Questionnaire on the Sustainable Development of Chinese Companies Overseas

Instruction:

1. Objective of the survey: to understand the status of the overseas sustainable development of Chinese enterprises.
2. Information to be filled out in the questionnaire.
3. Definition of relative concepts
   (1) Geographic scope of “Going global”: Foreign countries and China’s Hong Kong, Macao and Taiwan.
   (2) Forms of enterprises “going global”: foreign direct investment, setting up overseas branches, investing in factories, setting up R&D centers, establishing science and technology parks, technology investment, cross-border M&A, overseas contracted projects, overseas labor cooperation (pure product export excluded).
   (3) Corporate Sustainable Development: When pursuing self-survival and continuous development, an enterprise should consider both the realization of business goals and enhance its market position. To ensure its prosperity in a rather long time, an enterprise is supposed to keep profitable growth and capacity building in the field where it has already been leading and in future business expansion. An enterprise need to focus on the sustainability of economic, corporate governance, environmental and social issues if it wants to achieve its own sustainable development.
4. Requirements
   (1) The questionnaire should be filled out by responsible person for overseas business.
   (2) To ensure the validity and integrity of the results, please answer all questions faithfully. If you do not have some of the indexes, please fill in “N/A”.
5. Privacy statement: All your answers will be kept confidential and used only for this research.

Information and contact details of the filling person
Name of the enterprise:________________________________________
Name of the filling person: _________________________________
Department: _______________ Position: ________________________
Phone: ______________________ Fax: __________________________
Email: ____________________________
Enterprise webpage: __________________________
Date of filling: __________________________

Please answer the following questions based on the practical situation of the industry/enterprise and your own experience:

Instruction: Please write on “_____________________” and check on “□”.


Part I: Basic Information

(1) Type of the company (parent company)
   □ State-Owned  □ Private-Owned

(2) Scale of overseas investment
   □ Below 1,000,000 USD  □ 1,000,000-5,000,000 USD
   □ 5,000,000-10,000,000 USD  □ 10,000,000-50,000,000 USD
   □ 50,000,000-100,000,000 USD  □ Over 100,000,000 USD

(3) The industry it belongs to: (Main business))
   □ Manufacturing
   □ Agriculture, Forestry, Fishery, Animal Husbandry
   □ Mining  □ Real Estate  □ Lease, Business  □ Information Service  □ Wholesale-retail
   □ Accommodation, Tourism, Catering
   □ Sports and Entertainment
   □ Production and Supply of electricity, heat, gas and water
   □ Construction  □ Financial Service
   □ Water, environmental, public facilities management
   □ Residential Service, Repairing Service
   □ Traffic, Transportation, Storage, Postal Service
   □ Scientific Research, Technical Service  □ New and Renewable Energy
   □ Others____________

(4) The areas that overseas branches belong to (you may choose more than one option)
   □ Europe  □ North America  □ South America
   □ Oceania  □ Asia  □ Africa, please specify____________

(5) The importance of company’s business in above areas/countries
   □ High □ Average □ Low

(6) Forms of cooperation and overseas investments (you may choose more than one option)
   □ Greenfield Investment  □ Overseas Merging and Acquisition
(7) For how long has the company have business overseas:
□ Over 10 years  □ 5-10 years  □ 3-5 years  □ Less than 3 years

(8) The total number of overseas employee is _________________, among which the number of female employee is _________________;
The age of overseas employee range from _________________ to _________________;
The number of local employee in the senior management team (department manager and above) is _________________.

Part II: Corporate Governance

1. Risk Management Mechanism:
(1) What are some of the jobs you’ve done to establish the frame for overseas risk management system? (You can choose more than one option)
□ Build up organizational system for risk management
□ Establish standard risk assessment system
□ Establish risk warning system
□ Establish controlling mechanism for emergent risks
□ Cultivate corporate culture of risk management
□ Others, please specify ________________________________

(2) What are the major actions you take for risk precaution in the past three years? (You can choose more than one answers)
□ Enact relevant articles of incorporation for risk precaution
□ Establish special organization for risk precaution and appoint relative personnel
□ Set up special fund for risk precaution
□ Enact contingency plan and have regular practices
□ Establish risk warning and tracking system
□ Keep regular communications with stakeholders
Hire professional third party institutions to evaluate the risks and social impact of projects

Give training to employees on local culture, language safety etc. before sending them overseas

