

Corporate
Information
Transparency
Index

GREENING THE GLOBAL SUPPLY CHAIN

CITI Index **2015** Annual Evaluation Report



Institute of Public & Environmental Affairs (IPE)



Natural Resources Defense Council (NRDC)

Institute of Public & Environmental Affairs (IPE)

The Institute of Public & Environmental Affairs (IPE) is a registered non-profit organization based in Beijing. Since its establishment in May 2006, IPE has developed the China Pollution Map Database (www.ipe.org.cn) and the Blue Map mobile app. In addition to these platforms, IPE also adopts green supply chain and green finance as means of promoting environmental information disclosure and public participation, improving environmental governance mechanisms, and advancing significant improvements in the scope of emissions reductions and environmental quality.

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Overview

Keywords: Green supply chain, brand responsibility, pollution, sustainable development, green consumption, risk management

The Corporate Information Transparency Index (CITI) is a system for evaluating brands' green supply chain practices that was jointly developed by the Institute of Public & Environmental Affairs (IPE) and the Natural Resources Defense Council (NRDC). IPE uses this index to score brands using government compliance data, online monitoring data, and third-party environmental audits, as well as trends in the environmental performance of factories in the brands' supply chains. These rankings form the basis for an annual report.

Since the publication of the first CITI index evaluation report in July 2014, IPE's and NRDC's focus on the importance of supply chain management for brands' environmental performance has gradually received more attention. Particularly exciting is that a focus on green supply chain has been added to the APEC agenda and become an important policy of the Chinese government, thus creating a helpful opening for multi-stakeholder participation and the construction of green supply chains.¹

In the year following the publication of the first report, the CITI evaluation expanded its scope from 147 brands to 167 brands and upgraded several of its indicators. The overall framework of the CITI 2.0 has not changed, with the most important adjustment being the addition of a new indicator to the environmental compliance section on centralized wastewater treatment plant discharges to help confront the complex and conspicuous problems of centralized pollution caused by a responsibility loophole for these centralized facilities.

Based on vast evidence that includes the collection of government-issued and public data on suppliers to the 167 brands over the past year as well as communication records from 1607 suppliers that expressed relationships to 86 brands, this evaluation analyzes different brands' supply chain environmental management in China and forms the foundation for the 2015 annual CITI index evaluation report on green supply chain practices.

Of the 167 brands, the top ten highest-scoring brands are: Apple, Adidas, H&M, Levi's, Marks & Spencer, Panasonic, Wal-Mart, Microsoft, Esquel and Hitachi.

The CITI evaluation covers nine industry sectors, and each sector also has its own leading brand. The leading brands for each industry are: IT – Apple; textiles – Adidas; food & beverage – Coca Cola; household & personal care – Kao; automobiles – Toyota; paper – Oji Paper; leather – Adidas; alcohol – Tsingtao; and diversified – Hitachi.

The top five scoring brands from Greater China in this year's CITI are Esquel, Foxconn, Huawei,

¹ The APEC summit approved the establishment of the first APEC Green Supply Chain Cooperation Network Pilot Center in Tianjin, China. The APEC Green Supply Chain Pilot Center was launched in June 2015 in Tianjin.

Esprit, and Li-Ning. Of these brands, Huawei ranks as the top brand from mainland China, placing 17 out of 167 brands.

Analysis of our evaluation results indicates that the green supply chain construction has already achieved significant progress in three key areas, but still exhibits three critical gaps.

Key Areas of Progress

- **Leading brands have achieved substantive progress in developing mechanisms for green procurement**

Based on continuous improvements to China's legislation for environmental information disclosure, we have made corresponding updates to the CITI criteria, which has slightly increased the difficulty for earning points. These new, more stringent criteria led to a decline in the scores of most brands in this year's evaluation. However, the scores of 50 brands including Apple, Adidas, and Levi's increased despite the new grading system. Apple's score surpassed 70 points – a record high – demonstrating that brands can help China achieve improvements in information disclosure and public participation and make substantive progress in green supply chain work.

- **Industry brands are working together to create green supply chains**

The CITI index covers nine industries, so the assessment includes many brands that are industry competitors. Some fiercely competitive brands rarely interact, but we are grateful in this edition of the evaluation to see the outstanding performance of the IT and textile industries, where some competitors are working together for the sake of environmental protection and looking into how to cooperate to promote the implementation and scaling of reduced emissions at shared suppliers.

- **Multi-stakeholder participation promotes social stability**

In recent years, environmental problems have surpassed labor disputes, land seizures and forced relocations, petitioning for rights and other traditional social conflicts to become the greatest catalyst for the outbreak of mass incidents in China. This edition of the evaluation report contains many case studies on solving environmental conflicts between communities and enterprises through green supply chain management. These examples demonstrate that there are brands that are willing and able to use government supervision data to influence their suppliers' behavior. The results also demonstrate that environmental groups that are trusted by both enterprises and communities can provide a valuable path forward for addressing and solving NIMBY² problems.

Critical Gaps

- **Corporate social responsibility has yet to be extended to key areas of environmental concern in supply chains**

Many companies annually publish glossy CSR reports, but these reports are often comprised of feel-good initiatives that do not go to the heart of actual impact reduction. What's more, these

² NIMBY is often used as an abbreviation for "not in my backyard."

programs are usually operating extraneous to the core business in the company and are not influencing day-to-day business decision-making. Very few corporate sustainability programs are properly focused and resourced, rendering them incapable of delivering environmental improvements in globalized operations around the world. In this edition of the evaluation one can see that of 167 brands, there are still 100 brands with overall scores of 10 or lower. Those that did not score any points in key indicator 2.1 (concerning screening their factories for compliance status) still have not made substantive progress to address their supply chain's pollution problems, as far as the public can determine.

- **Centralized wastewater treatment represents a responsibility loophole in need of urgent fixing**

In recent years, more and more industrial enterprises have mandated “collective treatment of emissions” for wastewater. However, the results of investigations by environmental groups have clearly demonstrated that wastewater discharged from many industrial pollution treatment plants does not meet standards, and these plants have instead become centralized “pollution sources.” To truly evaluate brands’ management of their supply chain’s wastewater emissions, the CITI 2.0 established a specific evaluation indicator focusing on centralized wastewater treatment (indicator 2.3). Regrettably, during this edition of the evaluation, 95% of brands did not score any points in this category, demonstrating that there are still loopholes that have not yet been addressed in wastewater treatment – and that the majority of brands are not on track to resolve these serious discharge problems.

- **Consumers have not yet actively expressed their opinions and choices**

Many studies have shown that China’s consumers have a strong understanding of environmental issues, but in practice, this environmental awareness has not yet transformed into real action. Xiaomi and some other brands whose supply chain environmental performance lags behind can still depend on their low prices and publicity for outstanding market performance, to the point that many loyal fans even defend their poor environmental performance. Ignoring environmental pollution from supply chains, lowering environmental production costs, and relying upon the marketing that advertises low prices all continue to be popular choices in the domestic market, resulting in a race to the bottom among brands and environmental pollution that will ultimately harm consumers’ interests.

Recommendations

To promote the development of green supply chains and green procurement, we raise the following key recommendations:

- **The government should adopt regulations and policies to support green supply chain construction**

We first recommend the Ministry of Environmental Protection (MEP) continue to strengthen supervision and disclosure to safeguard rule-of-law for green supply chain and other plans based

on market solutions. Economic and industry departments responsible for the formulation and management of environmental protection policies on areas such as energy savings, water savings, low-carbon, and circular use should issue supporting policies.

- **Brands should incorporate green supply chain practices into their core production and operation activities**

We recommend that brands better incorporate green supply chain practices into their core production and operation activities, including to expand green procurement past just pilot programs, focus programs in the hot spots of environmental impact for maximum results, use public government compliance data, third-party validated assessments and other means of benchmarking environmental performance of suppliers, and increase environmental management transparency for maximum accountability of results to stakeholders.

To achieve the above objectives, we suggest that brands study and learn from best case practices identified in this edition of the CITI index evaluation. These cases are all derived from green supply chain practices in China, and are especially significant for brands in the same industry.

- **Work together to ignite the power of green consumption**

To urge China's consumers to pay attention to pollution control during production processes, we recommend to strengthen societal understanding and popularity of green consumption, to formulate and encourage green consumption policies, and to establish a trustworthy system for environmental certification and labelling and publicize it. At the same time, new networking technology needs to be used to form an information platform for green consumption that allows green consumers to better promote the construction of an ecological civilization. IPE is upgrading its Blue Map app to integrate environmental data and brands' performance, thereby enabling consumers to understand brands' green performance with the help of a mobile platform.

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1. Introduction

1.1 Supply Chain Management Receiving More International Attention, but Benchmarking Tools Still Lag Behind

As the inaugural CITI report discussed in detail, although consumers might think that big companies with global reputations have active programs in place to limit pollution from their manufacturing around the world, that assumption is incorrect. To the contrary, even the most engaged multinationals today still focus their sustainability efforts primarily where it is easiest to reach – in their corporate offices or retail shops – instead of where it matters the most: the environmental impacts of their global manufacturing supply chain.

Prominent indices ranking sustainability efforts, such as the Global Reporting Initiative (GRI), the Carbon Disclosure Project (CDP), and the Dow Jones Sustainability Index (DJSI), perpetuate this problem because supply chain responsibility counts for too small of a component of their overall sustainability scores. Even a failing “grade” in supply chain oversight will impact a company’s total sustainability score in these systems by only 5% or less.

The CITI tool is an important complement to these other efforts, focusing exclusively on supply chains. As such, this index is uniquely designed to spotlight the need for multinational corporations to shoulder responsibility for their share of China’s urgent environmental pollution problems.

Supply chain impacts received increasing press attention in 2015 in China, but also on an international scale. Joel Makower, the Chairman and executive Editor of Green Biz and widely well regarded thought-leader in corporate sustainability, reports that as some companies maxed out on addressing their easy, low-hanging fruit inside their offices and fleets, they have discovered the much bigger impacts in their supply chains. However, he notes, most companies nonetheless have yet to fully understand their supply chain sustainability impacts, let alone begin to address them.³ KPMG, a prominent global sustainability consultant with professionals located in 60 countries around the world, similarly highlighted supply chain as the area in need of greatest improvement in corporate sustainability programs. Using strongly worded language in its 2015 report, KPMG notes:

“Recent incidents including oil spills and factory disasters should remind business leaders how important it is to manage the environmental and social impacts of the supply chain. Put simply, if companies don’t start managing these issues, they won’t have a license to operate in the globalized 21st century world. Companies urgently need to build confidence among customers, communities, investors and other stakeholders that their supply chains are being properly managed. Transparent corporate responsibility reporting is an effective

³ Two Steps Forward: The State of Green Business, 2015. <http://www.greenbiz.com/article/state-green-business-2015>

way to build such confidence.”⁴

Yet despite its importance, KPMG notes, a minority of only 40% of the 250 largest companies in the world report any activity whatsoever on supply chain activities in their corporate responsibility reports.⁵ KPMG also notes that supply chain reporting is particularly low in those sectors with most significant potential supply chain impacts, such as the chemical sector.⁶

CSR Index Updates

Global Reporting Initiative (GRI)

In 2015, GRI remains the leading ranking index of sustainability efforts in the world. Over 80% of the world’s largest 250 companies now refer to GRI in their sustainability reports.⁷ Although it approaches the issue obliquely, GRI’s latest edition, the G4, holds some substantial promise for increased emphasis on supply chain moving in the coming years. It does so with its new emphasis on **materiality**: a core concept in the new edition that encourages companies to report only on the issues that are really critical to achieving their goals for sustainability. This new design addresses the criticism that the GRI had become too cumbersome an exercise in data collection and disclosure and fell short as a tool to direct effective business strategy for this reason.⁸

The G4 standard asks companies to assess where their biggest impacts occur -- from raw material inputs through end of life -- for its materiality assessment. What’s more, G4 makes clear that when defining the list of material issues, companies must now consider not only the impacts within their organizations but also the impacts it has through its supply chain, even if the company does not exercise financial control of these external bodies. Thus, if done correctly, supply chain impacts will inevitably play a “star role” in many companies’ materiality assessments.

However, it remains to be seen whether companies will honestly and effectively identify the most important issues through their materiality assessment. This year, because G4 was not required to be implemented until the end of 2015, most companies continued to report under the G3 edition, which pays little attention to supply chain impacts at all. We will look forward to the first round of new G4 based reports in 2016 to evaluate the extent of incorporation of supply chain impacts into multinational corporate responsibility programs.

Carbon Disclosure Project (CDP)

As reported in the inaugural CITI report, CDP also has a very large reach, with more than 5000 companies disclosing to it. In recognition of the extreme importance of supply chain emissions to a company’s carbon and water footprint, CDP created a specific supply chain program to drive action. However, CDP continues its targeted focus only on greenhouse gas emissions and water risk

⁴ KPMG. 2015. The KPMG Survey of Corporate Responsibility Reporting in 2013. p 17.

⁵ Ibid. p 16.

⁶ Ibid. p 62.

⁷ Ibid p 30

⁸ Chau Ghuliani. BSR. <http://www.greenbiz.com/blog/2013/07/18/g4-guidelines-future-sustainability-reporting>

(resource scarcity), a focus which continues to preclude the organization from addressing China's most egregious air and water pollution problems.

Dow Jones Sustainability Index (DJSI)

DJSI made no substantial changes to its index in 2015, continuing to focus its few supply chain questions only on direct (Tier 1) suppliers such as assembly plants and cut and sew facilities which, as noted elsewhere in this report, tend to have the least significant environmental impacts compared to suppliers further up the supply chains (Tier 2 and above). These problems continue to substantially undermine the effectiveness this scoring index can have in China without further supplement.

1.2 The External Environment for Green Supply Chain Construction Has Improved

In this round's evaluation, we are happy to see that green supply chain has already been added to the APEC agenda and become a key policy of the Chinese government. This will open up a greater space for policies and work surrounding multi-stakeholder participation and promoting green supply chain construction.

Over the past eight years, a group of NGOs and some big brands have made great efforts in China to build green supply chains and promote hundreds of suppliers to solve their pollution problems. The government has also played an important role in these efforts. For example, the Green Choice Alliance (GCA), which was launched in 2007, and the CITI index measuring green supply chain practices that was developed on the foundation of the GCA's work, are based on the disclosure of government environmental supervision information.



Source: Xinhua

As the influence of civil society's green supply chain work expands, NGOs and business circles hope that policies will support this work. At the same time, the Chinese government has placed an even greater focus on green procurement and green consumption. The newly revised Environmental Protection Law of the People's Republic of China, which officially went into effect on January 1, 2015, takes government procurement as a measure for encouraging and supporting enterprises to reduce their emissions. Article 36 of this Law specifically stipulates, "In using financial resources, state organs and other organizations shall give priority to purchasing and using environmentally friendly products, equipment and facilities that save energy, water and materials."

Meanwhile, greening of regional economic and trade cooperation has also been placed on the agenda. The 22nd APEC Economic Leaders' Meeting held in Beijing in November 2014 approved a blueprint for strategic cooperation that aims to boost the development of global value chains and support the links in the supply chain where cross-border products generate added value. For

the above purposes, this meeting recommended to establish the APEC Alliance for Supply Chain to promote cooperation on green supply chain development. As such, the establishment of the cooperation network on green supply chain was included in the “22nd APEC Economic Leaders’ Declaration” or the “Beijing Declaration.”

21. We positively support the APEC High-level Roundtable on Green Development and its declaration, and agree to establish the APEC Cooperation Network on Green Supply Chain. We endorse the establishment of the first pilot center of the APEC Cooperation Network on Green Supply Chain in Tianjin, China, and encourage other economies to establish the pilot centers and actively advance related work.

- The “22nd APEC Economic Leaders’ Declaration” at the APEC Summit 2014



The city of Tianjin actively implemented the decision made at the 2014 APEC Summit. In June 2015, the pilot center of the APEC Cooperation Network on Green Supply Chain was officially launched after half a year of preparations. The work of the cooperation network on green supply chain presented in the “Beijing Declaration” thus went into full swing, starting in Tianjin.

Such progress shows that green supply chain development has gained the recognition and support of the government. It also means that this work is not just deemed marginalized work in environmental management, but is seen as an important way of resolving environmental issues through market-oriented means. This breakthrough undoubtedly opens up greater policy and operational space for different stakeholders to participate in and promote the development of green supply chains.

