no matter where they live."

At the core of Ferring's mission is their work to deliver better outcomes at every stage of the reproductive journey, from conception to birth, and the company has been acting to ensure there are sustainable improvements for potential parents wishing to build a family and for pregnant women to safely deliver their child.

Improving fertility treatment access

"Ensuring that potential parents have appropriate access to IVF is crucial. 1 in 6 couples experience fertility issues, and

" 1 in 6 couples experience fertility issues, and infertility is recognised by the WHO as both a disease and global public health issue. "

infertility is recognised by the WHO as both a disease and global public health issue. Despite this, many people trying to conceive are faced with limited access to treatment through health services, insurance programmes and government restrictions," Falk explains.

As part of Ferring's commitment, they have been investing and building relationships with key stakeholders, including patients, healthcare professionals and policy makers, to expand access to IVF treatment.

Falk continues, "During the pandemic, many countries saw their fertility clinics close and people had their IVF treatments paused. Our work to improve access to these treatments is needed now more than ever so people have the opportunity to become parents."

Addressing maternal mortality

Post-partum haemorrhage (PPH), also known as excessive bleeding after¹ childbirth, affects 14 million women each year. Although most deaths are preventable, PPH is the leading direct cause of maternal mortality. It leads to approximately 70,000 deaths each year, 99% of which occur in low- and lower-middle income countries, where women often do not have access to adequate prenatal care, skilled birth attendants or quality treatments. In addition to the tragic loss of women's lives, the impact of these deaths on families and communities are severe and long-lasting.

Falk adds: "We believe that no woman should die while giving birth. Ferring has a long-standing commitment to the UN Global Goal



We will also build on our goals to increase the use of renewable energy and reduce direct and indirect emissions, to help preserve the planet we live on.



on Maternal Health, which aims to reduce maternal mortality.”

“In low- and lower-middle income countries, we are working to make our heat-stable treatment to prevent PPH available at an affordable and sustainable price, and to secure access for the women who need it most.”

Standing against injustice and inequalities

In addition to the COVID-19 pandemic, in 2020 people across the world have also come together to demand change to address racial injustice.

“As a leader in Reproductive Medicine & Maternal Health, we are committed to reducing maternal mortality and to building families of every shape and size. Without racial justice, gender equality and health equality, we will never achieve our goals,” says Per. “This year we are starting a global taskforce which will focus on reducing racial disparities in access to IVF and maternal mortality in our core markets.”

Working for a more sustainable future

Ferring and Falk understand what it means to stay focused on the future and be mindful of the present.

“At times of uncertainty and disruption, businesses must focus on key elements of operational continuity: safety, compliance and cost control. It is vital that we remain true to

our values, which means our commitment to our Sustainability strategy remains the same in delivering progress on Purpose, People and Planet.”

“We will also build on our goals to increase the use of renewable energy and reduce direct and indirect emissions, to help preserve the planet we live on.”

The COVID-19 crisis has helped Falk and his colleagues refocus on the priorities of Ferring to ensure Purpose, People and Planet are nurtured; by working with key partners to drive positive change.

Falk concludes: “This period has provided us with an opportunity to reflect on how connected we are as a global health community, and how vital it is that we work collaboratively to address health challenges and inequalities, particularly in Reproductive Medicine & Maternal Health, where COVID-19 compounded an already difficult situation for women all over the world.”



Per Falk, President
Ferring Pharmaceuticals

Photo: Ferring Pharmaceuticals

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2, Say L, et al. Global causes of maternal death: a WHO systematic analysis. Lancet Global Health. 2014; 2(6):e323-e333. Available at: [https://www.thelancet.com/pdfs/journals/langlo/PIIS2214-109X\(14\)70227-X.pdf](https://www.thelancet.com/pdfs/journals/langlo/PIIS2214-109X(14)70227-X.pdf) Last accessed: May 2020



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September - October 2019

11 September - Zurich

Breakfast workshop: Strategies for marketing activities with an IP and data protection mindset

19 September - Geneva

Meet Jan Knutsson, the new Swedish Ambassador to Switzerland

25 September - Geneva

After work event

27 September - Lugano

Golf Competition by SSCC and Luganosvenskarna

1 October - Zurich

NextGenCH: Leadership, Technology and Workforce of the Future

1 October - Zurich

World trade at a crossroad with Mikael Anzén, Swedish Ambassador to the WTO

17 October - Lugano

Lugano Philanthropy Day, co-organised and sponsored by UBS

30 October - Zurich

Meet our members - networking event hosted by holms

November - December 2019

7 November - Zurich

Everyday Chains - Blockchain beyond digital currencies in collaboration with Blocklogix