Others

(3) What are the risks your company is facing in its overseas operation? (You can choose more than one option)

<table>
<thead>
<tr>
<th>Main risks the company is facing in its overseas operation</th>
<th>1</th>
<th>2</th>
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<tr>
<td>Corruption</td>
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<td>Political Situation</td>
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<td>Labor Issues</td>
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<td>Community Issues</td>
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<td>Environmental Issues</td>
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<td>Employee Safety</td>
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<td>Local prices and inflation</td>
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<tr>
<td>Diseases</td>
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<td>Others</td>
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2. **CSR Management Mechanism**

(1) How do you perceive the relationship between corporate development and social responsibility? (You can choose more than one option)

Corporate development is to pursue the maximum profit and it has little to do with social responsibility
☐ For sake of its own development, enterprises can ignore social responsibility when necessary

☐ Enterprises must fulfill social responsibility in pursuit of its own development

☐ Fulfilling social responsibility can enhance the company’s development and competitiveness

(2) What are the fundamental driving forces for your overseas branches to perform social responsibility? (You can choose more than one option)

☐ Requirements of the headquarter

☐ Local culture and management philosophy

☐ Requirements of local government

☐ Requirements of local community

☐ Pressure from the demand of employees, consumers, media, the public and other stakeholders

☐ Contract with or requirements of business partners

☐ Others, please specify: ________________________________

(3) Have you built CSR management mechanism specifically for overseas businesses?

☐ Yes and it works well.

☐ Yes but it doesn’t work very well and needs improvement.

☐ No but we plan to build one.

☐ No and we don’t have any plan about that.

(4) Do you release overseas CSR report?

☐ Yes we release a separate overseas CSR report annually.

☐ Yes we release a separate overseas CSR report regularly.

☐ CSR performance of overseas operation is included in the company’s annual CSR report.

☐ We haven’t released information on overseas CSR performance in any form.

(5) Has your company been awarded any prize or honor in CSR?

☐ Yes. Please specify: ________________________________
(6) How good is your overseas branches’ CSR performance in host countries?

- Excellent and it can play a promoting role in fulfilling social responsibility.
- Good and there are some good practices in CSR performance.
- Fair and there’s no typical positive or negative case.
- Poor and there have been some negative cases.

(7) What are some restraints for your overseas branches to fulfill social responsibility? (You can choose more than one option)

<table>
<thead>
<tr>
<th>Restraints impeding the performance of CSR</th>
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<th>2</th>
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<tr>
<td>Senior executives lack CSR awareness and comprehensive understanding of CSR</td>
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<td>Companies have operational difficulties and could not afford CSR deeds</td>
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<td>Companies lack of support from professional organizations and personnel thus lack of theoretical and practical support</td>
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<td>There’s no uniform requirement or regulation from the headquarter</td>
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<td>There’s little pressure from local stakeholders in the host country</td>
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<td>The company hasn’t established rewards and punishments system on environment and society for the heads of overseas business</td>
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<td>Others</td>
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</table>

3. Stakeholders Engagement

(1) How do you evaluate the importance of stakeholders in the host country?

<table>
<thead>
<tr>
<th>Importance of stakeholders in your opinion</th>
<th>1</th>
<th>2</th>
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</thead>
</table>
4. **Internationalized Management**

(1) What is your knowledge on concepts relating to sustainable development?

<table>
<thead>
<tr>
<th>Concepts</th>
<th>1</th>
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<tbody>
<tr>
<td>Corporate Citizenship</td>
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<tr>
<td>Stakeholder Theory</td>
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<td>Triple Bottom Line (Economic, Environmental and Social)</td>
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<td>UN Millennium Development Goals and Global Sustainable Development Goals</td>
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<td>The United Nations Global Compact</td>
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<td>International Labor Conventions</td>
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<tr>
<td>SA8000</td>
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<td>ISO26000</td>
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<tr>
<td>OECD Principles of Corporate Governance Structure</td>
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<tr>
<td>Codes of Conduct of Multinational Companies</td>
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<td>Global Report Initiative (GRI)</td>
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<tr>
<td>The United Nations Convention on Biological Diversity</td>
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<tr>
<td>Sustainable Development Framework of International Council on Mining and Metals (ICMM)</td>
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<tr>
<td>Environment, Health and Safety (EHS) Guidelines of World Bank Group</td>
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<tr>
<td>OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (2nd edition)</td>
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</table>

(2) Do you comply with any international standards or guidance on sustainable development/CSR?