On January 1, 2015, amendments to China’s Environmental Protection Law that have been called the strictest in history went into effect, significantly raising the costs of illegal behavior. On September 11, 2015, the CCP approved the Integrated Reform Plan for Promoting Ecological Civilization, which established stricter law enforcement, a system for multi-party participation in environmental governance, and higher costs for breaking the law in an attempt to solve issues relating to the low costs of illegal behavior. The plan also creates a positive incentive for greening procurement.

In August 2015, the individual scores for 120 key cities in the Pollution Information Transparency Index (PITI) jointly developed by IPE and NRDC were, on average, over 50% higher than in the previous year’s evaluation.⁹ The gradual development of information disclosure provides

⁹ See “New Mindsets, Innovative Solutions: The 2014-2015 Pollution Information Transparency Index (PITI) Report of 120 Cities”: http://www.ipe.org.cn/about/notice_de_1.aspx?id=12133.

advantageous circumstances for the construction of a participatory platform for green procurement.

2. CITI Index – Developments and Upgrades

The CITI index is based on multi-stakeholder participation in green supply chain practices in China.

Twenty-one environmental protection organizations launched the Green Choice Alliance in March 2007, calling on consumers to influence corporate environmental performance through their purchasing power and driving big brands to make their supply chains “go green.” Based on the enterprise supervision records collected in IPE’s Pollution Map database and the field surveys conducted by local NGOs, in 2010 these Chinese environmental organizations opened up communications with 29 IT companies. By 2012, communications had also been established with 49 retail brands in the textile industry.

In 2014, IPE and NRDC jointly released the “Corporate Information Transparency Index” (CITI) on green supply chain practices.¹⁰ The CITI index is an evaluation system for best practices based on real challenges and multi-stakeholder participation in managing supply chains in China. The CITI allocates points for those criteria that are easy to implement to more challenging criteria that require a deeper level of supply chain management, thus providing a roadmap for continual improvement.

The CITI index aims to sufficiently reflect brands' willingness and capabilities to systematically understand environmental problems in their supply chains. Continual improvement of environmental compliance until best practices are achieved will ensure that green procurement helps to overcome the environmental challenges plaguing China and the world.

The first phase of the CITI evaluation report extended the scope of the evaluation to eight industries and included 147 Chinese and foreign brands.¹¹

2.1 CITI Index Plays an Active Role in Pushing for Improvement

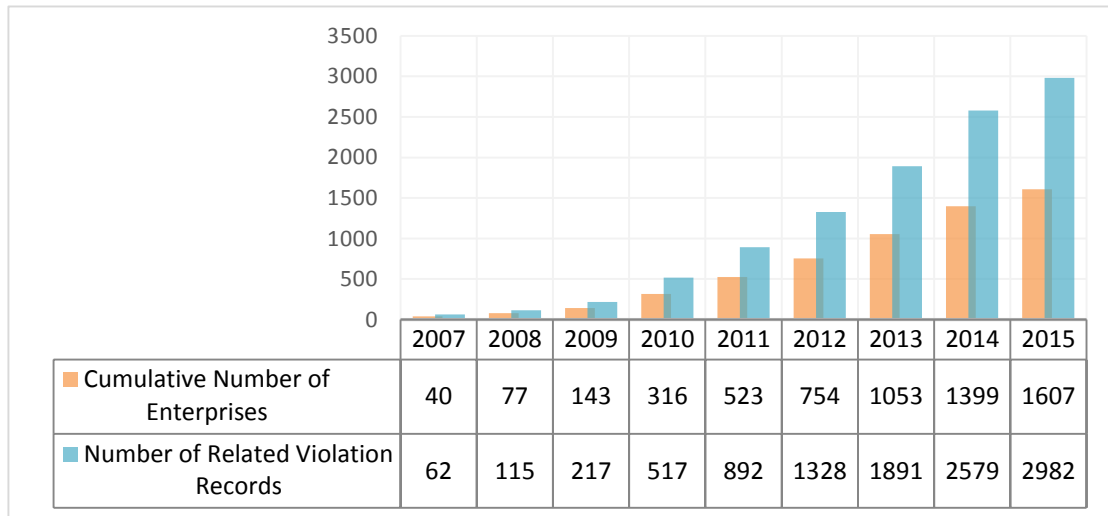
Since the initial CITI index evaluation report was released in August 2014, environmental organizations have established interactive communication channels with even more brands, encouraging even more suppliers to rectify their environmental problems.

Since the GCA began its work in 2007 up through September 2015, environmental organizations have established communications with 1603 enterprises about their environmental issues; these enterprises have expressed relationships to 86 brands and possess a total of some 2982 environmental supervision records in the IPE pollution map database. Of these enterprises, 391 have gone so far as to complete supervised third-party audits and remove a total of 518 records from the system. Furthermore, 780 companies have provided feedback on their corrective actions toward 1189 records and publicly disclosed relevant information.

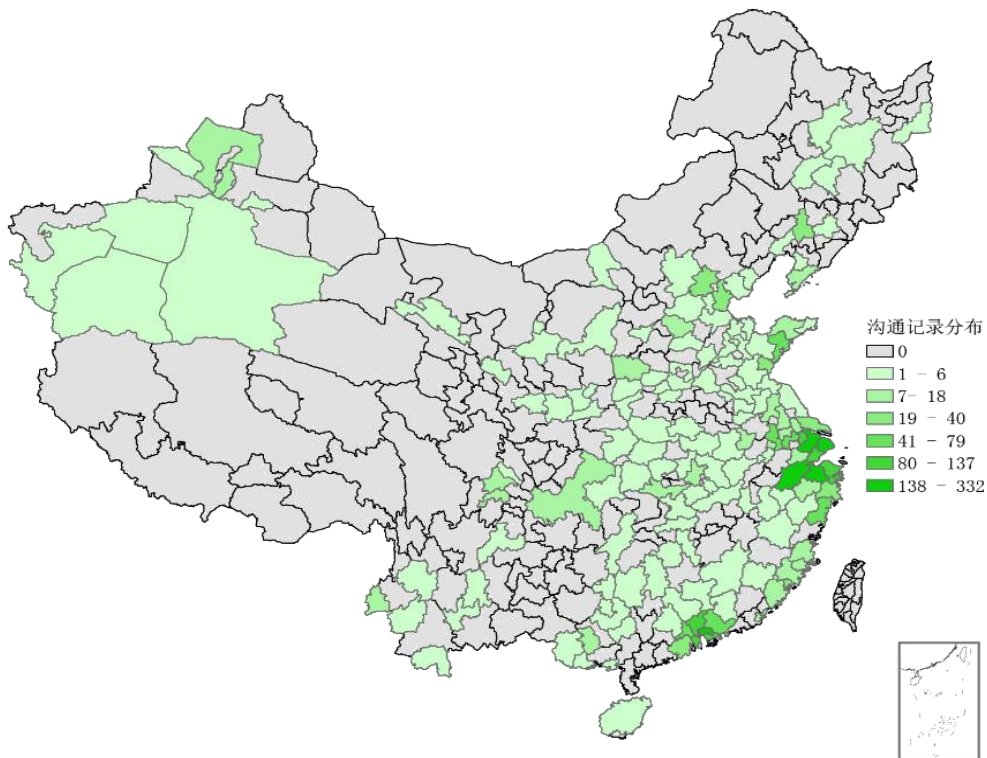
¹⁰ CITI index jointly developed by IPE and NRDC ; see http://www.ipe.org.cn/about/notice_de_1.aspx?id=11649

¹¹ Initial CITI report, see <http://114.215.104.68:89/Upload/IPE-Reports/Report-CITI-EN.pdf>.

Annual Corporate Communications from 2007-2015¹²



Enterprises pushed by the green supply chain project are distributed throughout China across 28 provinces and 153 cities. As you can see from the map below, affected suppliers are located in eastern, central and western China, but are most heavily concentrated in export processing bases in and around the Yangtze and Pearl River Delta regions.



Annual Corporate Communications from 2007 – 2015

¹² Statistics are up through September 2015.

2.2 CITI Index 2.0 – Necessary Updates to Fit New Trends

After a year of use, the CITI index remains satisfactory on the whole, but we realized that certain areas could be improved. We have updated the CITI index based on the following reasons:

- New problems and innovative solutions have emerged for supply chains in China
- Related environmental protection laws and policies have been adjusted and changed
- Version 1.0's evaluation criteria were not necessarily universal

For these reasons, in April 2015, IPE and NRDC proposed draft revisions to the CITI index. During the period from May through July 2015, IPE and NRDC engaged in dialogue with numerous parties, including 20 leading brands, about the changes being considered. Finally, in September 2015, the 2.0 edition of the CITI index was finalized.

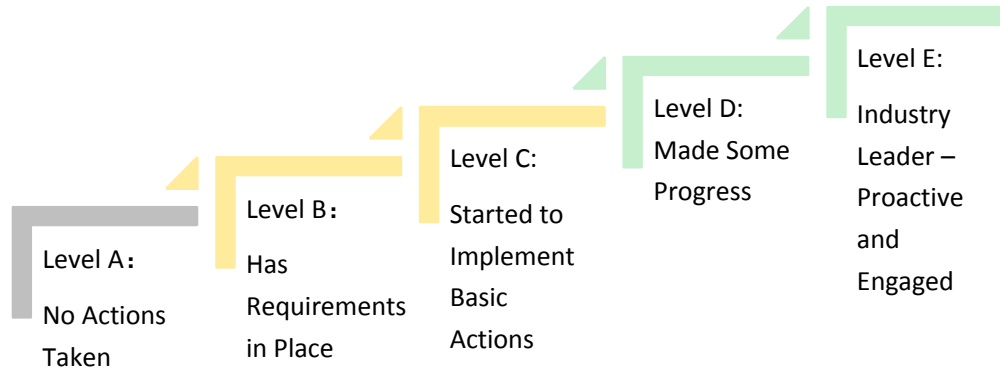
■ CITI 2.0 general concept and framework remain unchanged

The general concept and design of the CITI 2.0 remain unchanged. The overall framework maintains the original five evaluation areas of engagement and responsiveness, compliance and corrective actions, extending green supply chain practices, data disclosure and transparency, and responsible recycling. The new version also uses a 100-point system that takes into account the relative importance to responsible global procurement to set the weight of each evaluation area. The evaluation criteria have been simplified to nine indicators as follows:

CITI 2.0 Evaluation System

Evaluation Criteria		Weight
Engagement & Responsiveness	Respond to enquiries and engage with the public	12
	Establish a mechanism to screen suppliers for violations	12
Compliance and Corrective Actions	Push suppliers to take corrective actions	14
	Push suppliers to manage wastewater discharged to centralized treatment facilities	10
	Identify, screen and manage high environmental impact suppliers	14
Extend Green Supply Chain Practices	Push suppliers to screen their own upstream suppliers	8
	Push suppliers to disclose energy and climate data	10
Data Disclosure and Transparency	Push suppliers to disclose PRTR data	12
	Responsible Recycling	8
	Establish recycling program and track used products	8

A sequential grading method is used within each of these nine indicators to grade supply chain performance. Each indicator's evaluation points are split into five grades based on incremental levels from A to E, providing enterprises with a step-by-step roadmap for improvement in each indicator. Maximum indicator scores reflect best practices in green supply chain management.



CITI Index Evaluation Criteria System 2.0: See Appendix I.

- CITI 2.0 Key Revisions
 - ◆ Revisions to evaluation criteria and weighting

Engagement & Responsiveness

1.1 Respond to questions	1.2 Communication on pollution	20
1.1 Engage with the public		12

Compliance and Corrective Actions

2.1 Establish screening mechanism	2.2 Push for corrective actions	2.3 Self-monitoring data	32
2.1 Establish screening mechanism	2.2 Push for corrective actions	2.3 Manage wastewater	

Extend Green Supply Chain Practices

3.1 Prioritize heavy polluters	3.2 Extend upstream	20
3.1 Identify and manage heavy polluters	3.2 Extend upstream	22

Data Disclosure and Transparency

4.1 Energy and climate targets	4.2 PRTR data disclosure	22
4.1 Energy and climate disclosure	4.2 PRTR data disclosure	22

Responsible Recycling

5.1 Recycle products	6
5.1 Recycle products	8

CITI 1.0
 CITI 2.0

Criteria	Adjustments	
Engagement & Responsiveness	1	Combined into a single indicator that places a greater focus on the establishment of an effective communication mechanism and supply chain information transparency
Compliance & Corrective Action	2	Clarifies the definition of “supplier”; raises the new concepts of “direct suppliers” and “high environmental impact suppliers” rather than focusing on top supplier tier
	2.3	To respond to the complex and serious problems stemming from the loophole in responsibility for centralized wastewater treatment, this new indicator has been established in the environmental compliance category for shared treatment of wastewater
Extend Green Supply Chain Practices	3	Category includes extension of supply chain management to high environmental impact suppliers and treatment facilities for hazardous waste
Data Disclosure & Transparency	4.1	Given that corporate environmental information disclosure is still at an early stage, this section focuses more on whether energy and climate data are disclosed than whether emissions reduction targets have been established or adopted
	4.2	Integrates disclosure of annual PRTR data and real-time emissions disclosure into the same category
Responsible Recycling	5.1	Places a greater emphasis on the publication of brands’ responsible recycling programs for used products to promote green consumption practices

◆ Key Changes to Evaluation Scope

Following the change in direction of many consumer brands’ core focus to the production of non-consumer goods, we added a new industrial sector to the CITI evaluation, the category of “diversified.”¹³



IT



Textile



Food & Beverage



Personal Care



Automobile



Alcohol



Paper



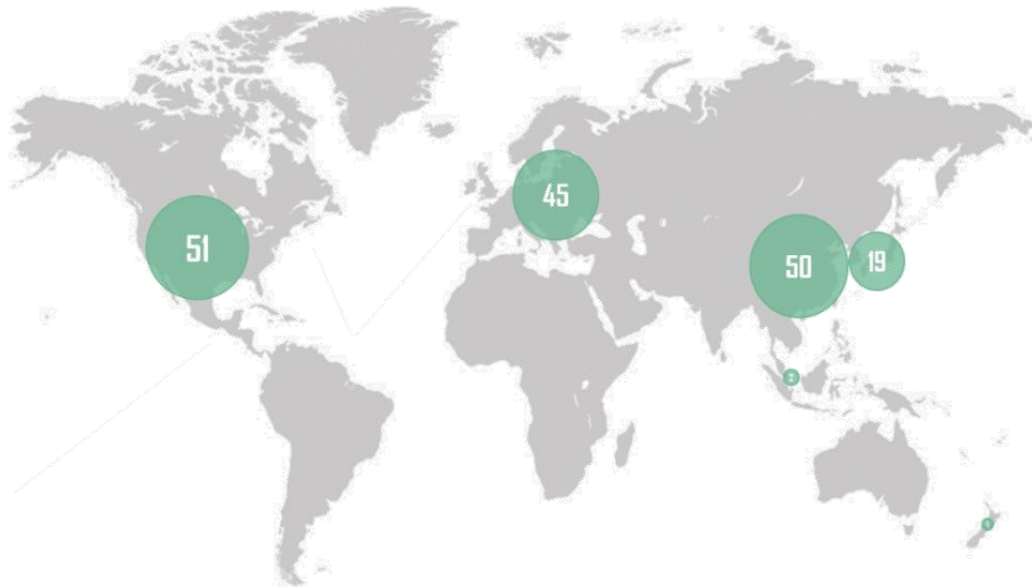
Leather



Diversified

¹³ This edition of the evaluation includes five brands in the diversified category: Hitachi, Toshiba, Siemens, Philips, and General Electric.

The number of brands grew from 147 in last year's evaluation to 167 brands in this year's report, with the main additions being brands from the Greater China region. The regional distribution of brands has become more balanced, reflecting to a certain extent changes and trends of supply chains in China.



Regional Distribution of 167 Brands














- ◆ Evaluation process remains unchanged

The CITI 2.0 evaluation process remained unchanged from CITI 1.0.¹⁴

¹⁴ For details of the specific evaluation process, refer to the first CITI report:

3. Scores and Rankings for Top 100 Brands








Out of 167 brands¹⁵, the top-ten highest scoring brands are Apple, Adidas, H&M, Levi's, Marks & Spencer, Panasonic, Walmart, Microsoft, Esquel, and Hitachi.

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
1		Apple	IT	72	-
2		Adidas	Textiles	66	+9
3		H&M	Textiles	59.5	-1
4		Levi's	Textiles	59	+22
5		Marks & Spencer	Textiles	52.5	+5
6		Panasonic	IT	52	+3
7		Walmart	Textiles	51.5	+9
7		Esquel	Textiles	51.5	-4
9		Microsoft	IT	50.5	-1
10		Hitachi	Diversified	49.5	+14
10		Nike	Textiles	49.5	+7
12		Samsung	IT	49	+3
12		Foxconn	IT	49	+13

¹⁵ For details about the 167 brands' scores, see <http://www.ipe.org.cn/alliance/newssec.aspx>.