19 November - Zurich

Meet Jan Knutsson, the new Swedish Ambassador to Switzerland

21 November - Lugano

Meet Jan Knutsson, in collaboration with LuganoSvenskarna

26 November - Geneva

Partner event: Chambers' Day

27 November - Zurich

NextGenCH: WQ is the new IQ in collaboration with Education First

28 November - Bern

Christmas Drinks Evening in collaboration with Hästens

5 December - Geneva

Annual Glögg and Lucia Celebrations in collaboration with Hästens

January - February 2020

20 January - Zurich

Nordic chambers' event: Behind the scenes of finding happiness, organised by the Danish-Swiss Chamber of Commerce

29 January - Zurich

SSCC Business Forum 2020: The Future of Work

5 February - Zurich

Partner event: Swiss Nordic Bio 2020 Pre-conference Dinner by UBS

27 February - Zurich

Partner event: Financial tips for 2020 from industry professionals by Danske Bank



Meet Jan Knutsson, Zurich | Photo: Eva Zingg

Lugano Philanthropy Day | Photo: SSCC
Christmas Drinks Evening, Bern | Photo: Patrick Schmed / Jungfrau Zeitung

Webinars March - May 2020



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- 27 March:** Leading Wellbeing Through Uncertainty by Hintsa Performance
- 6 April:** Working from Home Successfully - New Digital Processes & Systems by Mercuri Urval
- 7 April:** Market Outlook by SEB
- 15 April:** Scale in Switzerland - Accelerator Programs by Greater Zurich Area
- 16 April:** Live Webcast with Henrik Mittelman by SEB
- 22 April:** Teleconference: Coronavirus Market Impact by Vontobel
- 6 May:** How to successfully run user trainings over multiple countries and languages by Nexell
- 20 May:** VC Funding in Switzerland by Greater Zurich Area
- 17 April:** Nutrition & Immunity in Extraordinary Times by Hintsa Performance
- 22 April:** Teleconference: Coronavirus Market Impact by Vontobel
- 30 April:** Livestream: Future of Fixed Income – the Sovereign Debt Volcano by Vontobel
- 12 May:** Leading in Times of Uncertainty by Hult Ashridge
- 20 May:** Leading Emotions in Tough Times by Hintsa Performance
- 20 May:** VC Funding in Switzerland by Greater Zurich Area
- 27 May:** The Weaponization of Information in collaboration with Combitech and Saab

Photos

- 1. Meet Jan Knutsson, Geneva | Photo: SSCC
- 2. Golf Competition, Lugano | Photo: Golf Club Lugano
- 3. Meet our members, Zurich | Photo: Maja K Photo
- 4. NextGenCH: WQ is the new IQ, Zurich | Photo: SSCC
- 5. Everyday Chains - Blockchain event, Zurich | Photo: Eva Zingg
- 6. Glögg and Lucia Celebrations, Geneva | Photo: Florence Grandier Photography
- 7. Nordic chambers event, Zurich | Photo: SSCC

12 June: Challenges and opportunities in a rapidly changing retail industry with IKEA and H&M

18 June: The Role of Responsibly Produced Oil in a Sustainable Energy Future with Lundin Energy

3 September: Partner event: UBS 23rd Annual Nordic Financial Services Virtual Conference 2020

17 September: Nordic Chambers' event: "Too Small to Fail" with author James R. Breiding

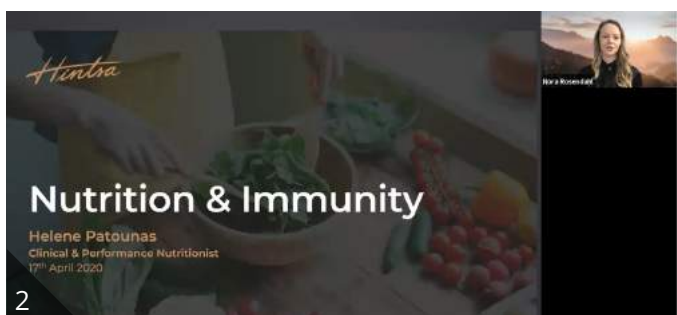
1 October: How to interview successfully virtually by Ulrika Hagle, senior advisor in executive search