- [ ] If yes, please list the standards or guidance (eg. ISO, GRI).
- [ ] No because the local government doesn’t have such request.
- [ ] No because there’s no such plan in the company’s strategy.

(3) Are there any externally developed economic, environmental and social charters, principles or other initiatives to which your company subscribes or which it endorses?

- [ ] If yes, please list them (eg. UNGC, WBCSD, Equator Principles).
- [ ] No because the local government doesn’t have such request.
- [ ] No because there’s no such plan in the company’s strategy.
(4) In terms of the company management systems mentioned above, which systems are established especially for the overseas operation? (You may choose more than one option)

- Risk management system
- Corporate Social Responsibility management system
- Communication mechanism for stakeholders
- Internationalization management

Part III: Economy

1. **“Going abroad” Strategy:**

   (1) The degree to which your company has worked with financial institutions

   A. The degree to which your company has worked with domestic financial institutions
      - Close
      - Average
      - There is no such cooperation.

   B. The degree to which your company has worked with foreign financial institutions
      - Close
      - Average
      - There is no such cooperation.

(2) How do you deal with the development strategies, policies and regulations in host countries?

- We include them into corporate development strategy and link them closely with our operation
- We attach some importance to them and use them as references
- We occasionally consider them according to our operation
- Those have little to do with the corporate development and we seldom pay attention to them

(3) What are the main technical transfer methods during the enterprises’ external investment cooperation? (you may choose more than one option)

- Transfer the techniques through technology investment and subsidiaries establishment
- Exchange the techniques with developed countries
- Transfer the successful technologies to developing countries
- Transfer whole sets of equipment for technology or capital intensive industries
- Others, please specify:
(4) How is your overseas branches’ innovation and R&D ability in the host countries?
   □Leading    □Good    □Average    □Below average

2. **Compliance:**
   (1) Have your overseas branches established system in the following aspects?
   □Honest operation   □Anti-corruption   □Anti-commercial bribery
   □Anti-unfair competition   □Others:_________________________

(2) Has your company been investigated in the host countries due to breach of local laws and regulations on investment, taxation, employment, environmental protection or intellectual property?
   □No   □Yes it happened once   □Yes it happened more than once

(3) Has your company been investigated due to commercial bribery or other corruption?
   □No   □Yes it happened once   □Yes it happened more than once

3. **Localization**
   (1) What are the purchasing channels for your company’s overseas business?
   □Purchase internally from China
   □Purchase externally from China
   □Purchase from host countries
   □Purchase from a third country
   □Others (Please specify): __________

(2) If possible, do you prefer to purchase products and services from where the project takes place in order to be more localized?
   □If yes, please specify on the percentage of local purchase. ______
   □No

(3) In the process of purchase localization, have you enacted regulations or methodologies to assess the sustainability or CSR performance of suppliers from the host countries?
   □Yes we have and they’ve been implemented.
   □Yes we have but they haven’t been implemented.
No we haven’t but are planning on that.

No we haven’t and there’s no plan about that in the near future.

(4) To what degree has your company assisted suppliers and subcontractors in improving their technology and management?
- Good
- Fair
- Not at all

(5) What are the difficulties your company has encountered when building overseas marketing network? (You can choose more than one option)
- Lack of comprehensive understanding of overseas target market where the risk is high
- Lack of experience on multinational management
- Construction of overseas marketing network is too costly
- Culture and language gap
- Lack of experience in quality management of overseas product
- Enterprises suffer funds shortage and have poor financing channels
- Others (Please specify) ___________________

4. Fair Competition
(1) In the past three years, who are your company’s primary competitors in overseas operation in host countries?
- Chinese enterprises
- Local companies
- Multinational corporations based in other countries

5. Income from Operation
(1) How profitable are your overseas investment cooperation projects?
- Very profitable
- Profitable
- Even
- Temporarily in loss
For contracting enterprises only:

(1) Owner’s Return:
When carrying out contracting projects according to the design and standard of the owner, will you recommend a higher standard if the one of the owners is lower than that of China or your own?
☐Yes  ☐No