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
14		HP	IT	48	-8
15		Kao	Personal Care	45.5	+30
16		Uniqlo	Textiles	44	+4
17		Huawei	IT	43.5	+1
17		Puma	Textiles	43.5	-10
19		Target	Textiles	42.5	-1
20		Canon	IT	40.5	+16
21		ZARA	Textiles	40	+2
22		GE	Diversified	39.5	+8
22		Siemens	Diversified	39.5	-10
24		Burberry	Textiles	39	-12
25		Dell	IT	38	+31
26		Gap	Textiles	36	-22
26		C&A	Textiles	36	-22
26		IKEA	Textiles	36	+7
29		Coca Cola	Food & Beverage	35.5	-15

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
30		Oji Paper	Paper	35	+15
31		Unilever	Personal Care	34.5	-9
32		Philips	Diversified	33.5	-1
33		Esprit	Textiles	29	-13
33		Li-Ning	Textiles	29	-7
35		Toyota	Automobile	28.5	+9
36		Mizuno	Textiles	28	+11
37		Toshiba	Diversified	26.5	-8
38		Primark	Textiles	25.5	New
39		Sharp	IT	23	+26
40		Ann Taylor	Textiles	22.5	-6
41		Jack & Jones	Textiles	22	New
42		Timberland	Textiles	21	-3
43		Nine West	Leather	19	New
43		Nokia	IT	19	-15
43		Alcatel	IT	19	-1

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
46		Cisco	IT	18.5	+10
47		Stora Enso	Paper	17.5	-9
48		SCA	Paper	17	+2
48		APP	Paper	17	New
50		Toread	Textiles	16	+3
50		Tommy Hilfiger	Textiles	16	+15
52		Youngor	Textiles	15.5	-18
52		G-Star	Textiles	15.5	New
54		P&G	Personal Care	15	+7
54		Ericsson	IT	15	+19
56		Ford	Automobile	13.5	-9
57		Sony	IT	12.5	-21
58		Danone	Food & Beverage	12	New
58		BMW	Automobile	12	+15
58		Tsingtao	Alcohol	12	+3
58		Lenovo	IT	12	-27

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
58		The North Face	Textile	12	-19
58		Lee Jeans	Textile	12	-19
58		Carrefour	Textile	12	+15
65		Honda	Automobile	11.5	-18
65		BT	IT	11.5	+8
65		Vodafone	IT	11.5	-23
68		International Paper	Paper	11	+2
68		Budweiser	Alcohol	11	+2
68		Harbin Beer	Alcohol	11	New
68		Seiko Epson	IT	11	+23
68		Mercedes-Benz	Automobile	11	-16
73		Pepsi	Food & Beverage	10.5	-15
74		Carlsberg	Alcohol	9.5	-2
74		Dachan	Food & Beverage	9.5	New
74		Asahi	Alcohol	9.5	New
74		Liby	Personal Care	9.5	-13

Rank	Logo	Brand	Industry	CITI Score	Change in Rank
94		UPM	Paper	6	-
94		SABMiller	Alcohol	6	+2
94		COFCO	Food&Beverage	6	-2
94		IBM	IT	6	+2
94		Singtel	IT	6	-21
94		BYD	IT	6	-21
94		TCL	IT	6	-21

4. Main Findings

An analysis of the evaluation results shows that green supply chain establishment is achieving significant progress in three areas, but three critical gaps still remain.

4.1 Key Areas of Progress

- **Leading brands are achieving substantive progress in developing mechanisms for green procurement**

Based on continued improvements to China's legislation for environmental information disclosure, we have made corresponding updates to the CITI criteria, which has slightly increased the difficulty for earning points. These new, more stringent criteria led to a decline in the scores of most brands in this year's evaluation. However, the scores of 50 brands including Apple, Adidas, and Levi's increased in light of the new grading system. Apple's score surpassed 70 points – a record high – demonstrating that brands can help China achieve improvements in information disclosure and public participation and are making substantive progress in green supply chain work.

Case: Apple's Supply Chain Management Best Practices

Communicating with a number of environmental protection groups impelled Apple to recognize the environmental impact of large-scale procurement and the role of transparency in promoting supply chain environmental management. In 2012, Apple issued a list of 200 of its key suppliers, established a "Supplier Responsibility Environment, Health and Safety (EH&S)" project team for the China region, and incorporated Apple's progress in managing its China-based suppliers into the company's annual supplier responsibility report.

In 2013, Apple officially established partnerships with IPE and some other NGOs. Using the external resource of the pollution map database finally enabled Apple to systematically examine and assess environmental violations in its supply chain and adopt corrective and preventative measures to reduce supplier environmental risks and realize supplier corporate responsibility. Apple regularly communicates with environmental protection organizations concerning its progress in controlling supplier environmental risks, and its suppliers have undergone GCA supervised third-party audits to delist environmental supervision records. At present, Apple has removed approximately 150 records for over 70 supplier factories. Apple not only solves environmental problems from its factories, but also works with these factories to set up robust interactive communication with surrounding communities to resolve environmental disputes between such communities and suppliers.

From 2014 onwards, Apple began to push high environmental impact suppliers to complete and submit Pollutant Release and Transfer Register (PRTR) data. It has so far successfully pushed over 100 supplier factories to disclose more than 200 sets of PRTR data.

Beginning in 2015, Apple began to extend management upstream and downstream in its supply chain by actively looking into the environmental compliance of raw materials suppliers and related waste treatment companies, as well as the responsible disposal and recovery of mobile phones. The promotion of these efforts has seen some initial success.

In addition, Apple actively shares its experiences in supply chain environmental management with other brands in its industry, including its mechanism for screening suppliers, GCA audits, and PRTR, and explores how to work together to jointly push common suppliers to reduce their pollution emissions and achieve scale.

- **Industry brands are working together to build green supply chains**

The CITI index covers nine industries, so the assessment includes many brands that are industry competitors. Some fiercely competitive brands rarely interact, but we are grateful in this edition's evaluation to see the outstanding performance of the IT and textile industries, where some competitors are working together for the sake of environmental protection and looking into how to cooperate to promote the implementation and scaling of reduced emissions at shared suppliers.

The average performance of IT brands is outstanding, as is green supply chain cooperation surrounding active screening mechanisms in the industry. In April 2015, representatives from Apple, Microsoft, Huawei, Panasonic, Hitachi, Samsung, Canon, Toshiba, and Ericsson participated in an IPE roundtable conference, where they shared their brands' management experiences and explored industry solutions.



The Sustainable Apparel Coalition (SAC) aims to effectively minimize the negative impacts of textile supply chains. Recently, the SAC has been working to develop the third version of their Higg index, a suite of tools that provides standards for defining and measuring environmental and social performance. SAC has been cooperating with IPE and other NGOs and brands to seek feedback toward the Higg 3.0 and integrate aspects of the CITI such as centralized wastewater treatment, public data disclosure and targeted efforts toward high environmental impact suppliers.

In this evaluation, we see that cooperative efforts such as these have already in some areas tapped into the immense potential for scalable emissions reductions.

Case: Saintyear Holding Group's Wastewater Treatment

As a large-scale textile printing and dyeing enterprise, Saintyear Holding Group Co. Ltd (hereafter referred to as Saintyear) supplies to many well-known domestic and international brands. After Uniqlo discovered a pollution violation record for Saintyear during the Uniqlo's regular supplier screenings, Saintyear was required for the first time to issue a public explanation for its discharge exceeding standards. Then, in May 2014, several of Saintyear's subsidiaries participated in the first stakeholder dialogue meeting between NGOs and the China National

Textile and Apparel Council (CNTAC). However, at that time, the company emphasized that its wastewater was discharged indirectly, so responsibility for treatment should be borne solely by the wastewater treatment plant. Afterwards, Gap, H&M, M&S and Nike successively joined in the efforts to push Saintyear.

Due to joint pressure from brands and the GCA, Saintyear got in touch with environmental protection organizations. In August 2014, Saintyear and IPE engaged in a face-to-face meeting to seek solutions, and in September the company invited IPE and local environmental NGO Lvse Jiangnan to conduct an on-site investigation. Seeing the difficulties of solving the problems of discharge that exceeds standards from all the of dyeing factories that discharge to a centralized wastewater treatment plant, Saintyear took a different approach by renting Xiaoshan Wastewater Treatment Co. Ltd's Dangwan plant and using it as a pretreatment facility for its subsidiaries. The whole Group adopted centralized water intake and drainage, carrying out centralized management from inflow to discharge.

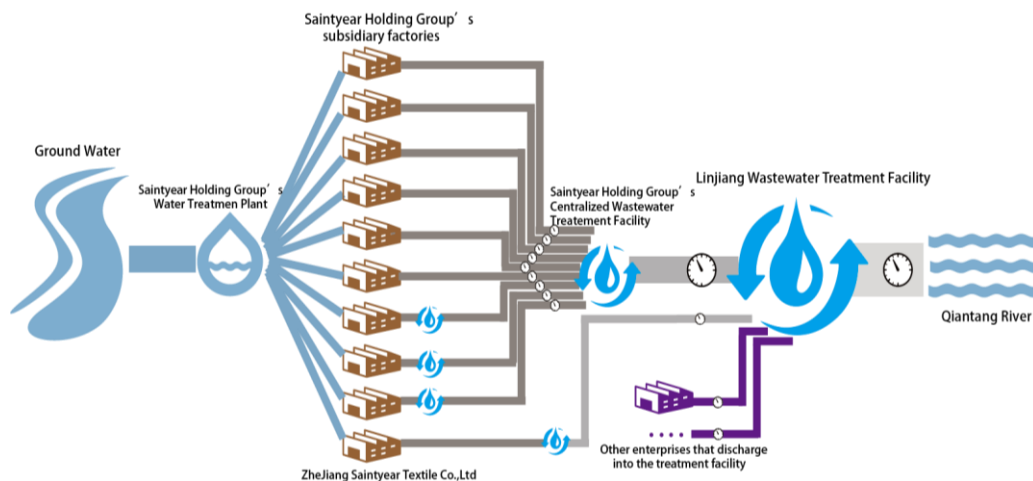


Diagram of Saintyear Holding Group's Water Management System

Between 2013 and 2015, the Dangwan plant exceeded aniline standards on multiple occasions due to unstable operations. After Saintyear took responsibility for managing operations at the Dangwan plant, it implemented a number of technological improvements at the plant. Key improvements include the following: 1) adjusted the method of hydrolysis acidification water distribution from plug flow to pulse; 2) increased organic treatment of wastewater and added more organic enzymes before aerobic treatment; 3) expanded the function of the bio-selecting tank to also serve as an oxidation tank; 4) installed online monitoring equipment for water inflows at each subsidiary dyeing and printing company to monitor and control the COD, pH, and flow rate of water intake. Adopting these measures, after the second quarter of 2015, aniline was stable and met standards during supervisory monitoring and six instances of commissioned monitoring. Meanwhile, since being leased in November 2014, the Dangwan plant's COD discharge concentration decreased from an annual average of 162mg/l in 2014 to 154mg/l in 2015.

At present, the Dangwan plant's total wastewater discharge accounts for a tenth of the total wastewater discharge from the Xiaoshan Linjiang wastewater plant, so the reduction in discharge from the Dangwan wastewater plant will undoubtedly help to reduce water load on

Linjiang wastewater treatment plant. In turn, this will help to reduce the impact of effluent from the printing and dyeing industry discharge on the Qiantang River. Previously, the Linjiang wastewater plant had been continuously unable to achieve stability in meeting discharge standards. According to multiple supervisory monitoring reports from 2013 to 2015 in IPE's pollution map database, the Linjiang wastewater treatment plant failed to meet standards on a repeated basis for such pollutants as aniline, chroma, suspended solids, total nitrogen, total phosphorous, and COD.

Under continuous pressure from Wal-Mart and other brands, in October 2015, subsidiary Hangzhou Jimay Printing & Dyeing Co., Ltd. carried out a GCA third-party audit at the Dangwan plant (which is now referred to Saintyear Holding Group Wastewater Centralized Treatment Center), and expressed that they would actively develop refinements and improvements to the plant's upgrades and internal management systems. Saintyear is currently carrying out successive environmental audits at its subsidiary dyeing plants.

Under brands' continuous promotion of green procurement, Saintyear recognized and actively begun taking accountability for its environmental responsibility and realized substantial pollution reduction, thus making a positive contribution to improving the local environment.

Case: Enterprises and Citizens Actively Cooperate to Explore Industry Emissions Reductions

Pushed by brands including Uniqlo and Marks & Spencer, Zhejiang Qingmao Textile, Printing and Dyeing Co., Ltd. conducted a series of upgrades to its wastewater treatment facilities by installing dissolved air flotation equipment and building an aniline degradation treatment system to comply with increasingly stringent standards and requirements for discharge. In the area of energy conservation and emissions reductions, Qingmao constructed a new wastewater heat recovery facility, which can

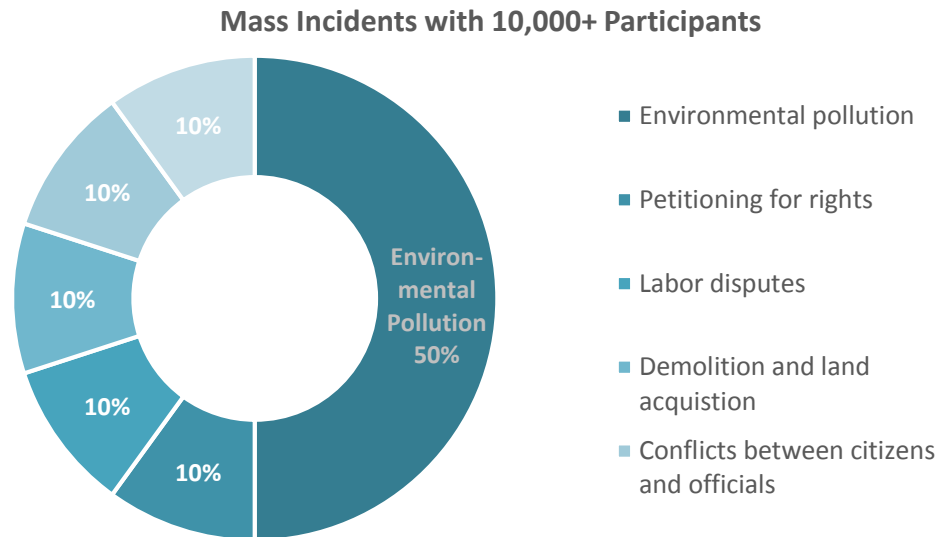


recycle surplus heat from around 4000 tons of wastewater from production processes for reuse; the daily processing capacity of its reclaimed water treatment system is up to 3600 tons. At present, the company plans to carry out a GCA third-party supervised audit to prove that its improvements are effective. The corrective actions actively implemented by Qingmao have reduced the number of complaints from local residents, eased the burden on the local water environment, effectively assumed social responsibility for energy conservation and emissions reduction, and improved the company's market competitiveness in its future operations and development.

- **Multi-stakeholder participation promotes social stability**

In recent years, environmental problems have surpassed labor disputes, land seizures and forced relocations, petitioning for rights and other traditional social conflicts to become the greatest

catalyst for the outbreak of mass incidents in China. This evaluation report contains many case studies on solving environmental conflicts between communities and enterprises through green supply chain management. These examples demonstrate that there are brands that are willing and able to use government supervision data to influence their suppliers' behavior. The results also demonstrate that environmental groups trusted by both enterprises and communities can provide a valuable path forward for addressing and solving NIMBY problems.