17 September - Zurich

Networking event: Meet the New Chairman of the SSCC, Beatrice Engström-Bondy

23 September - Geneva

Business breakfast with Annika Falkengren, Lombard Odier



Photos

1. Challenges and opportunities in a rapidly changing retail industry with IKEA and H&M - Webinar
2. Nutrition & Immunity in Extraordinary Times by Hintsa Performance - Webinar
3. Scale in Switzerland - Accelerator Programs by Greater Zurich Area - Webinar
4. Networking event: Meet the New Chairman of the SSCC, Beatrice Engström-Bondy, Zurich | Photo: SSCC
5. Business breakfast with Annika Falkengren, Lombard Odier, Geneva | Photo: SSCC



(l-r) Christopher McCormick, Christophe Catoir and Susanne Ackum



Eva Fiorenzoni, Managing Director SSCC

THE FUTURE OF WORK

SSCC Business Forum: The Future of Work – opportunities and challenges due to digitalisation and how technologies are shaping how we work.

Photos: Markus Senn – Passion for Pictures

On 29 January 2020, we had the pleasure of inviting our members and community to the 8th SSCC Business Forum. This year's topic was the Future of Work.

We had the great honour of welcoming Susanne Ackume, Chair of the Future Work Forum in Sweden who introduced the topic as well as moderated the highly engaging panel discussions at the end.

This year we welcomed Christophe Catoir, Regional Head of France and

Northern Europe at The Adecco Group as our first keynote speaker. Christophe discussed changes which are now well underway and how these forces will change the world of work.

We also had the pleasure of listening to Christopher McCormick, Executive Vice President for Academic Affairs at EF, Education First. Christopher spoke about directions in developing global leadership.

How intercultural competence and emotional intelligent are becoming increasingly important in the development of global leadership. "Developing soft skills to build better relationships in diverse contexts", says Christopher.

The fourth speaker, Simona Scarpaleggia, Head of the global initiative "The Future of our Work" at IKEA spoke about future of work and the emerging opportunities that lies ahead.

The final speaker of the event was Bazmi Husain, Chief Technology Officer at ABB. He presented the challenges and opportunities due to digitalization. How to minimize potential risks which may arise due to new disruptive technology.



Speakers: (l-r) Christopher McCormick (EF), Bazmi Husain (ABB), Susanne Ackum, Simona Scarpaleggia (IKEA), Christophe Catoir (Adecco Group)



(l-r) Catharina von Proschek (ABB) and Jenny Björkman (ABB)



There has always been job creation in the aftermath of great structural changes. But it takes time to reach a new equilibrium – about 30 - 40 years.
- Susanne Ackum



Jessica Kaffren (HSBC)

(l-r) Jessica Anderen (IKEA) and Minna Carlberg (H&M)



(l-r) Beatrice Engström-Bondy (Investor AB) and Ulrika Hagle



(l-r) Göran Håkansson (Vontobel), Katarina Lif Burren (adills AG), Mattias Holgersson (SEB)