Part IV: Environmental

1. Compliance:
(1) What is your knowledge about the environmental laws and regulations in relation to your own industry in the host county?
☐Very familiar  ☐Familiar  ☐Less familiar  ☐Not familiar
(2) What is your knowledge about the environmental laws, regulations and guidance in relation to the overseas investments and cooperation which are enacted by the Chinese government?
☐Very familiar  ☐Familiar  ☐Less familiar  ☐Not familiar
(3) In the past three years, how many times does your company have disputes caused by the environmental problems during the production process in the host country?
☐None  ☐Once  ☐More than twice
(4) In the past three years, how many times has your company been investigated or reported regarding the environmental pollution by the local NGO or media in the host country?
☐None  ☐Once  ☐More than twice

2. Environmental Management System:
(1) Has the third party environmental impact assessment been implemented prior to the overseas investment project? What’s the result?
☐Yes, no suggestions for improvement have been provided
☐Yes, suggestions provided and are being progressively implemented
☐Yes, suggestions provided and have been implemented thoroughly
☐No
(2) The description about the environmental management in the host country:

<table>
<thead>
<tr>
<th>The description about the environmental management in the host country</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>The options have been set into 5 scales with 1 referring to “the least consistent” and 5 referring to “the most consistent”</td>
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<td>The strategic goal of the environmental management has been formulated in detail in the management plan in the host country</td>
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<tr>
<td>The standard of environmental management system has been set and the third party verification has been passed (ISO14001)</td>
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<td>The environmental management report would be published regularly by the company</td>
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<td>The internal environmental management report would be disclosed regularly by the company</td>
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<tr>
<td>The environmental risks occurred during the production process would be evaluated regularly by the company</td>
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<td>A complete environmental risk emergency plan has been made</td>
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<td>The company regularly engages the third party to implement the environmental management assessment and has gained remarkable effects.</td>
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<td>The environmental goal has been included in the annual remuneration index of senior managers</td>
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<td>The environmental strategic goal has been promoted by a particular department</td>
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</table>
The life cycle assessment of the environment has been included in the products by the company.

Environmental-friendly products have been invested by the company to minimize environmental impacts.

The pollution-control equipment has been bought and installed to reduce emissions.

The high energy-consume equipment has been updated to reduce energy consumption.

3. **Energy Consumption: (for the manufacturing enterprises only)**
   (1) Have your company enact and implement relevant measures of energy efficiency management and energy conservation for the overseas operation?
   - Yes, the production cost has been saved
   - Yes, but temporarily haven’t seen the effect of cost-efficiency
   - No

4. **Exhaust, sewage dispose and waste management: (for the manufacturing enterprises only)**
   (1) Has your company enacted and implemented any relevant measures of waste and poisoned waste disposal in the overseas operation?
   - Yes, no relevant environmental accidents happened in the past three years
   - Yes, but relevant environmental accidents happened in the past three years
   - No

5. **Biodiversity:**
   (1) To what extent that the local biodiversity protection has been affected by your company’s overseas operation?
   - Serious
   - A little
   - None

   (2) The implemented measures of biodiversity protection in the company’s overseas operation:
   - participate in the local environmental ecological system
   - support the species’ ex situ conservation
assist to build biological gene pool
promote to construct the legal system for biodiversity
others, please specify

Part V: Social

1. Compliance:
(1) Has your company invited the third party to implement the social influence assessment before launching the project?
☐ Yes, no suggestion for improvement have been provided
☐ Yes, suggestions provided and are being progressively implemented
☐ Yes, suggestions have been provided and implemented thoroughly
☐ No

2. Industrial Relation
(1) The major labor problems that your company has encountered overseas:

<table>
<thead>
<tr>
<th>The major labor problems that your company has encountered overseas</th>
<th>Evident</th>
<th>Average</th>
<th>Less Evident</th>
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<tbody>
<tr>
<td>Disputes on labor relations contract</td>
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<td>Guarantee on Labor rights problem</td>
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<td>Lack of experience on working with Labor Union</td>
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<tr>
<td>Occupational health and safety</td>
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<tr>
<td>Training and education</td>
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<tr>
<td>Disagreement on payment and welfare</td>
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</table>
Disputes on work injury compensation

Strikes

Cultural gap

Learn and respect local customs

(2) In terms of the harmonious labor relations, the company’s opinion:

<table>
<thead>
<tr>
<th>Opinions on building the harmonious labor relation</th>
<th>1</th>
<th>2</th>
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<tr>
<td>Obey local laws and regulations on labor employment</td>
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<td>Enhance the integration of Chinese and local employees</td>
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<td>Increase the portion of local employees in the management team</td>
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<td>Get familiar with the function of local labor organizations and build well-functioned communication mechanism</td>
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<td>Provide more promotion opportunities for local employees</td>
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<td>Learn and respect local culture and customs</td>
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<tr>
<td>Learn from the management experience of other multinational corporations</td>
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<tr>
<td>Provide more training for local employees</td>
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(3) Have your overseas branches established equal employment system for Chinese and foreign
employees? (You can choose more than one option)

- Have established equal employment system for the recruiting process
- Have established equal employment system for training and promotion
- Have established equal employment system for remuneration and welfare
- Recruiting the special group (the disabled)

(4) Have your overseas branches established management system for employees’ occupational health and safety?

- Have established extremely sound management system for occupational health and put an end to occupational disease
- Have established basically sound management system for occupational health and could control occupational diseases
- Is establishing the management system for occupation health
- Haven’t established the management system for occupational health

(5) Have your overseas branches established the management system for safety production?

- Have established extremely sound management system for safety production and put an end to security incidents
- Have established basically sound management system for safety production and ensure the security incidents index reach the standard
- Is establishing the management system for safety production
- Haven’t established the management system for safety production

(6) What kinds of measures have been taken by your overseas branches to guarantee employees’ salary and welfare? (You can choose more than one option)

- complete management system for remuneration
- sound incentive system
- never delay the wage payment
- pay overtime according to law
- offer paid leave
- Others, please specify:

3. Local Community Engagement

(1) What are the main reasons for the community problems your company has come across
(1) Influences caused by business operation on native populations
(2) Not familiar with local culture and customs
(3) Lack of communication and interaction with local community residents
(4) Disputes on rights and interests caused by land expropriation and other problems
(5) Misunderstanding and conflicts between Chinese employees and local residents because of culture difference
(6) Local residents’ misunderstanding towards Chinese enterprises because of political factors
(7) Media’s negative reports
(8) Others (Please specify): _____________________

(2) What are the experiences you get on building harmonious community relations? (choose the top three)
(1) Learn more about local community problems and potential risks when making investment decisions
(2) Enhance communication with local community stakeholders (government, NGOs, residents and so on)
(3) Strengthen interaction with community residents and actively integrate into the local society
(4) Invest more on the public good of local community to build good image and reputation for enterprise
(5) Increase the portion of employees from local community
(6) Increase the transparency of corporate activities and foster good corporate brand and culture through media
(7) Gain more effective results on the sustainable development through cooperating with the stakeholders (including other enterprises)
(8) Others (please specify): _____________________

4. Social Welfare Contributions
(1) In what forms has your company contributed to the development of local society in the host
countries? (Please choose three most relevant options)

- Help to build hospitals, schools and government buildings
- Participate in local infrastructure construction
- Launch philanthropic projects especially for local vulnerable groups
- Culture exchange
- Sponsor local students to study in China
- Support local government officials to learn in China on development experience
- Develop occupational skills trainings specific to local residents
- Launch community anti-poverty projects together with local NGOs or UN institutions
- Post-disaster emergent rescue
- Launch ecology and environment protection projects in local area
- Others (Please specify): _____________________

(2) Have your overseas branches established the donation management system for the host country?

- Have established perfect donation management system
- Have established but still need to be improved
- Is establishing the relevant management system
- Haven’t established and have no plan temporarily

(3) The overseas branches participate in the donation projects:

- Only financial donation to the local communities, but not responsible for the donation effect
- The company is responsible for organizing and donating, and keep an eye on the donation effect
- Financial donating to international organizations or local NGOs, but not responsible for the donation effect
- Cooperate with international organizations or local NGOs to establish the donation project, and keep an eye on the donation effect
- Other, please specify:

(4) What are the experiences you get on launching social good projects overseas? (Choose the top three)

- Some aid projects didn’t meet actual needs because of poor communication and
Because investment on social good is not continuous and systematic, it has limited effect on fostering enterprises’ brand overseas.

Enterprises lack of professional partners that has great impact locally to assist them in planning and implementing social good projects more professionally.

Lacking the experience in working with international media thus, Chinese enterprises couldn’t advertise their positive contribution to the investment destination objectively.

Others (please specify): __________________________________________________________