Source: 2014 Annual Report on China's Development of Rule of Law, Chinese Academy of Social Sciences

Case: Green Procurement Helps Suppliers Solve Conflicts with Communities

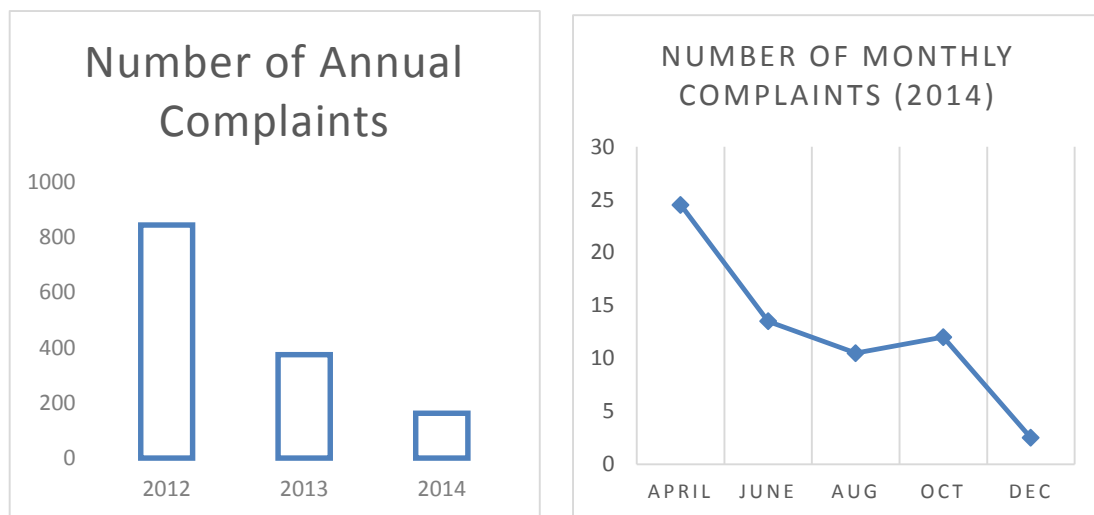
Foxconn subsidiary Hong Fujin Precision Engineering (Taiyuan) Co. Ltd. (hereafter referred to as Foxconn Taiyuan) commenced operations at factory zone A in 2006, and expanded with factory zones B, C and D in 2007. The Qiheng Oasis community was established in 2008, with only one road separating it from the factories. Since then, conflicts triggered by exhaust emissions have increasingly broken out between the factories and the community. According to statistics provided by the Taiyuan Development Zone Environmental Protection Bureau, in 2012 there were as many as 843 complaints about foul odors from the factory reported by residents in the surrounding area. These complaints about the strong pungent smell not only led to escalating conflict between the company and residents, but also put the survival of the company in its current location at risk.

Using the IPE pollution map database to search suppliers' environmental supervision records, Apple identified records of reported complaints against Foxconn Taiyuan and actively pushed for it to carry out corrective actions. To address Foxconn Taiyuan's primary problems, which were complaints about odors and related disturbances, Apple went through IPE to contact local community representatives who had made multiple complaints and wished to discuss the issues to jointly participate in a GCA audit. Based on the community representatives' sense of smell and professional technical analysis from professional auditors, the auditors, the brand,

company and NGO representatives together identified workshops and wastewater treatment facilities one-by-one, until it was finally confirmed that the emitted odor was chiefly caused by VOCs produced during spraying processes, as well as grinding, machining and lubricating processes, and compounded by the odor of the wastewater treatment plant.

From September 2013 to June 2015, the factories were driven by their customers to continue communicating with representatives of the Taiyuan residents, handle feedback on complaints, and accompany residents on multiple nighttime factory visits to identify remaining problems. One after another, the factory shut down or relocated the main odor-emitting production facilities in the areas of citizen complaint (zones A, B and C). By March 16, 2015, Zone A's spraying production lines and CNC equipment had been closed or relocated; all production in zone B had been shut down; and in zone C, the CNC equipment had been scaled back and relocated to the center of the plant.

To promote positive interaction between the company and residents of the surrounding area, environmental management staff from the factory's customers visited Taiyuan several times, taking the initiative to seek feedback from resident representatives and thereby assisting Foxconn Taiyuan to establish effective channels of communication and respond to odor complaints from residents. The specific process is as follows: once residents in the surrounding area feel that the company is emitting odors or causing other environmental problems, they can directly call Foxconn's customer representatives, through whom they can establish contact with Foxconn. After almost two years of dedicated trialing, environmental complaints against the company have dropped significantly (see the diagrams below).



Case: BYD Solves Issues of VOC Emissions Disrupting Residents

BYD Precision Manufacturing Co., Ltd. had repeatedly received complaints and been punished for exhaust emissions in excess of standards and pungent-smelling VOC emissions that disturbed residents. In 2013, under pressure from multiple IT brands including Apple, Microsoft and Nokia, BYD carried out practical and effective rectifications. As part of its corrective actions,

BYD removed illegal emissions pipes for VOC gases, improved its online monitoring system for exhaust emissions, and networked directly with the Shenzhen Environment Supervising Detachment to effectively control any direct emissions resulting from problems with the equipment. Meanwhile, BYD worked together with residents to immediately solve complaints and other problems disturbing residents near the site, helping to ensure normal production at the factory, provide stable living conditions for those in the community, and deliver positive economic and environmental benefits in a real win-win result.

4.2 Critical Gaps

- **Corporate social responsibility has yet to be extended to key areas of environmental concern in supply chains**

Many companies annually publish glossy CSR reports, but these reports are often comprised of feel-good initiatives that do not go to the heart of actual impact reduction. What's more, these programs are usually operating extraneous to the core business in the company and are not influencing day-to-day business decision-making. Very few corporate sustainability programs are properly focused and resourced, rendering them incapable of delivering environmental improvements in globalized operations around the world. In this edition of the evaluation one can see that of 167 brands, there are still 100 brands with overall scores of 10 or lower, or that did not score any points in key indicator 2.1 (concerning screening their factories for compliance status). This demonstrates that these companies still have not made substantive progress to address pollution problems in their supply chains.

- **Centralized wastewater treatment represents a responsibility loophole in need of urgent fixing**

In recent years, more and more industrial enterprises have mandated "collective treatment of emissions" for wastewater. However, the results of investigations by environmental groups have clearly demonstrated that wastewater discharged from many industrial pollution treatment plants does not meet standards, and these plants have instead become centralized "pollution sources." To truly evaluate brands' management of their supply chain's wastewater emissions, the CITI 2.0 established a specific evaluation indicator focusing on centralized wastewater treatment (indicator 2.3). Regrettably, during this edition's evaluation, 95% of brands did not score any points in this category, demonstrating that there are still loopholes that have not yet been addressed in wastewater treatment – and that the majority of brands are not even aware of such problems.

- **Consumers have not yet actively expressed their opinions and choices**

The United Nations selected green consumption as its key focus for World Environment Day in 2015. China is the world's largest base for producing and processing consumer goods. As such, green consumption cannot be limited only to whether or not final products are healthy, safe, and environmentally-friendly; consideration must also be given to whether or not production processes are green.


Many studies have shown that China's consumers have a strong understanding of environmental issues, but in practice, this environmental awareness has not yet transformed into real action. Xiaomi and some other brands whose supply chain environmental performance lags behind can still depend on their low prices and publicity for outstanding market performance, to the point that many loyal fans even defend these brands' poor environmental performance. Ignoring environmental pollution from supply chains, lowering environmental production costs, and relying upon marketing that advertises low prices all continue to be popular choices in the domestic market, resulting in a race to the bottom among brands and environmental pollution that will ultimately harm consumers' interests.

Case: Xiaomi's Supply Chain Pollution Problems Have Yet to Draw Consumers' Concern

Since 2010, Xiaomi has relied on traditional means of low pricing and modern methods of internet marketing to open up the market and become one of the main Chinese brands for mobile phones. In only the first quarter of 2015, shipments of Xiaomi branded smartphones was 13.5 million units.

Through research by several environmental protection organizations pollution problems were discovered in Xiaomi's supply chain. In May 2014, we tried to contact Lei Jun, the head of Xiaomi, but failed to receive any response. By June 2015 Xiaomi's one year of silence had caused seven environmental protection organizations to use new media, such as Weibo and WeChat, to openly raise questions about environmental problems in Xiaomi's supply chain. Several hours after doing so, the spokesperson of the company responded via Weibo, remarking, "Xiaomi is very thankful to these environmental protection organizations for their attention but we attach great importance to environmental protection issues." Yet, this company has not responded since then as to whether it will follow up on these problems.

As is apparent, unlike leading international brands such as Apple and Samsung and domestic brands such as Huawei and Lenovo, Xiaomi copies the OEM model¹⁶ of multinational brands but has not yet recognized its responsibility in supply chain environmental management. According to our analysis, the reason for this is that Xiaomi's mobile phones are mainly sold in the Chinese domestic market where consumers have not yet placed a great focus on brands' commitments to environmental and social responsibility. Through June 2015, Xiaomi was the only brand among mainstream smartphone brands surveyed by environmental protection organizations where no environmental commitment was found.

Brand	Environmental Commitment
 Apple	<i>Apple wants to make sure that suppliers — at home and around the globe — use environmentally responsible manufacturing processes. So we help them make their facilities more energy and water efficient, and we help implement targeted programs that</i>

¹⁶ In the response made on June 4, 2015, the spokesperson of Xiaomi stated, "As an internet company that focuses solely on R&D of smart phones, we have not engaged in production and manufacturing, but rather strategically cooperate with top global supply chain enterprises such as Apple and Samsung."

		<i>conserve the planet's precious resources.</i>
	Samsung	<i>In selecting suppliers, Samsung Electronics China will consider environmental performance. We will treat suppliers on the basis of the principle of "joining hands with suppliers to achieve longer and greater development" and help them to improve their competitiveness, achieving a win-win effect.</i>
	Huawei	<i>Huawei will build a harmonious and win-win industry chain together with its suppliers: We will integrate requirements for sustainable development into the end-to-end supply chain management process and accelerate the development of low-carbon, efficient green supply chains to create value for suppliers.</i>
	Lenovo	<i>We will continuously improve the environmental management system, improve environmental performance, and recommend the use of environmentally-friendly technologies within the supply chain. We will use environmentally friendly technologies and recommend them to our supply chain suppliers.</i>
	Xiaomi	<i>Failed to locate through searches</i>

Xiaomi's ignorance toward environmental pollution from its supply chain, reduction of its own environmental costs, and dependence on low prices and marketing to achieve continued popularity in the domestic market all make the brand naturally arrogant. The result is that the brand derives benefits while environmental pollution ultimately damages consumers' interests.

5. Analysis of Evaluation Criteria

Public Accountability

Basic Standard

Under CITI 2.0, maximum points for section 1.1, the engagement and responsiveness section, are now provided for brands that have established an effective communication channel to provide stakeholders with the details on on-going investigations and proactively published a list of Chinese suppliers. At the other extreme, brands scoring zero points in this section are impossible to contact, providing no name, email, or contact information for public inquiries about environmental problems or refusing to respond at all.

Progress and Gaps

The number of brands actively communicating has increased, but there are only nine brands that have disclosed a list of their suppliers in China, leading at the forefront of transparency.



However, there are still 49 brands that did not respond in a timely manner to public inquiries, including a number of well-known international brands.

Innovative Case

Using New Media to Respond to Public Pressure

IKEA responded to consumers' concerns toward its green supply chain management on Weibo, actively contacting environmental protection organizations and conducting face-to-face communication with them. It then followed up in-depth on related suppliers and pushed them to disclose public explanations. IKEA now regularly uses the database to identify compliance issues with its supply chain in China and to push for corrective actions to be implemented.



Establishing a Screening Mechanism

Basic Standard

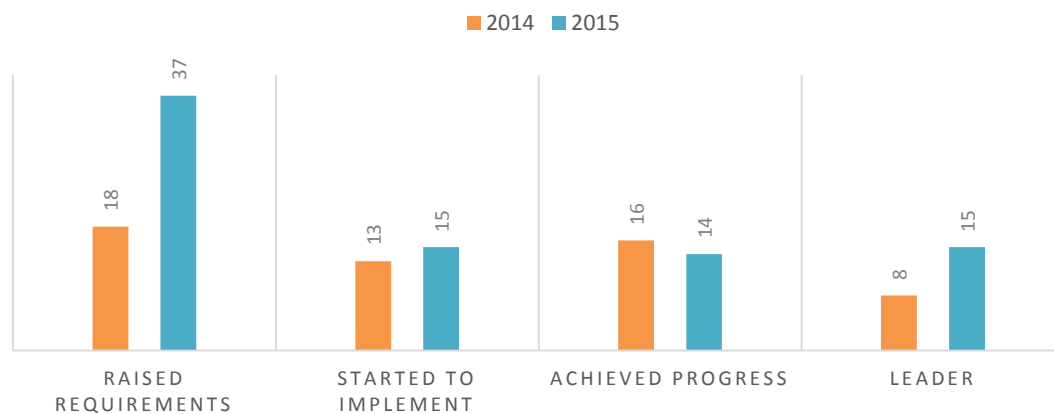
Under CITI 2.0, maximum points for compliance screening are awarded to brands that publicly

require supplier environmental compliance, screen their list of direct suppliers at least quarterly for violations, and provide an account of screening results, such as by providing the number of suppliers out of compliance, etc. At the other extreme, companies that have scored zero in this subsection have no screening process in place to ascertain compliance status of factories in their supply chain in China.

Progress and Gaps

As the table below table indicates, only 15 companies scored the maximum number of points in this section. Compared with the previous year, there are more brands that have begun to raise requirements and integrate environmental compliance into their supplier code of conduct. However, more than 51% of companies scored zero – with no activity that we could ascertain to check against government records on the environmental compliance status of their factories in China.

DEVELOPMENT OF BRANDS' ESTABLISHMENT OF SCREENING MECHANISMS



Innovative Case

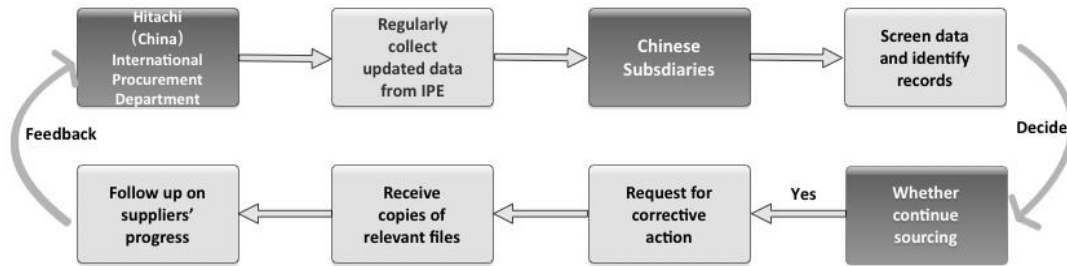
Hitachi China Explores Improvements to its Supplier Screening Mechanism

Amongst Japanese brands, Hitachi was an early user of the pollution map database to screen supplier violation records. Like many Japanese brands, Hitachi's procurement has been carried out separately by subsidiaries. Initially, Hitachi's supplier screening work was directly controlled by the Japanese headquarters' procurement department. This one-to-many model, which faced limitations of human resources and a lack of accurate and timely information about the latest changes in procurement of each enterprise in the brand's supply chain, was time-consuming and failed to achieve the desired results.

On October 16, 2014, Hitachi set up a green procurement committee, transferring the responsibility for screening work from the Japanese headquarters to Hitachi (China)'s international procurement department. The international procurement department regularly collates violation records using IPE's updated database and sends them to Chinese subsidiaries. Each subsidiary screens its own suppliers and pushes them to take corrective action and disclose

information. They then provide feedback to Hitachi (China) international procurement department, which in turn relays feedback to the Japanese headquarters.

Hitachi's is an effective model for better reducing communication costs within hierarchical structures, directly accessing suppliers' latest progress, and following up on the status of corrective actions. Aside from increases in efficiency and saving time, it also generates more power to push suppliers to rectify their environmental behavior.



Hitachi Screening Mechanism Flowchart

■ Pushing for Corrective Actions

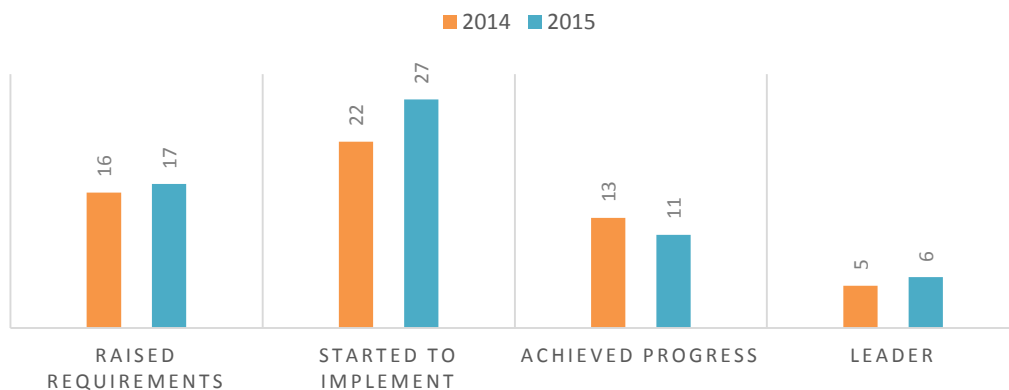
Basic Standard

Maximum points are awarded for brands that push at least their direct suppliers with compliance problems to carry out corrective actions and go through the relevant GCA third-party audit to have their records removed, and also regularly communicate with stakeholders about progress made. Brands that score zero points do not have a program in place to require corrective actions when they find problems during screening.