FACTS AND FIGURES



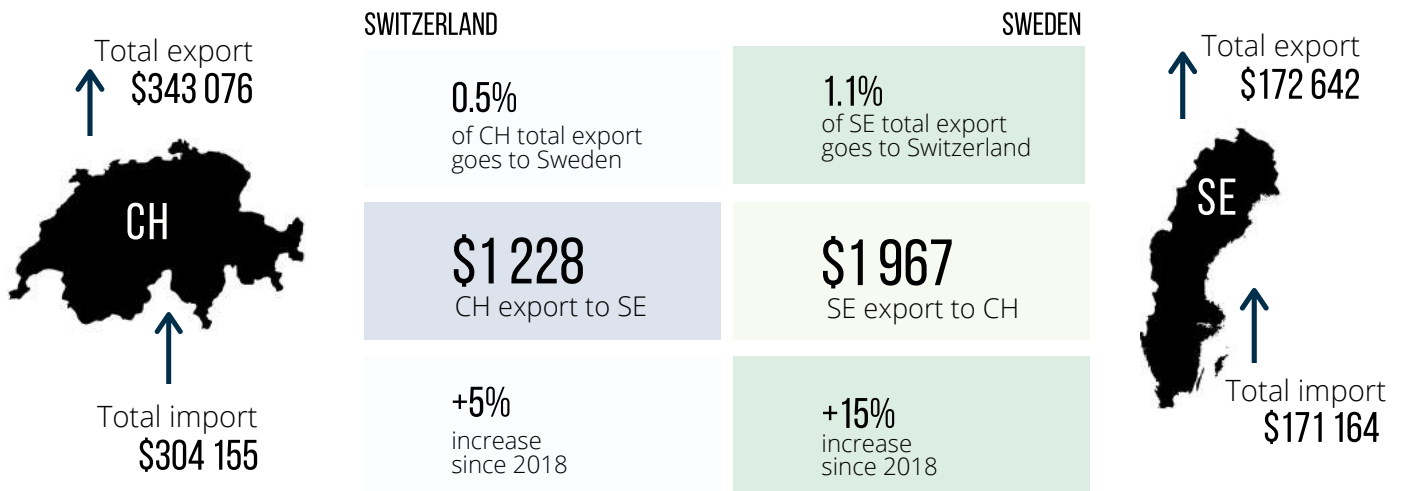
SWEDISH CITIZENS IN SWITZERLAND

CANTON	PERMANENT SWEDISH CITIZENS IN SWITZERLAND			NON-PERMANENT SWEDISH CITIZENS IN SWITZERLAND		
	TOTAL	WOMEN	MEN	TOTAL	WOMEN	MEN
ZH <i>Zürich</i>	2339	1087	1252	100	43	57
BE <i>Bern</i>	382	183	199	25	10	15
LU <i>Luzern</i>	290	153	137	20	11	9
UR <i>Uri</i>	11	4	7	0	0	0
SZ <i>Schwyz</i>	253	105	148	1	1	0
OW <i>Obwalden</i>	93	33	60	24	10	14
NW <i>Nidwalden</i>	28	11	17	0	0	0
GL <i>Glarus</i>	3	1	2	0	0	0
ZG <i>Zug</i>	427	194	233	17	9	8
FR <i>Fribourg</i>	116	60	56	4	3	1
SO <i>Solothurn</i>	77	29	48	3	1	2
BS <i>Basel-Stadt</i>	306	147	159	7	2	5
BL <i>Basel-Landschaft</i>	254	128	126	9	3	6
SH <i>Schaffhausen</i>	58	28	30	1	1	0
AR <i>Appenzell Ausserrhoden</i>	13	3	10	0	0	0
AR <i>Appenzell Innerrhoden</i>	1	0	1	0	0	0
SG <i>St. Gallen</i>	161	76	85	7	1	6
GR <i>Graubünden</i>	75	36	39	28	12	16
AG <i>Aargau</i>	421	175	246	19	5	14
TG <i>Thurgau</i>	101	52	49	2	0	2
TI <i>Ticino</i>	189	93	96	9	5	4
VD <i>Vaud</i>	1132	609	523	45	27	18
VS <i>Valais</i>	282	133	149	81	41	40
NE <i>Neuchâtel</i>	86	51	35	2	1	1
GE <i>Geneva</i>	891	472	419	12	8	4
JU <i>Jura</i>	12	9	3	0	0	0
Switzerland Total	8001	3872	4129	416	194	222

TRADE BETWEEN SWEDEN AND SWITZERLAND AT A GLANCE (2019)

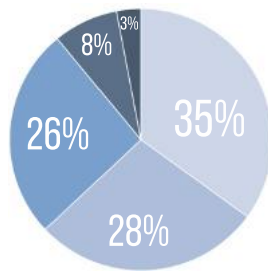
All numbers are in million US dollars

Sources : Federal Customs Administration Switzerland
SCB Sweden



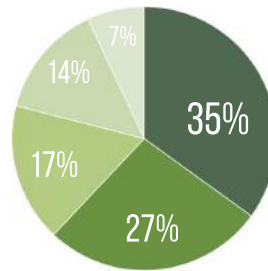
EXPORT FROM SWITZERLAND TO SWEDEN

- Consumer goods**
 - watches and jewelry - food products
 - textiles
- Machines and Electrics**
 - machinery - mechanical appliances
 - electrical machinery and equipment
- Chemicals and pharmaceutical**
 - medication - beauty products
 - blood products and vaccines
- Transportation and Vehicles**
 - rail transports - vehicle parts
 - helicopters - spacecraft
- Other**