Progress and Gaps

As the following chart indicates, only six companies scored the maximum number of points in this section. The number of brands that have begun to push for corrective actions has to a certain extent increased since last year, putting pressure on problem suppliers to implement corrections and publicly disclose the actions that they have taken.

DEVELOPMENT OF BRANDS' PUSHING FOR CORRECTIVE ACTIONS



Innovative Case

Pushing Suppliers to Treat Heavy Metals in River Basin Sediment

In 2013, research by the Suzhou-based environmental protection organization Lvse Jiangnan Public Environmental Concerned Center (hereafter referred to as "Lvse Jiangnan") uncovered that Foxconn Electronics Industrial Development (Kunshan) Ltd Co. (hereafter referred to as "Foxconn Kunshan") had been discharging wastewater into an internal channel, causing a pungent odor, darkened water and thick foam. In August 2013 Lvse Jiangnan and IPE, together with three other NGOs, jointly released the "Green Choice Alliance IT Industry Supply Chain Investigative Report (7th edition): Who is polluting the Taihu Lake basin?"¹⁷ As disclosed in the report, nickel content in sediment was extremely high. This problem attracted the attention of senior staff at Foxconn. Under pressure from Apple, Foxconn Kunshan began to investigate the problem in the channel, and confirmed that it was polluted, but they failed to identify the source of the pollution.



Again pushed by Apple, Foxconn Kunshan launched a remediation project for the channel. Remediation work unfolded in five stages. The first four stages were completed over six months and included cutting off the water sources to the channel, completely diverting storm-water, drying up sediment in the riverway, and developing a river sediment monitoring and treatment scheme (which passed an expert review on May 2014). Stage 5 was the launch of sediment dredging treatment work. Foxconn Kunshan adopted experts' recommendations for the "hydraulic digging, remote exposure" dredging plan. In November 2014, construction of the sediment exposure tanks was completed, and on December 20, 2014, all dredging work was finished. The plan for co-combustion of sediment in cement-producing kilns, recommended by the "scheme," was adopted. As the next step, contaminated sediment will be used to solidify and stabilize heavy metals in cement packing material, thereby finally achieving the goal of harmless and resourceful disposal.



¹⁷ See: http://www.ipe.org.cn/about/notice_de_1.aspx?id=11265 .

■ Centralized Wastewater Treatment

Basic Standard

Section 2.3 awards maximum points to those brands that first identify the path of wastewater treatment (i.e. the series of treatment facilities the wastewater travels through prior to discharge to the environment), then for pushing their (water intensive) suppliers to disclose the names of the centralized wastewater treatment plants and the relevant pretreatment and discharge standards. Additional points are awarded for disclosing monitoring data for the pretreatment discharge and providing explanations of any violations that occur. We hope to eventually be able to better achieve results from promoting the installation of centralized treatment facilities, thus forming a line of defense for managing and controlling effluent. On the contrary, brands that did not receive any points have not yet begun to identify the path of their suppliers' wastewater treatment, to the point that many do not even have an understanding of the issues in this area.

Progress and Gaps

Only five brands have begun to recognize the management loophole surrounding centralized treatment of wastewater, identifying the path of wastewater at their suppliers and pushing their suppliers with relatively high effluent loads to disclose the list of wastewater treatment facilities that they discharge into.



Innovative Case

Target Extends Responsibility for Wastewater Discharges from Centralized Treatment Plants

In 2014, Target launched an effort to assess the centralized wastewater treatment plants (CWTP) used by some of the factories in its supply chain. Starting in Vietnam, the U.S. – based retailer requested its dyeing and finishing facilities to identify and disclose the locations of their offsite treatment.

Target then encourages factories to consider their centralized wastewater treatment plants as a provider of goods or services similar to a raw material supplier to the factory. In this way, dyeing and finishing facilities are motivated to monitor their CWTP's performance and thereby ensure that they meet legal requirements and are transparent.

In the future, Target will expand this green supply chain effort to map and verify CWTP's to all the countries in which they manufacture, which of course includes China.

■ Managing High Environmental Impact Suppliers

Basic Standard

The single most important component of an effective green supply chain program is to identify and focus on those types of factories likely to have the biggest environmental impact. This will ensure that corporate time and resources are deployed where it matters the most: to the most potentially damaging and high-impact operations associated with manufacturing around the world. As such, section 3.1 focuses on brands' prioritization of those suppliers where environmental impacts are greatest, which include but are by no means limited to main materials, raw materials, hazardous waste disposal and wastewater treatment plants. Many of these facilities may not necessarily have a direct relationship with brands, forming a supervision loophole that brands have a responsibility to solve.

Progress and Gaps

There are already 28 brands that have pushed high environmental impact suppliers in their supply chains to issue public explanations of their environmental problems and the corrective actions they are taking to fix these problems, but not even 30% of brands have begun to identify the high environmental impact suppliers in their supply chains and regularly screen their environmental performance.

■ Extend Screening Mechanisms Upstream

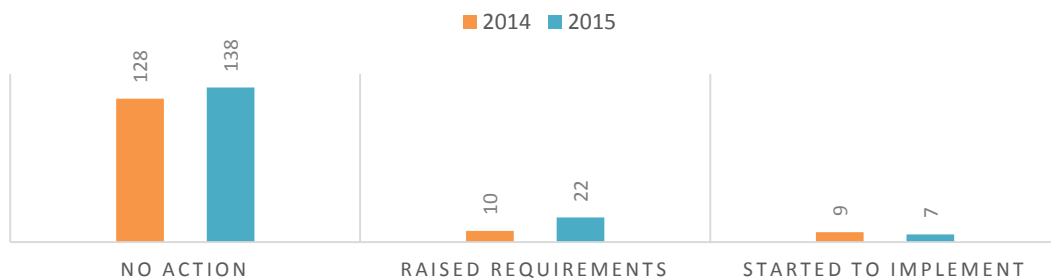
Basic Standard

Section 3.2 credits brands that have pushed their direct suppliers to screen their own suppliers, through such means as supplier training, peer to peer mentoring, and other similar strategies. Brands who have pushed at least their direct suppliers to screen their own suppliers for compliance issues are awarded points, with maximum points possible for those brands whose suppliers have screened all the way up to raw materials providers and pushed their own suppliers to publicly respond to any violation issues. Pushing suppliers to screen their own suppliers increases direct pressure on those facilities that may escape direct supervision from brands but exert harmful impacts on the environment.

Progress and Gaps

Despite the fact the more brands have begun to take effective action to push their suppliers to use the Pollution Map database to conduct screenings, the establishment of their own screening mechanisms and pushing of upstream suppliers to issue explanations of their corrective actions is still relatively limited.

DEVELOPMENT OF BRAND'S PUSHING FOR UPSTREAM SCREENING



■ Energy and Climate Data

Basic Standard

Section 4.1 awards brands points for directing at least their direct suppliers to provide data on energy consumption and carbon emissions to the public, with more points for working up the supply chain to its higher energy intensity suppliers. Energy-saving and low-carbon green production needs to begin with the measurement of energy use and carbon emissions in supply chains. Under the background of the U.S.-China Joint Announcement on Climate Change and China's plan to establish a nationwide market for carbon emissions trading, requirements for reliable enterprise-level data on greenhouse gas emissions are expected to increase significantly. Maximum points are provided when a brand has pushed its energy intensive suppliers up the supply chain to provide data on energy consumption and CO₂ emissions on an annual basis and has used this information to set up its own suitable CO₂ emission targets.

Progress and Gaps

Apple and Adidas have already begun to push high-energy suppliers in their supply chains to annually disclose data, but less than 40% of brands have begun to require direct suppliers to disclose energy and climate emissions data.

■ Pollution Release and Transfer Registry (PRTR) Data

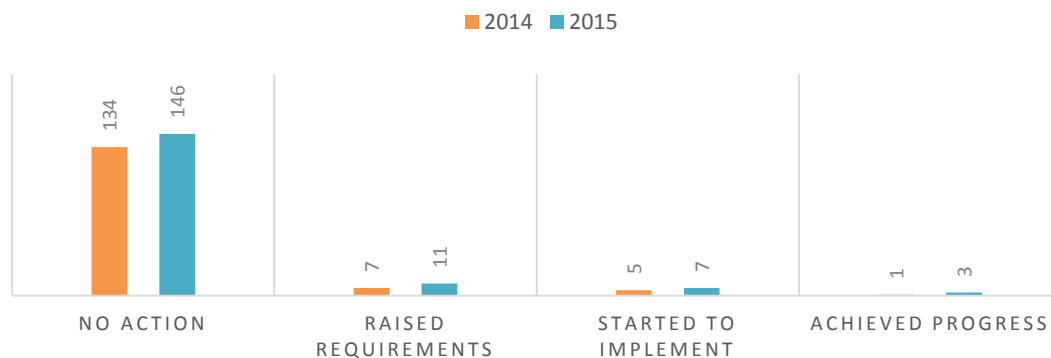
Basic Standard

Similarly to the first indicator in section 4, section 4.2 awards brands points for pushing at least their direct suppliers to disclose pollutant release and transfer (PRTR) data to the public. This data may be disclosed on the platform established by IPE or an equivalent platform. Alternatively, brands may earn credit for pushing suppliers to report self-monitoring data as required by the government for some 15,000 state-monitored factories, including pollutant discharge concentration and total volumes as well as the discharge standard. Maximum points are provided when a brand has pushed high impact suppliers up the supply chain to provide PRTR data on an annual basis and has used this data to establish emissions-reduction targets.

Progress and Gaps

Apple, Adidas, and Marks & Spencer have already begun to push high environmental impact suppliers in their supply chains, such as dyeing and finishing plants and circuit board production plants, to disclose their complete annual data. In addition, seven brands – H&M, Samsung, Levi's, Burberry, Puma, Kao and Foxconn – have already pushed their direct suppliers to actively disclose PRTR data. By September 2015, a total of 1080 factories had filled out PRTR data, with 802 publicly disclosing this information.

PROGRESS OF BRANDS' PUSHING FOR PRTR



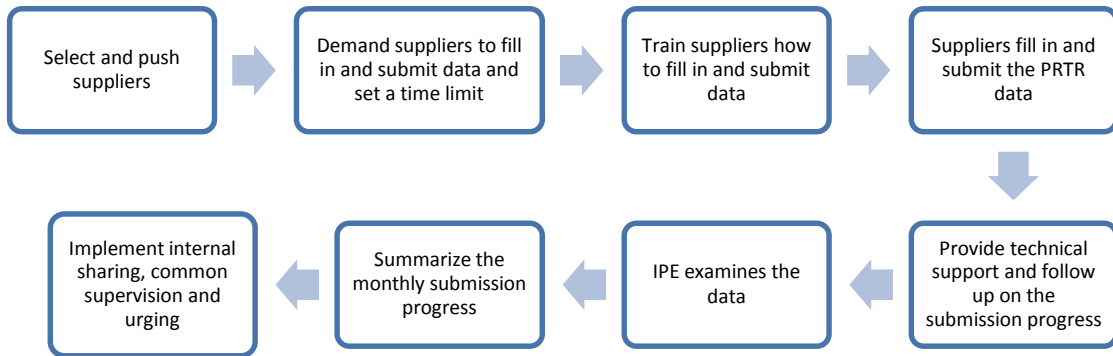
Other than the leading brands mentioned above, the majority of brands have not yet begun to push for PRTR or raise requirements for PRTR disclosure to their suppliers. Chinese enterprises have little awareness and capacity to disclose environmental information great, which increases the difficulty for brands to push for PRTR disclosure. It also means that those that have filled out the current PRTR form only fill in basic information, placing a key focus on primary pollutants rather than characteristic pollutants.

Innovative Case

Adidas Pushes Its Material Suppliers to Conduct Continuous Disclosure

Since 2013, Adidas has begun to push its direct suppliers to fill in and submit their PRTR data. It began to require all its China-based suppliers to do so in 2014, and further extended the information disclosure scope in 2015, requiring all its nominated material suppliers and Chinese shoemaking suppliers to disclose information on the IPE platform. Adidas has so far managed to push 117 suppliers to fill in and submit their PRTR data. Among them are fifteen material suppliers and nine accessories and parts suppliers.

Adidas PRTR Project Management Process



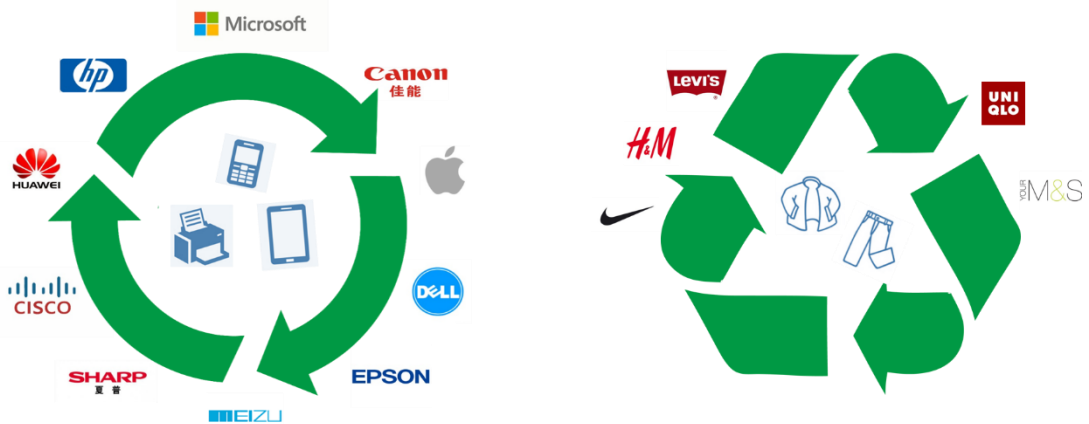
■ **Responsible Recycling of Used Products**

Basic Standard

This section award brands points for establishing recycling programs for used products, with maximum points awarded to those brands who track where used products are sent for final processing, check the compliance status of these facilities, and push these facilities to correct their non-compliance issues and disclose their discharge data. Brands that do not sell products in China may earn points by tracking the processing of solid waste from their suppliers and promoting the reuse and recycling of solid waste.

Progress and Gaps

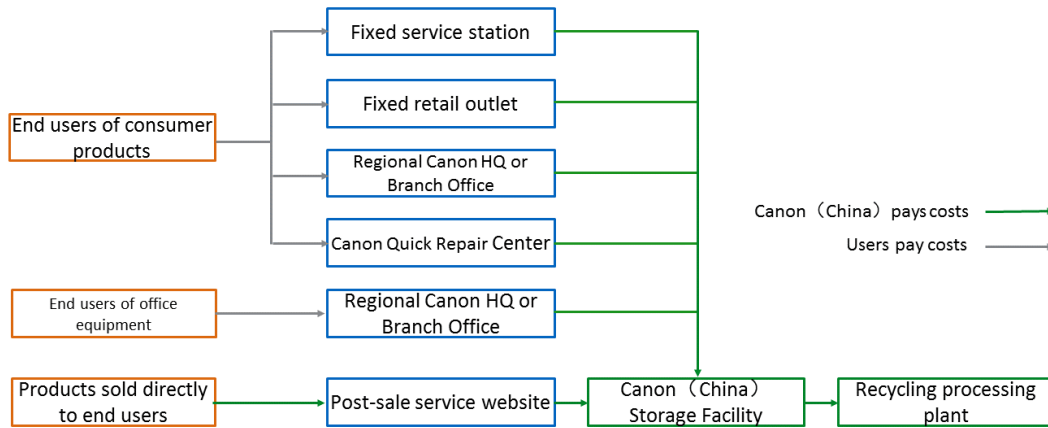
Despite over 20% of brands having established channels for recycling discarded products, only a small number effectively publicize these recycling channels, and only Canon and Panasonic have taken measures to manage the treatment process of recycled products and develop responsible recycling programs.



Innovative Case

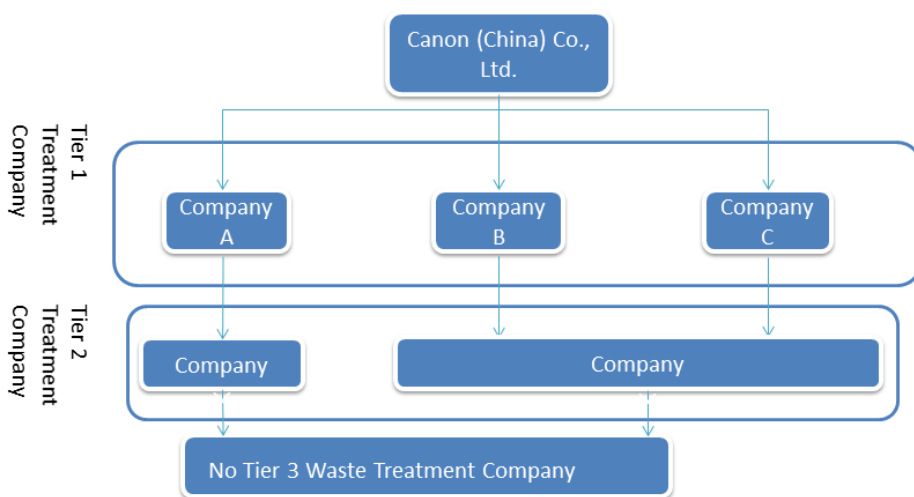
Canon’s Management of Final Processing for Recycled Products

In order to efficiently use and save resources, reduce energy consumption and prevent pollution, some large-scale IT enterprises have begun to implement projects for recycling and reusing used products. With a system for recycling used products, Canon (China) Co., Ltd. (“Canon”) has set up some service stores to recycle discarded copiers, fax machines, printers, and other used products.



Flowchart of Canon’ (China) Co., Ltd. s Management of Used Products ¹⁸¹⁸

As a Japanese enterprises that was one of the first to screen suppliers for violation records using the pollution map database, Canon has extended its screening scope from product manufacturers to recycling and treatment companies. Canon confirms the environmental compliance of all companies involved in the full waste treatment process.



Tiers of Recycling and Treatment for Used Canon Products

¹⁸ <http://www.canon.com.cn/support/recycle.html> (a visit paid in October 2015)

According to Canon's statistics, the used product treatment processes in China involve only two tiers. In January 2015, Canon comprehensively verified the status of downstream treatment companies provided by Tier 1 treatment companies, and confirmed that those with violation records had completed corrective actions. At present, the company has established a regular verification system for waste treatment companies and their downstream treatment companies. Under this system, it verifies the environmental compliance of each company on a quarterly basis using IPE's database and has done so for the second and third quarters of 2015.


6. Industry Rankings

6.1 Rankings by Industry

Comparisons among brands from the same industry tend to draw more attention because the makeup of these brands' supply chains is similar, to the point that many brands share the same suppliers. Industry brands often compare themselves with one another because they face the same challenges. As such, the best practices of leading brands often pose strong potential to be replicated by other brands in the same industry.

The 9 industries covered in the CITI evaluation have each produced their own leading brand. The following brands sit atop the rankings of their respective industry categories: IT – Apple; textiles – Adidas; food & beverage – Coca Cola; household & personal care – Kao; automobiles – Toyota; paper – Oji Paper; leather – Adidas; alcohol – Tsingtao; and diversified – Hitachi.


CITI Score Rankings for Brands--IT Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Apple	72	12	12	14	2.5	7	4	7.5	9	4
2	Panasonic	52	9	12	10.5	0	7	2	2.5	3	6
3	Microsoft	50.5	9	9	14	0	7	2	2.5	3	4
4	Hitachi	49.5	9	12	10.5	0	7	2	5	0	4
5	Samsung	49	9	12	10.5	0	7	2	2.5	6	0
5	Foxconn	49	9	12	10.5	0	7	0	2.5	6	2
7	HP	48	12	9	7	0	7	4	5	0	4
8	Huawei	43.5	9	9	7	0	7	2	2.5	3	4
9	Canon	40.5	9	6	10.5	0	7	2	0	0	6
10	GE	39.5	9	9	10.5	0	7	2	0	0	2
10	Siemens	39.5	9	9	10.5	0	7	2	0	0	2
12	Dell	38	12	9	7	0	3.5	0	2.5	0	4
13	Philips	33.5	9	6	7	0	7	2	2.5	0	0
14	Toshiba	26.5	9	6	7	0	0	0	2.5	0	2
15	Sharp	23	9	3	3.5	0	0	0	2.5	3	2
16	Nokia	19	6	6	7	0	0	0	0	0	0
16	Alcatel	19	6	6	7	0	0	0	0	0	0
18	Cisco	18.5	9	3	0	0	0	0	2.5	0	4
19	Ericsson	15	9	6	0	0	0	0	0	0	0
20	Sony	12.5	6	3	3.5	0	0	0	0	0	0
21	Lenovo	12	9	3	0	0	0	0	0	0	0
22	Vodafone	11.5	9	0	0	0	0	0	2.5	0	0
22	BT	11.5	6	3	0	0	0	0	2.5	0	0
24	Seiko Epson	11	6	3	0	0	0	0	0	0	2
25	HTC	9	6	3	0	0	0	0	0	0	0
25	LG	9	6	3	0	0	0	0	0	0	0
25	Intel	9	6	3	0	0	0	0	0	0	0
25	ZTE	9	6	3	0	0	0	0	0	0	0
25	Motorola	9	6	3	0	0	0	0	0	0	0

NO.	Brand	100	12	12	14	10	14	8	10	12	8
30	IBM	6	3	3	0	0	0	0	0	0	0
30	Singtel	6	6	0	0	0	0	0	0	0	0
30	BYD	6	6	0	0	0	0	0	0	0	0
30	TCL	6	6	0	0	0	0	0	0	0	0
34	RIM-Blackberry	3	3	0	0	0	0	0	0	0	0
34	Haier	3	3	0	0	0	0	0	0	0	0
34	Midea	3	0	3	0	0	0	0	0	0	0
37	Xiaomi	3	3	0	0	0	0	0	0	0	0
38	MEIZU	2	0	0	0	0	0	0	0	0	2

Since 2010, IT brands have pushed 433 suppliers to address some 745 environmental violation records and solve key pollution problems of wastewater and air emissions. Main air pollutants of the IT industry include volatile organic compounds (VOCs), toluene and other organic gases, leading to complaints from residents in surrounding areas. Under pressure from brands, problem suppliers have actively implemented corrective actions and established channels for communicating with the public.

CITI Score Rankings for Brands--Diversified


			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Hitachi	49.5	9	12	10.5	0	7	2	5	0	4
2	GE	39.5	9	9	10.5	0	7	2	0	0	2
2	Siemens	39.5	9	9	10.5	0	7	2	0	0	2
4	Philips	33.5	9	6	7	0	7	2	2.5	0	0
5	Toshiba	26.5	9	6	7	0	0	0	2.5	0	2

This edition of the evaluation has established a new industry category, “diversified.” The main impetus for this category’s establishment is because some brands that originally concentrated on IT consumer products as their core focus have gradually reduced their production of consumer goods or even gotten rid of this business altogether, changing direction to focus on production of machinery and equipment as their main area of business.

All of the companies included in the first group of brands in the diversified industry category are from North America, Europe, Japan or South Korea. Of positive note, although these brands’ core business has undergone a significant transformation, systems for green procurement have still been extended throughout their supply chains. Thus, a group of large-scale raw materials suppliers have been influenced by these brands’ green procurement, creating significant positive benefits for the environment.

Compared to other industries, the scope of products of brands in the diversified category is wider and raw materials suppliers tend to fall under the diversified industry category. According to statistics, at present, enterprises that have already been pushed by diversified category brands to communicate and respond to their violation records include 13 enterprises from such industries as iron and steel, aluminum, magnesium, rare earths, specialty materials, chemicals, additives, styrofoam, and rubber, hitting at the source of production and processing. Under pressure from brands, some suppliers have already completed GCA audits and their records have been delisted.


CITI Score Rankings for Brands--Textile Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Adidas	66	12	12	14	2.5	7	2	7.5	9	0
2	H&M	59.5	12	12	7	2.5	7	4	5	6	4
3	Levi's	59	12	12	10.5	2.5	7	2	5	6	2
4	M&S	52.5	9	9	7	2.5	7	2	5	9	2
5	Walmart	51.5	9	12	14	0	7	4	2.5	3	0
5	Esquel	51.5	9	12	14	0	7	2	2.5	3	2
7	Nike	49.5	12	9	10.5	0	7	4	5	0	2
8	Uniqlo	44	9	12	14	0	7	0	0	0	2
9	Puma	43.5	12	9	7	0	7	0	2.5	6	0
10	Target	42.5	9	12	7	0	7	2	2.5	3	0
11	ZARA	40	9	12	7	0	7	2	0	3	0
12	Burberry	39	9	9	7	0	3.5	2	2.5	6	0
13	Gap	36	9	9	7	0	7	4	0	0	0
13	C&A	36	9	9	7	0	7	4	0	0	0
13	Ikea	36	9	12	7	0	3.5	0	2.5	0	2
16	Esprit	29	9	6	7	0	7	0	0	0	0
16	Li-Ning	29	9	6	7	0	7	0	0	0	0
18	Mizuno	28	9	6	7	0	3.5	0	2.5	0	0
19	Primark	25.5	9	6	7	0	3.5	0	0	0	0
20	Ann Taylor	22.5	6	6	7	0	3.5	0	0	0	0
21	JACK & JONES	22	9	6	7	0	0	0	0	0	0
22	Timberland	21	12	3	0	0	3.5	0	2.5	0	0
23	Toread	16	6	3	7	0	0	0	0	0	0
23	Tommy Hilfiger	16	6	3	7	0	0	0	0	0	0
25	Youngor	9	9	3	3.5	0	0	0	0	0	0
25	G-Star	15.5	9	3	3.5	0	0	0	0	0	0
27	The North Face	12	9	3	0	0	0	0	0	0	0
27	Lee Jeans	12	9	3	0	0	0	0	0	0	0
27	Carrefour	9	9	3	0	0	0	0	0	0	0

NO.	Brand	100	12	12	14	10	14	8	10	12	8
30	Disney	9	6	3	0	0	0	0	0	0	0
30	Calvin Klein	9	6	3	0	0	0	0	0	0	0
30	Benetton	9	6	3	0	0	0	0	0	0	0
33	Tesco	6	6	0	0	0	0	0	0	0	0
34	Lafuma	3	3	0	0	0	0	0	0	0	0
34	Sears	3	3	0	0	0	0	0	0	0	0
34	Kmart	3	3	0	0	0	0	0	0	0	0
34	Armani	3	3	0	0	0	0	0	0	0	0
34	Kate Spade	3	3	0	0	0	0	0	0	0	0
34	Next	3	3	0	0	0	0	0	0	0	0
34	Abercrombie & Fitch	3	3	0	0	0	0	0	0	0	0
34	Giordano	3	3	0	0	0	0	0	0	0	0
42	HUGO BOSS	0	0	0	0	0	0	0	0	0	0
42	361°	0	0	0	0	0	0	0	0	0	0
42	Kappa	0	0	0	0	0	0	0	0	0	0
42	Guess	0	0	0	0	0	0	0	0	0	0
42	ANTA	0	0	0	0	0	0	0	0	0	0
42	Cortefiel	0	0	0	0	0	0	0	0	0	0
42	DKNY	0	0	0	0	0	0	0	0	0	0
42	Victoria's Secret	0	0	0	0	0	0	0	0	0	0
42	Macy's	0	0	0	0	0	0	0	0	0	0
42	J.C. Penney	0	0	0	0	0	0	0	0	0	0
42	Meters/bonwe	0	0	0	0	0	0	0	0	0	0
42	Polo Ralph Lauren	0	0	0	0	0	0	0	0	0	0


Since 2012, textile brands have pushed 751 enterprises to address some 1490 environmental violation records. Key problems that have been addressed include textile mill effluent not complying with standards, which has had a particularly positive impact on lessening the environmental burden of the Zhejiang region.

CITI Score Rankings for Brands--Leather Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Adidas	66	12	12	14	2.5	7	2	7.5	9	0
2	Nike	49.5	12	9	10.5	0	7	4	5	0	2
3	Puma	43.5	12	9	7	0	7	0	2.5	6	0
4	Burberry	39	9	9	7	0	3.5	2	2.5	6	0
5	Li-Ning	29	9	6	7	0	7	0	0	0	0
6	Mizuno	28	9	6	7	0	3.5	0	2.5	0	0
7	Timberland	21	12	3	0	0	3.5	0	2.5	0	0
8	Nine West	19	6	6	7	0	0	0	0	0	0
9	Toread	16	6	3	7	0	0	0	0	0	0
10	The North Face	12	9	3	0	0	0	0	0	0	0
11	Columbia	9	6	3	0	0	0	0	0	0	0
12	Prada	5.5	0	3	0	0	0	0	2.5	0	0
13	GUCCI	3	3	0	0	0	0	0	0	0	0
13	Tiffany	3	3	0	0	0	0	0	0	0	0
13	Clarks	3	3	0	0	0	0	0	0	0	0
13	Armani	3	3	0	0	0	0	0	0	0	0
13	Kate Spade	3	3	0	0	0	0	0	0	0	0
18	COACH	2.5	0	0	0	0	0	0	2.5	0	0
19	361°	0	0	0	0	0	0	0	0	0	0
19	Kappa	0	0	0	0	0	0	0	0	0	0
19	ANTA	0	0	0	0	0	0	0	0	0	0
19	CHANEL	0	0	0	0	0	0	0	0	0	0
19	SAMSONITE	0	0	0	0	0	0	0	0	0	0
19	Belle	0	0	0	0	0	0	0	0	0	0
19	Aokang	0	0	0	0	0	0	0	0	0	0
19	Kangnai	0	0	0	0	0	0	0	0	0	0

Many textile and apparel brands also manufacture leather products, so there are many textile brands that are thus included in both industry rankings. In 2015, based on the realizations of textile brands, there were more in-depth investigations of the leather industry. As such, this edition of the evaluation has added new domestic and foreign brands that include Nine West, Columbia, Prada, Clarks, and Kangnai, bring the total number of leather brands to 26. Of these brands, Adidas, Nike, and Puma have all demonstrated supervision toward their leather suppliers and thus continue to sit atop the rankings.

CITI Score Rankings for Brands--Food & Beverage Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	CocaCola	35.5	9	6	7	0	7	2	2.5	0	2
2	Unilever	34.5	9	9	10.5	0	3.5	0	2.5	0	0
3	Danone	12	3	3	3.5	0	0	0	2.5	0	0
4	Pepsi	10.5	6	0	0	0	0	0	2.5	0	2
5	Dachan	9.5	3	3	3.5	0	0	0	0	0	0
6	Nestlé	9	3	0	3.5	0	0	0	2.5	0	0
7	Uni-president	6.5	3	0	3.5	0	0	0	0	0	0
7	Master Kong	6.5	3	0	3.5	0	0	0	0	0	0
7	McDonald's	6.5	3	0	3.5	0	0	0	0	0	0
10	COFCO	6	0	0	3.5	0	0	0	2.5	0	0
11	Mars	5.5	3	0	0	0	0	0	2.5	0	0
11	Yili	5.5	3	0	0	2.5	0	0	0	0	0
13	General Mills	3	0	3	0	0	0	0	0	0	0
14	Brightdairy	2.5	0	0	0	2.5	0	0	0	0	0
14	KFC	2.5	0	0	0	0	0	0	2.5	0	0
14	Shuanghui	2.5	0	0	0	2.5	0	0	0	0	0
14	Mengniu	2.5	0	0	0	2.5	0	0	0	0	0
14	Fonterra	2.5	0	0	0	0	0	0	2.5	0	0
19	Nongfu Spring	0	0	0	0	0	0	0	0	0	0
19	CP	0	0	0	0	0	0	0	0	0	0
19	Nongshim	0	0	0	0	0	0	0	0	0	0
19	Modern Farming	0	0	0	0	0	0	0	0	0	0
19	Junlebao	0	0	0	0	0	0	0	0	0	0


The food & beverage category has grown from 16 brands in the last edition of the evaluation to 23 brands in this year's report, with dairy products forming a focus area of this edition of the evaluation. Of the seven brands that were added, three are dairy product brands. Coca Cola once again ranks at the top of the list as a result of its favorable performance in disclosing data and establishing a screening mechanism, thus driving some of its factories to make corrections and improvements.