EXPORT FROM SWEDEN TO SWITZERLAND

- Stone and Glass**
 - cement - asbestos - precious metals
 - ceramic products - glassware
- Consumer goods**
 - furniture - textiles
 - food product and tobacco
- Machines and Electrics**
 - machinery - mechanical appliances
 - electrical machinery and equipment
- Transportation and Vehicles**
 - cars - trucks - vehicles parts
- Other**

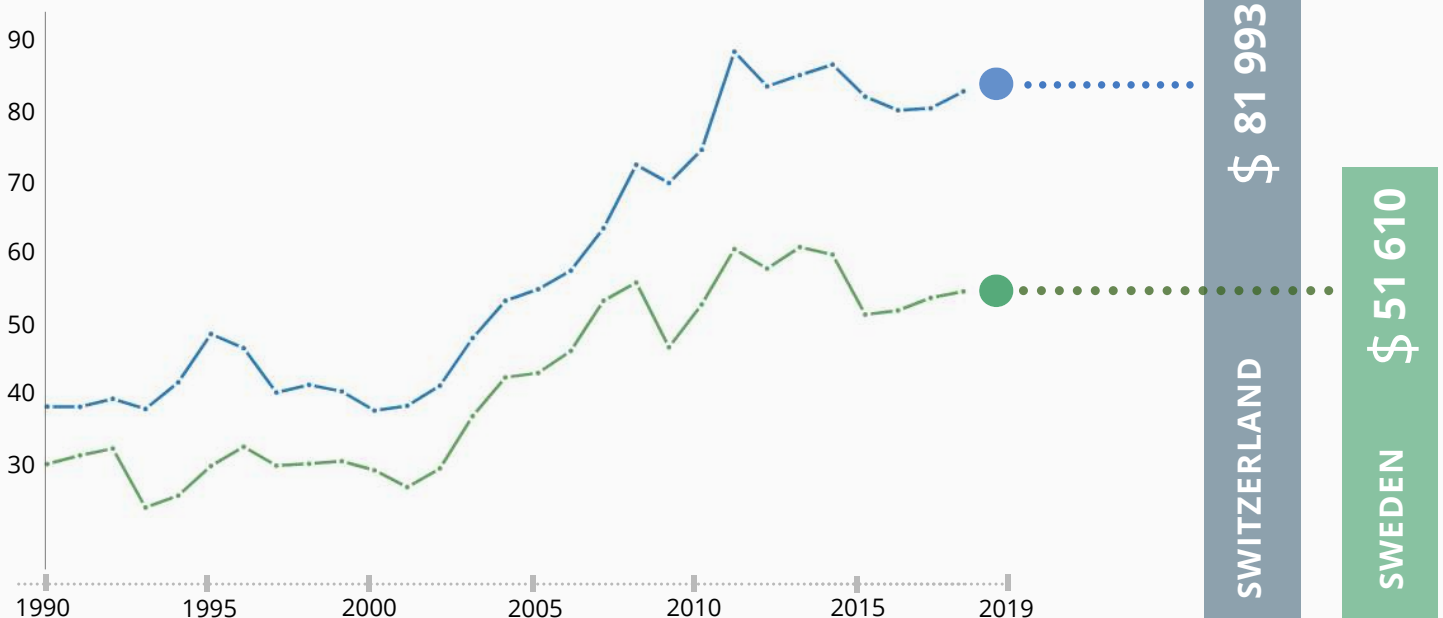


Source : World Integrated Trade Solution (WITZ)

DEVELOPMENT OF THE SWEDISH AND SWISS GDP PER CAPITA (2019)

- Switzerland GDP per capita (current US\$)
- Sweden GDP per capita (current US\$)

Source : worldbank.org



Company Name

1. Nestlé SA	\$315,016.46
2. Roche Holding AG	\$301,093.80
3. Novartis AG	\$208,166.80
4. Atlas Copco AB	\$46,220.77
5. ABB Ltd	\$42,866.90
6. UBS Group AG	\$41,713.12
7. Investor AB	\$39,377.37
8. Lonza Group AG	\$36,408.83
9. Cie Financière Richemont SA	\$33,690.52
10. Givaudan SA	\$32,281.33
11. Volvo AB	\$30,405.63
12. Alcon Inc	\$30,317.89
13. Telefonaktiebolaget LM Ericsson	\$29,773.13
14. Swisscom AG	\$27,787.03
15. LafargeHolcim Ltd	\$26,294.23

Market cap on
28 May 2020
(M USD)

Sector

Food Products	
Pharmaceuticals	
Pharmaceuticals	
Machinery	
Electrical Equipment	
Capital Markets	
Diversified Financial Services	
Life Sciences Tools & Services	
Textiles, Apparel & Luxury Goods	
Chemicals	
Machinery	
Health Care Equipment & Supplies	
Communications Equipment	
Diversified Telecommunication	
Construction Materials	








Country

Company Name

1. Nestlé SA	\$93,461
2. Zurich Insurance Group AG	\$72,086
3. Roche Holding AG	\$61,860
4. Novartis AG	\$49,930
5. Swiss Re AG	\$48,927
6. Volvo AB	\$43,461
7. UBS Group AG	\$39,404
8. Credit Suisse Group AG	\$35,791
9. ABB Ltd	\$27,347
10. LafargeHolcim Ltd	\$26,893

Revenue
28 May 2020
(M USD)

Sector

Food Products	
Insurance	
Pharmaceuticals	
Pharmaceuticals	
Insurance	
Machinery	
Capital Markets	
Capital Markets	
Electrical Equipment	
Construction Materials	

Country

The lists were created for SSCC by Skandinaviska Enskilda Banken S.A. using data from Bloomberg and shows the 15 largest Swedish and Swiss corporations based on market capitalized value. The list is based on the OMX30 and UBS 100 indices. The market value, in M USD, is the share price on 28 May 2020 multiplied by the number of shares issued. Only listed companies are included.

FOREIGN AND SWISS COMPANIES IN SWEDEN

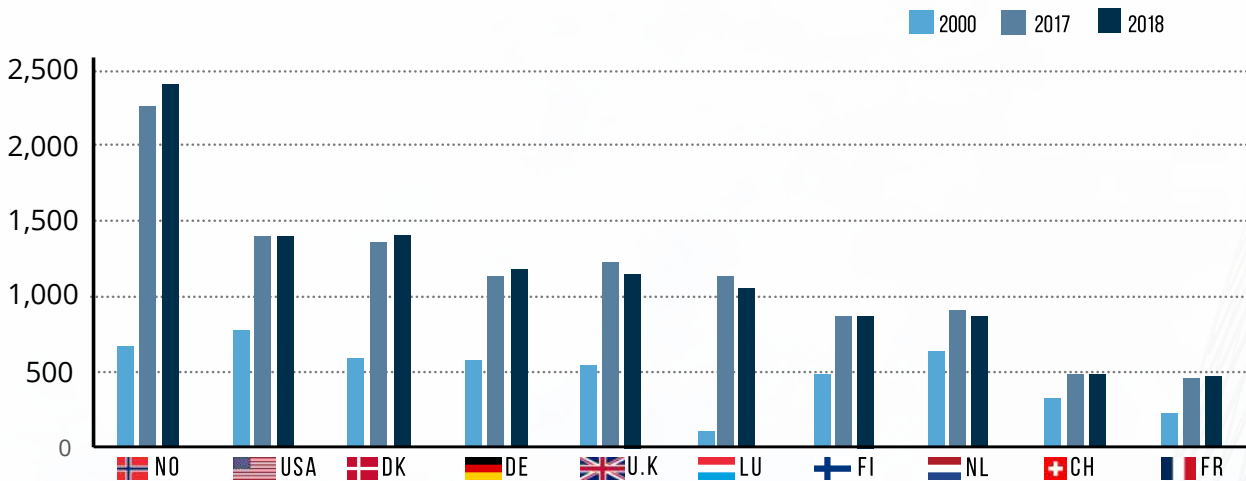
Increase in foreign ownership

According to the World Bank's Doing Business report, Sweden is the 10th country in terms of ease of doing business in the world¹. This is evident in the steady increase of foreign controlled enterprises in Sweden.

Foreign control of companies grew in Sweden with 207 enterprises in 2018. After the increase there were 14,595 foreign controlled enterprises in Sweden. The number of employees in the foreign controlled enterprises increased with 7,973 persons, this meant that there were 680,393 employees in foreign-owned companies in Sweden in 2018.