CITI Score Rankings for Brands-- Personal Care Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Kao	45.5	9	12	10.5	0	3.5	2	2.5	6	0
2	Unilever	34.5	9	9	10.5	0	3.5	0	2.5	0	0
3	P&G	15	3	3	0	0	3.5	0	2.5	3	0
4	Liby	9.5	6	0	3.5	0	0	0	0	0	0
5	Johnson&Johnson	8.5	3	0	0	0	0	0	2.5	3	0
5	L'Oréal	8.5	6	0	0	0	0	0	2.5	0	0
7	SC Johnson	5.5	3	0	0	0	0	0	2.5	0	0
7	Colgate-Palmolive	5.5	0	3	0	0	0	0	2.5	0	0
9	AVON	2.5	0	0	0	0	0	0	2.5	0	0
10	Whitecat	0	0	0	0	0	0	0	0	0	0
10	LMZ	0	0	0	0	0	0	0	0	0	0
10	Nice	0	0	0	0	0	0	0	0	0	0
10	Jahwa	0	0	0	0	0	0	0	0	0	0


Since last year, Kao's superior performance in beginning to establish a comprehensive screening mechanism and extending green supply chain practices have propelled it to jump to the top of this year's household & personal care industry rankings. Other brands, such as Unilever, also continued to push their suppliers and implement better practices.

CITI Score Rankings for Brands--Automobile Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions				Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products	
NO.	Brand	100	12	12	14	10	14	8	10	12	8	
1	Toyota	28.5	9	6	3.5	0	3.5	2	2.5	0	2	
2	Ford	13.5	6	3	0	0	0	0	2.5	0	2	
3	BMW	12	6	0	3.5	0	0	0	2.5	0	0	
4	Honda	11.5	6	3	0	0	0	0	2.5	0	0	
5	Mercedes-Benz	11	6	3	0	0	0	0	0	0	2	
6	Volkswagen	9	6	3	0	0	0	0	0	0	0	
7	GM	5.5	3	0	0	0	0	0	2.5	0	0	
8	Great Wall	3	3	0	0	0	0	0	0	0	0	
9	Hyundai	0	0	0	0	0	0	0	0	0	0	
9	Changan	0	0	0	0	0	0	0	0	0	0	
9	Chery	0	0	0	0	0	0	0	0	0	0	


Of the twelve automobile industry brands, four are local Chinese brands. Automobile supply chains are long and include high energy-consuming and polluting industries that exert a particularly heavy impact on air quality. However, this edition of the evaluation shows that the majority of brands have not yet begun to promote green procurement, with only Toyota and BMW having taken proactive action.

CITI Score Rankings for Brands--Paper Industry

 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Oji Paper	35	9	9	7	0	3.5	2	2.5	0	2
2	Stora Enso	17.5	6	0	3.5	0	3.5	2	2.5	0	0
3	APP	17	3	3	0	0	3.5	0	2.5	3	2
3	SCA	17	6	3	0	0	3.5	2	2.5	0	0
5	International Paper	11	3	0	0	0	3.5	0	2.5	0	2
6	UPM	6	0	0	0	0	3.5	0	2.5	0	0
7	HTRH	3	3	0	0	0	0	0	0	0	0
8	Lee & Man Paper	2	0	0	0	0	0	0	0	0	2
9	Nine Dragons Paper	0	0	0	0	0	0	0	0	0	0

Asia Pulp & Paper Co., Ltd. (APP) was added to the paper industry in this edition of the evaluation, increasing the number of paper industry brands to a total of nine. Oji Paper has already begun to establish a screening mechanism, allowing it to better push for those factories and suppliers that have violation records to release explanations of their corrective actions. Oji Paper made comparatively large progress in the past year, vaulting it to the top spot in the rankings.

CITI Score Rankings for Brands--Alcohol Industry

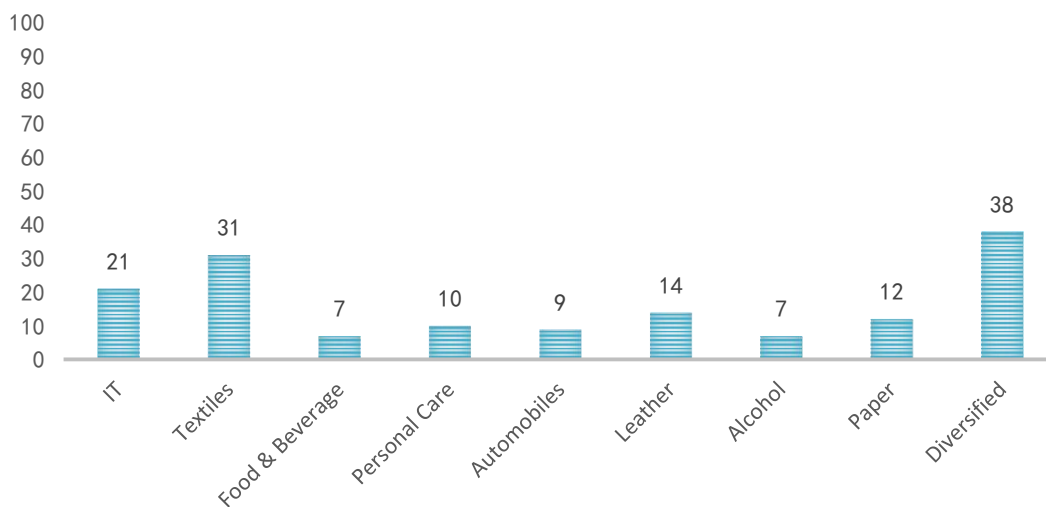
 CITI Criteria			Engagement & Responsiveness	Compliance & Corrective Actions			Extend Green Supply Chain Practices		Data Disclosure & Transparency		Responsible Recycling
			Respond to and Engage with the Public	Establish Screening Mechanism	Push for Corrective Actions	Centralized Wastewater Treatment	Identify & Manage Main Polluting Sectors	Extend Management Upstream	Energy and Climate Data	PRTR	Recycling Used Products
NO.	Brand	100	12	12	14	10	14	8	10	12	8
1	Tsingtao	12	6	0	3.5	0	0	0	2.5	0	0
2	Budweiser	11	3	0	0	0	3.5	0	2.5	0	2
2	Harbin Beer	11	3	0	0	0	3.5	0	2.5	0	2
4	Carlsberg	9.5	0	0	3.5	0	3.5	0	2.5	0	0
4	Asahi	9.5	6	0	3.5	0	0	0	0	0	0
6	SABMiller	6	0	0	0	0	3.5	0	2.5	0	0
7	Heineken	5.5	3	0	0	0	0	0	2.5	0	0
8	Yanjing Beer	0	0	0	0	0	0	0	0	0	0
8	Snowbeer	0	0	0	0	0	0	0	0	0	0

Brands included in alcohol manufacturing include brands that are well-known to both foreign and domestic consumers, but the industry as a whole has been slow to make progress in green production and procurement. This edition of the evaluation added Asahi as a new brand to this industry category.

6.2 Comparing Different Industries

Of the nine industries in this edition of the evaluation, the top three industries as a whole for green supply chain practices include textiles, IT and the diversified industry category, with food & beverage and alcohol brands rankings at the bottom in cross-industry comparisons.

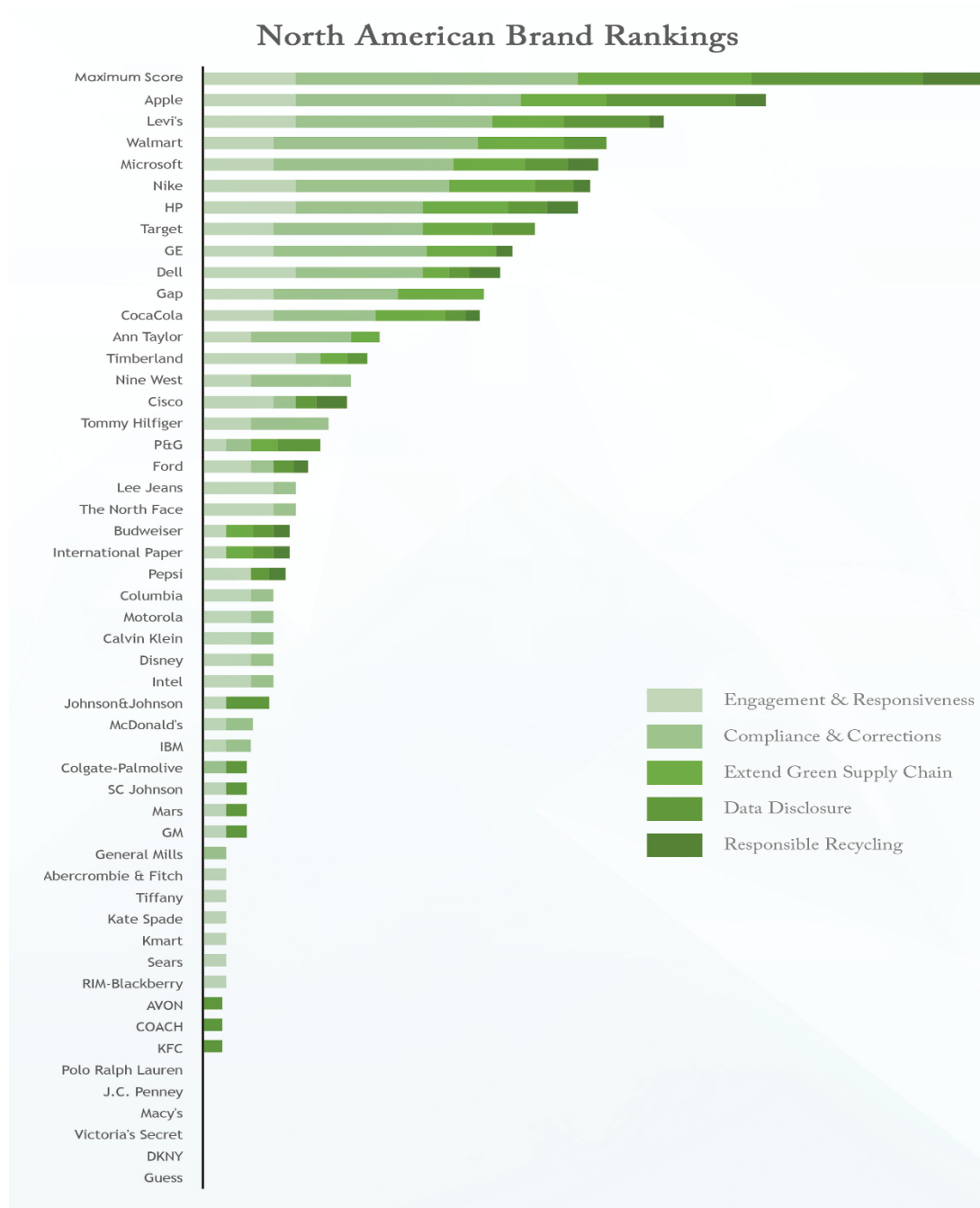
AVERAGE SCORES BY INDUSTRY



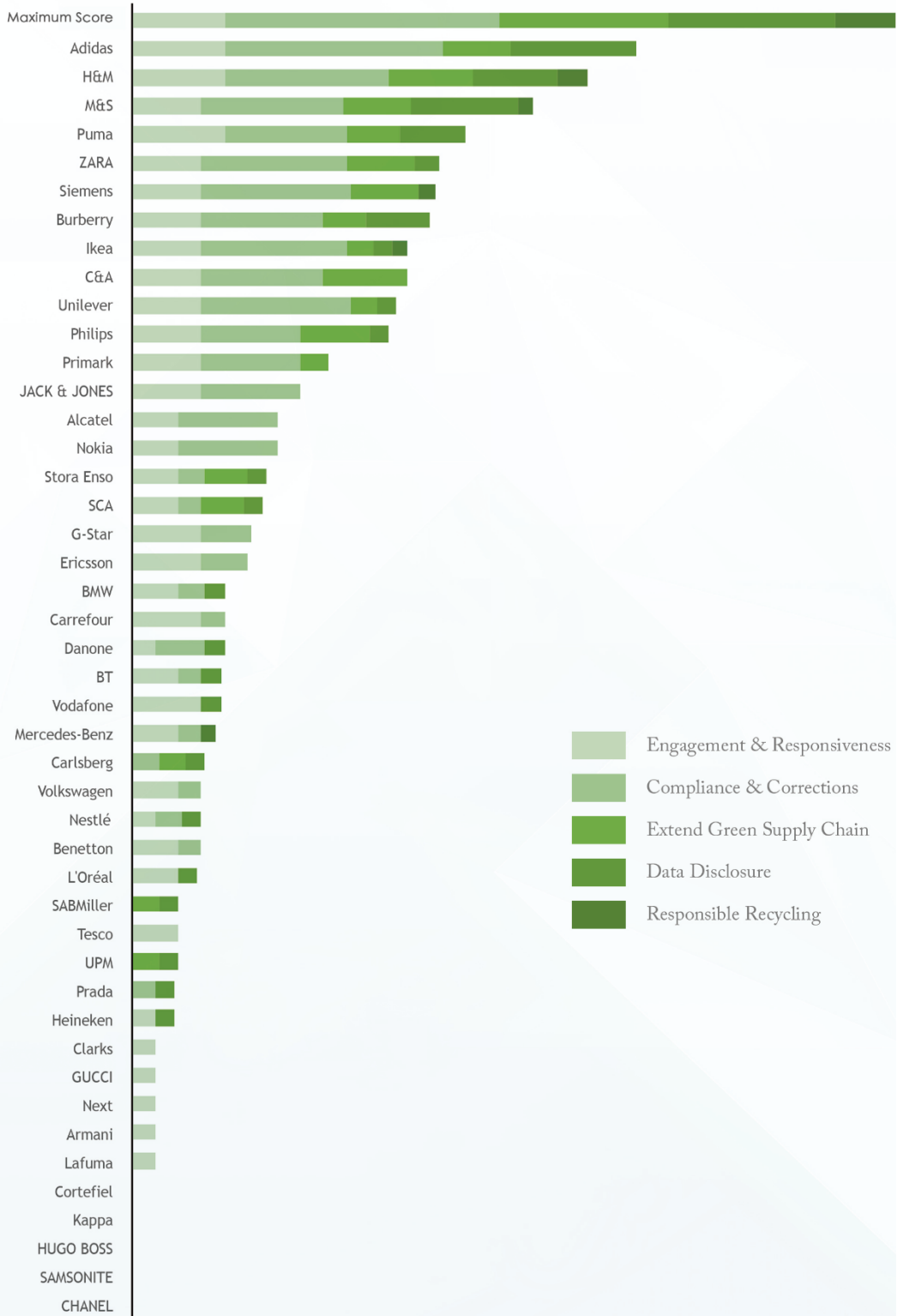
6.3 Brand Rankings by Region

The green procurement performance of brands from the same region poses greater comparability. We have compiled rankings for brands from North America, Europe, Greater China and Japan & South Korea, and highlighted the strong cases of Apple, Adidas, and Panasonic at the forefront of the rankings for brands from North America, Europe and Japan & South Korea, respectively.