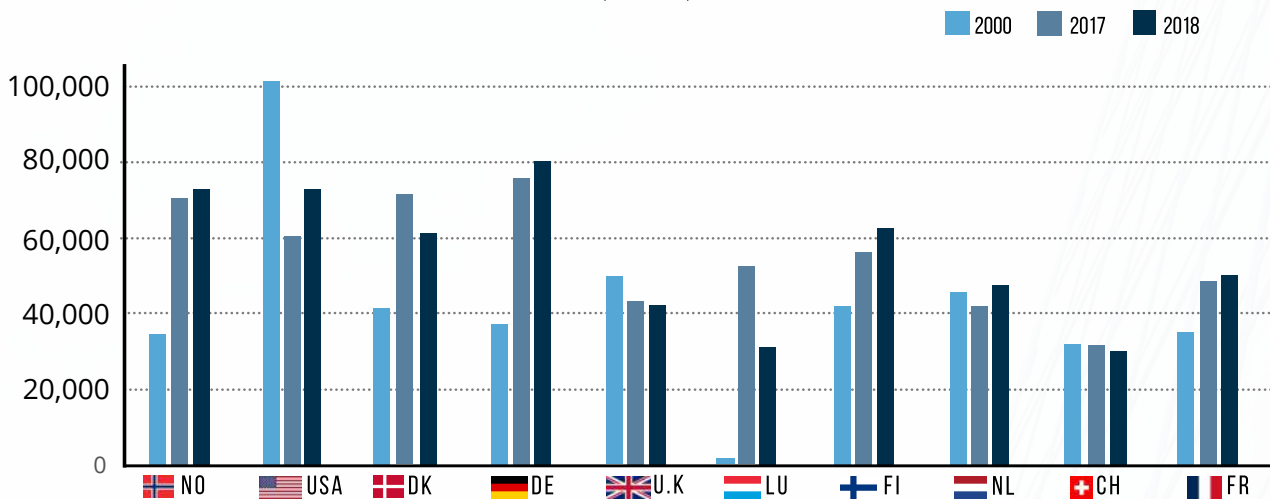


FOREIGN-CONTROLLED COMPANIES IN SWEDEN, 2000, 2017 AND 2018 NUMBER OF COMPANIES



Source: Tillväxtanalys

FOREIGN-CONTROLLED COMPANIES IN SWEDEN, 2000, 2017 AND 2018 NUMBER OF EMPLOYEES



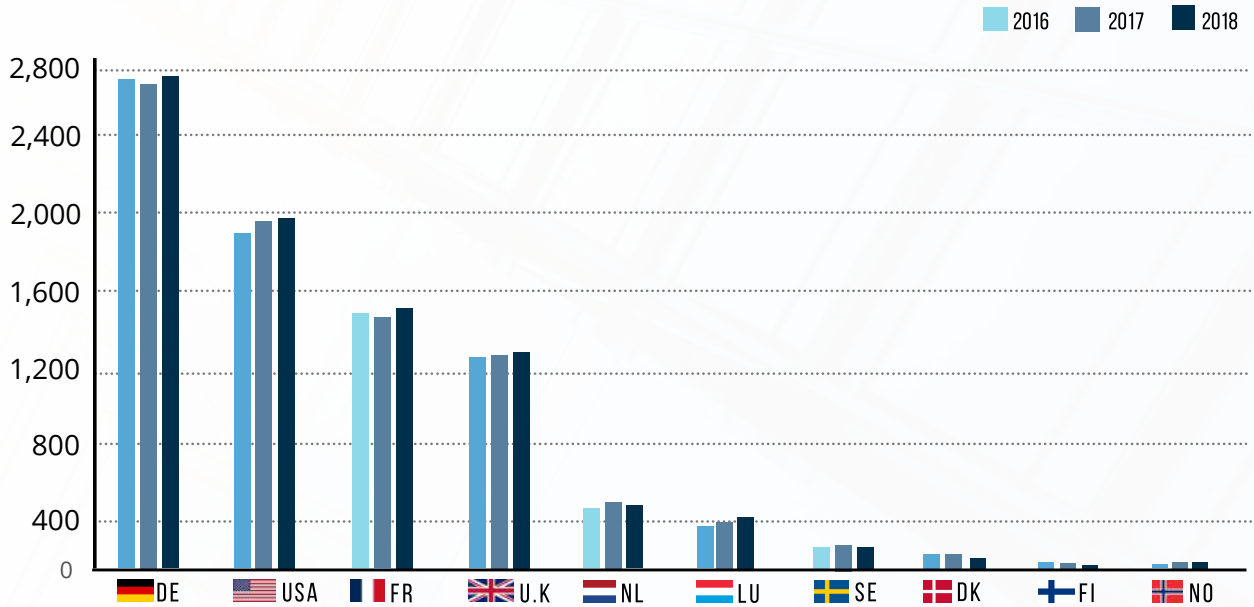
Source: Tillväxtanalys

Reference

1. World Bank. 2020. *Doing Business 2020*. Washington, DC: World Bank. DOI:10.1596/978-1-4648-1440-2. License: Creative Commons Attribution CC BY 3.0 IGO

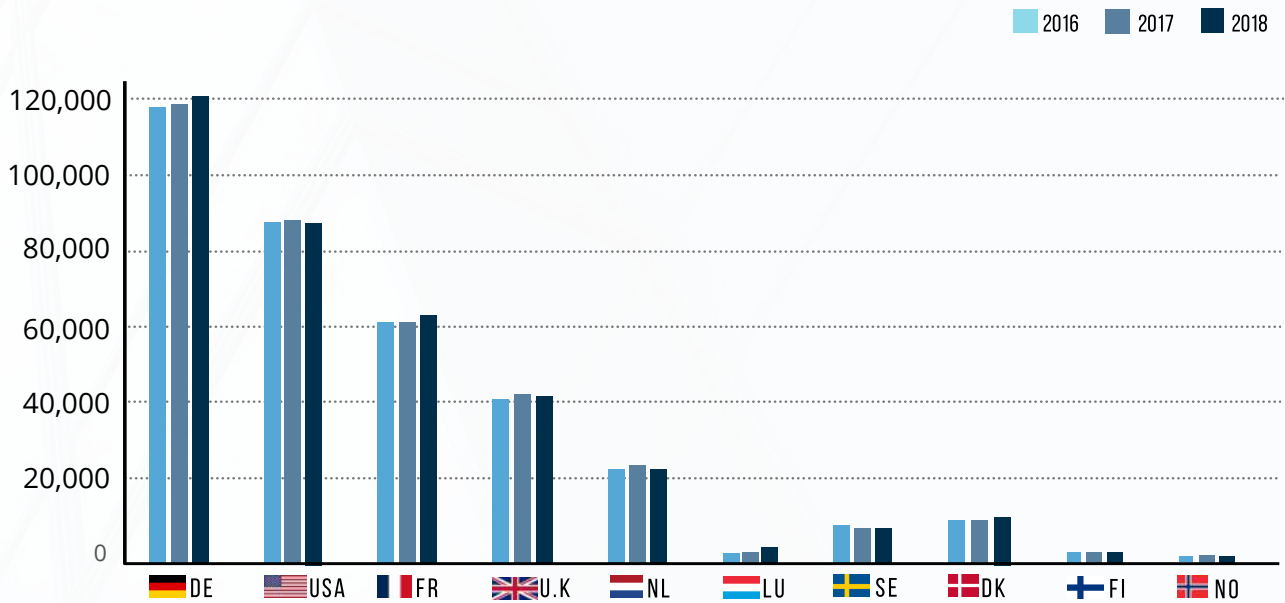


FOREIGN-CONTROLLED COMPANIES IN SWITZERLAND, 2018, 2017 AND 2016 NUMBER OF COMPANIES



Source: Bundesamt für Statistik

FOREIGN-CONTROLLED COMPANIES IN SWITZERLAND, 2018, 2017 AND 2016 NUMBER OF EMPLOYEES



Source: Bundesamt für Statistik

V O L V O

The new Volvo XC40 Recharge Pure Electric.

Our first fully electric SUV.

The Volvo XC40 Recharge Pure Electric is entirely emission-free, almost soundless and has a range of 400 km*. It's also the only electric compact SUV with four-wheel drive and a towing capacity of 1,500 kg. Thanks to the newly developed infotainment system with Android Automotive OS and integrated Google Maps, Google Assistant and Google Play Store, you are fully connected to your digital life even without your smartphone.

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volvocars.ch/xc40recharge-shop



*Range differences are possible between WLTP and EPA driving cycles and real conditions. Figures according to preliminary target. Final vehicle certification pending. Example: Volvo XC40 Recharge Pure Electric P8 AWD. Total power consumption: 22 kWh/100 km, CO₂ emissions: 0 g/km. Energy efficiency category: A. Pictured model may include additional-cost options.