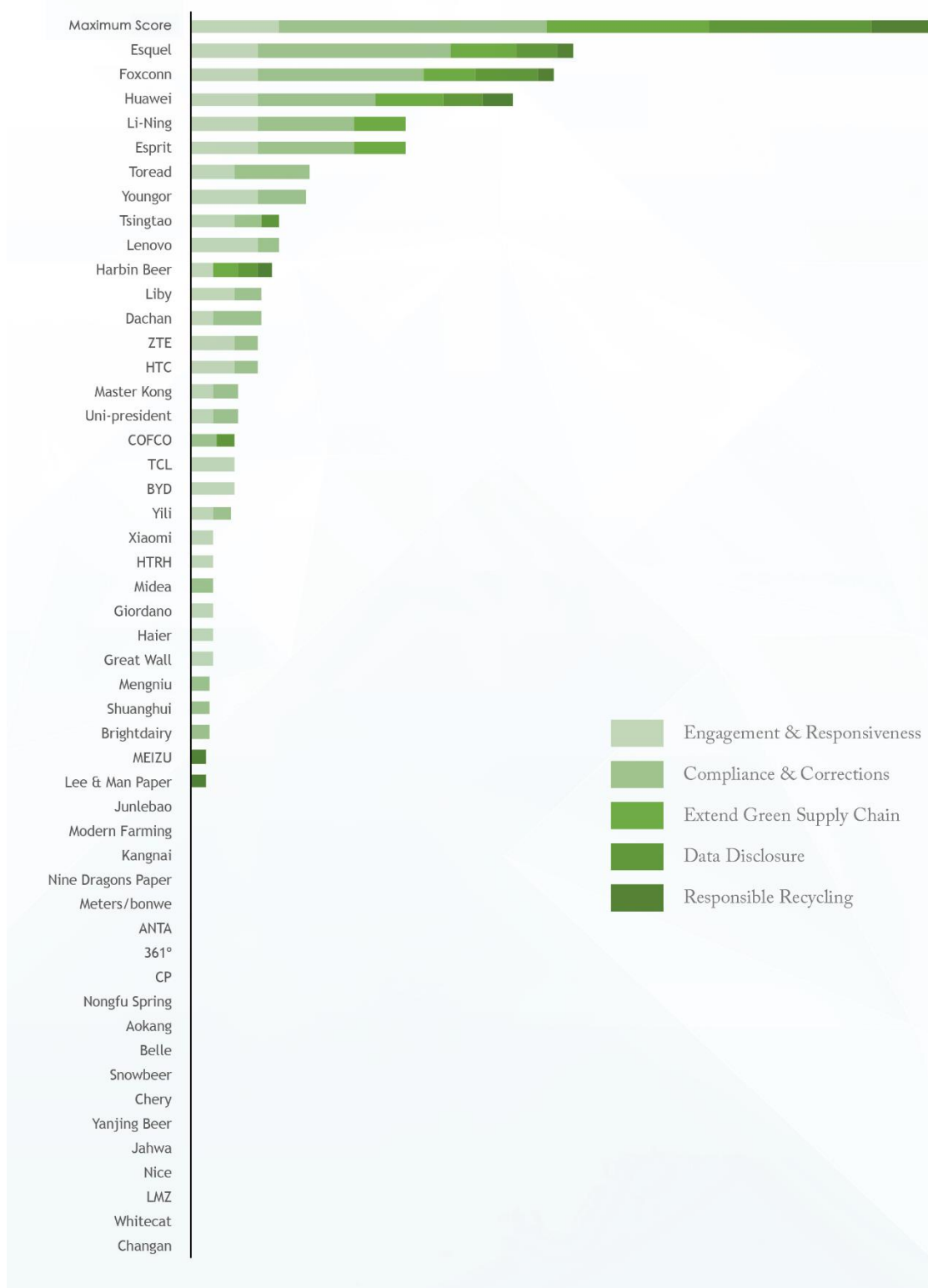
The top-five scoring brands from Greater China in this year’s CITI are Esquel, Foxconn, Huawei, Esprit, and Li-Ning. Of these brands, Huawei ranks as the top brand from mainland China, placing 17 out of 167 total brands.



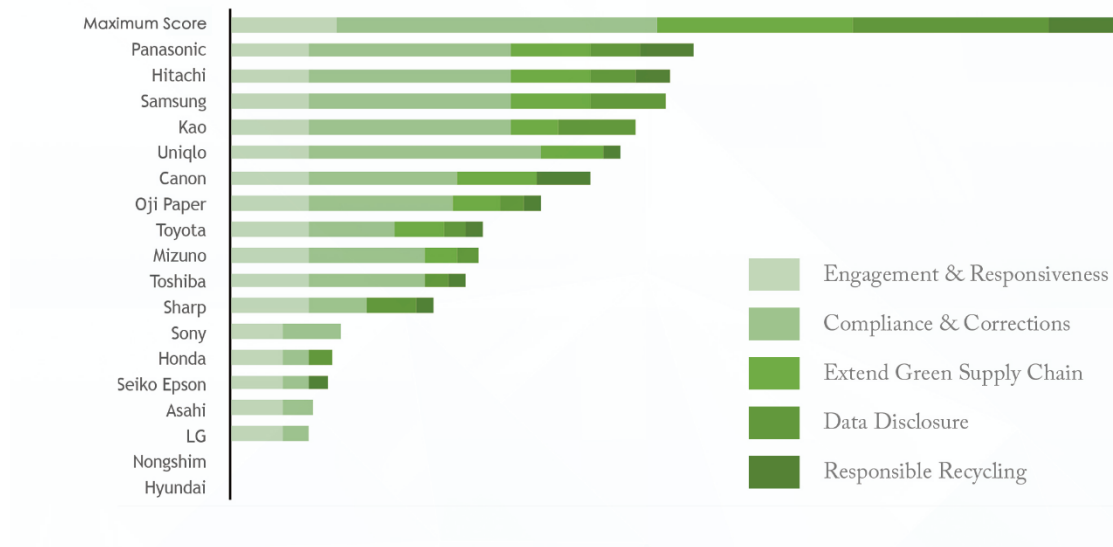
European Brand Rankings



Greater China Brand Rankings



Japanese & South Korean Brand Rankings



7. Recommendations

To promote the development of green supply chains and green procurement, we raise the following key recommendations:

7.1 The government should adopt regulations and policies to support green supply chain construction

We first recommend that the Ministry of Environmental Protection (MEP) continue to strengthen supervision and disclosure.

Stronger environmental monitoring and enforcement, complemented by information disclosure and societal monitoring, will build a new kind of transparent mechanism for multi-party participation and build accountability through environmental rule-of-law. Only on this basis of environmental rule-of-law can an environment for fair competition be established and green supply chain and other market solutions provide a robust safeguard.

Second, we recommend for economic and industry departments to issue supporting policies.

Economic and industry departments should issue supporting policies on reporting energy use, water use, low-carbon manufacturing, circular economy, and other environmental areas. Such policies can better promote MEP activities and communication and cooperation among different stakeholders to provide policy support for the construction of green supply chains.

7.2 Brands should incorporate green supply chain practices into their core production and operation activities

We recommend that to deliver real environmental results, brands formulate and adopt green supply chain plans focusing on the following six aspects:

- 1) *Go beyond pilot programs! Environmental programs should apply to at least 80% of production.*
- 2) *Focus the program where it matters the most: in the hot spots of environmental impact – rather than where it is easiest to start.*
- 3) *Benchmark the environmental performance of factories in supply chains using government compliance data, third-party validated assessments, continuous monitoring data, and/or on-site inspections.*
- 4) *Set clear expectations for environmental performance. Develop metrics that define egregious environmental performance, which is disqualifying, and that recognize superior performance, which is distinguishing.*
- 5) *Factor environmental performance into the company's supplier qualification and procurement systems.*
- 6) *Infuse the supply chain program with transparency for maximum accountability of results to stakeholders – customers, stockholders, investors, and the general public.*

To achieve the above objectives, we suggest that brands study and learn from best case practices identified in this edition of the CITI index evaluation. These cases are all derived from green supply chain practices in China, and are especially significant for brands in the same industry.

7.3 Work together to ignite the power of green consumption

Since China is a workshop of the world, China's consumers should not just focus on product safety, or energy savings, and water savings during product use; they should also focus on advancements in the control of pollution during production processes for the products they buy. We recommend to strengthen societal understanding and popularity of green consumption, to formulate and encourage green consumption policies, to establish a trustworthy system for environmental certification and labelling and publicize it, and to ensure the full disclosure of government environmental supervision information and enterprise emissions data. At the same time, new networking technology needs to be used to form an information platform for green consumption that allows green consumers to better promote the construction of an ecological civilization.

As an environmental group, IPE is also upgrading its Blue Map app to integrate environmental data and brands' performance and thereby enable consumers to identify green brands, participate in green initiatives, and express their hopes and expectations for brands. At the same time, green brands can also contribute to the app's platform pass on brands' green consumption ideas to consumers.

Appendix I

CITI Evaluation Criteria System 2.0

Criteria		Evaluation Indicator
Responsiveness Engagement and Corrective	1.1 Respond to enquiries and engage with the public	A No public channel for enquiries or no response.
		B Responded stating that all environmental issues raised would be looked into.
		C Appointed someone to follow up on suppliers with environmental problems and have issued a follow-up statement.
		D Conducted in depth follow-up and appointed someone to investigate environmental issues at problem suppliers OR the brand has disclosed a list of suppliers in its supply chain in China.
		E Established an effective communication channel to provide stakeholders with details of on-going investigations and response activities AND published a list of Chinese suppliers.
Compliance and	2.1 Establish a mechanism to screen at least direct suppliers¹⁹ for	A Not established screening mechanism.
		B Publically required supplier environmental compliance in writing such as in Code of Conduct.
		C Publically required supplier environmental compliance; established a screening mechanism, and have screened direct suppliers at least once a year.
		D Publically required supplier environmental compliance; established a screening mechanism and screen preferred

¹⁹ "Direct Suppliers" in section 2 refers to a brand's factories, subsidiaries, and upstream suppliers in China with whom they have a direct relationship. These suppliers are sometimes referred to as Tier 1 suppliers. Although they are often not the point of heaviest environment impact in the full supply chain, they are usually the easiest place for brands to start.

	violations	direct suppliers ²⁰ and potential direct suppliers ²¹ at least quarterly.
		E Publically required supplier environmental compliance; established a screening mechanism and have routinely screened all direct suppliers and direct potential suppliers at least quarterly and also provided breakdown of screening results (such as number of suppliers out of compliance, etc.).
	2.2 Push direct suppliers to take corrective actions and disclose actions taken	A Not pushed for corrective action plan.
		B Made a commitment to push at least direct suppliers to take corrective actions and provide simple written explanations.
		C Pushed at least some direct suppliers with compliance issues to implement corrective actions for their environmental violations and provide public explanations of what actions have been taken. ²²
		D Pushed at least some direct suppliers with compliance issues to carry out corrective actions and go through the relevant delisting processes for record removal. ²³
		E Continues to push at least direct suppliers with compliance issues to carry out corrective actions and go through the relevant delisting processes and also regularly communicate with stakeholders about progress made.
	2.3 Push suppliers to manage	A Not begun to identify the path of wastewater treatment ²⁴ at its suppliers.
		B Pushed water intensive suppliers to disclose the names of the centralized wastewater treatment plants they discharge into and the wastewater acceptance standard (i.e. factory pretreatment standard) agreed upon between

²⁰ Refers to those suppliers that brands pay particular attention to in their supply chain management or have a relatively large spend with.

²¹ Potential suppliers are those that have the intention of becoming official suppliers. We recommend that when a brand evaluates potential suppliers that environmental compliance should be included in the evaluation.

²² This means *Information disclosure*, which is one way of handling environmental supervision records and refers to the publication of supplier feedback on the reasons for their violation and corrective actions taken to comply with discharge standards.

²³ Relevant delisting processes are comprised of GCA third-party audits or real-time monitoring data disclosure delisting process. For details please see "[Approaches to Record Removal](#)".

²⁴ The "path of wastewater treatment" refers to the series of treatment facilities the wastewater travels through prior to discharge to the environment. Sometimes suppliers treat their waste completely themselves and discharge it to the environment directly. Sometimes suppliers pre-treat their wastewater and then send it to a centralized treatment system that further reduces contaminants prior to discharge.

	wastewater discharged to centralized treatment facilities	supplier and treatment plant.
		C Pushed water intensive suppliers to disclose monitoring data for their discharge outlets that discharge to centralized wastewater treatment systems. ²⁵
		D Pushed suppliers that discharge wastewater in breach of acceptance standards to provide explanations of violations; AND push suppliers that have repeat violations ²⁶ shown in self-monitoring data to provide explanations of violations.
		E Regularly screen centralized wastewater treatment plants and if an exceedance occurs investigate to what extent their supplier’s discharge has contributed to the wastewater treatment plant’s non-compliance issue; OR push the centralized treatment plant to publish details of the violations.
Practices²⁷ Extend Green Supply Chain	3.1 Identify, screen, and manage high environmental impact suppliers along the supply chain	A Not identified high impact suppliers in the supply chain for priority.
		B Classified suppliers according to their relative environmental impact and started full-scale screening of suppliers that have a high environmental impact for compliance violations.
		C Pushed suppliers with high environmental impact to implement corrective actions for their environmental violations and provide public explanations of what actions have been taken.
		D Pushed waste treatment companies to implement corrective actions for their environmental violations and provide public explanations of what actions have been taken.
		E Pushed raw material suppliers to implement corrective actions for their environmental violations and provide public explanations of what actions have been taken.

²⁵ Can be published on provincial environmental protection bureau key monitored enterprise self-monitoring disclosure platforms, or through IPE’s Blue Map App, and should be disclosed according to the regulations on monitoring indicators and frequency of monitoring, set out in the “Measures on Self-monitoring and Information Disclosure for Key State Monitored Enterprises”.

²⁶ “Repeated violations” refers to daily average concentration values breaching the standard more than three times in one week. A daily average concentration value that breaches the standard occurs when hourly average concentration values breach the standard at least three times in one day.

²⁷ “Suppliers” in section 3 refers to suppliers along the supply chain where environmental impacts are greatest, including those outside tier 1 and those that do not necessarily have a direct relationship with the brand, like waste treatment/disposal facilities and wastewater treatment plants.

	3.2 Push direct suppliers to screen their own upstream suppliers	A No effective action taken.
		B Taken effective action ²⁸ to push direct suppliers to screen their own upstream suppliers.
		C Some suppliers are screening their own upstream suppliers, identifying violation issues, and pushing their suppliers with violations to provide explanations of actions taken.
		D Some suppliers have established a screening mechanism for upstream suppliers, identified violation issues, pushed suppliers with violations to provide explanations, and they have created a communication channel with stakeholders.
		E Extended screening all the way up the supply chain to raw material suppliers and pushed their suppliers with violations to provide explanations of actions taken.
Data Disclosure and Transparency	4.1 Push suppliers to disclose energy and climate data	A Not required this of suppliers.
		B Has a written policy that requests at least direct suppliers to provide this information.
		C Has pushed suppliers to provide at least some data, which covers energy consumption and CO ₂ emission data.
		D Has identified high energy intensity suppliers up the supply chain and has created a policy requiring these suppliers to provide data on energy consumption and CO ₂ emissions.
		He Has pushed energy intensive suppliers up the supply chain to fill out data on an annual basis, and has used this information to set-up suitable emissions targets.
	4.2 Push suppliers to disclose	A Not required this of suppliers.
		B Publicly required direct suppliers to disclose pollutant release and transfer data.
		C Pushed direct suppliers to fill in and disclose annual PRTR data in line with relevant regulations ²⁹ ; OR pushed

²⁸ Supplier training, peer to peer mentoring and other forms of promoting supply chain management.

²⁹ Measures for the Disclosure of Environmental Information by Enterprises and Public Institutions; Catalogue of Hazardous Chemicals Subject to Priority Environmental Management; National Catalogue of Hazardous Wastes.

	pollutant release and transfer (PRTR) data	<p>direct suppliers to fully disclose self-monitoring data³⁰.</p> <p>D Pushed high impact suppliers up the supply chain³¹ to fill in and disclose annual PRTR data. Data should cover pollutants in the IPE’s PRTR primary pollutants list.</p> <p>E Pushed high impact suppliers up the supply chain to continue to fill in data every year, and use PRTR data to establish emission-reduction targets.</p>
Responsible Recycling	5.1 Establish recycling program and track used products³²	<p>A No recycling program for used products.</p> <p>B Has a recycling program for used products.</p> <p>C Effectively publicizes their used product recycling program.</p> <p>D Tracks where used products are sent for final processing and checks the compliance status of the facilities.</p> <p>E Pushes final processing facilities to correct their non-compliance issues and disclose their discharge data.</p>

³⁰ Including pollutant discharge concentration and total volumes as well as the discharge standard.

³¹ The high impact suppliers were identified in 3.1.

³² This evaluation criteria refers to the Chinese market. Brands for whom China is not a major market may earn credit in this section by tracking the processing of solid waste from their suppliers, checking the compliance status of disposal facilities, and promoting the reuse and recycling of solid waste.

Appendix II

List of Green Choice Alliance Organizations

#	NGO Name ³³	#	NGO Name
1	Friends of Nature	27	Green Zhujiang
2	Global Village Beijing	28	Green River
3	Green Earth Volunteers	29	Dalian Environmental Resource Center
4	Global Environmental Institute	30	Fujian Green Home
5	Huaihe River Guardians	31	South China Nature Society
6	Gansu Green Camel Bell	32	Green Kunming
7	Friends of Green in Tianjin	33	Chongqing Liangjiang Voluntary Service Center
8	Beijing Association of Sustainable Development	34	Institute for Environment & Development
9	Center for Legal Assistance to Pollution Victims	35	Zhaolu Environmental Protection and Commonweal Service Center
10	Chongqing Green Volunteer Federation	36	Green Stone Environmental Action Network
11	Green Hunan	37	Green Zhejiang
12	Nature Watcher Volunteer	38	Green Panjin
13	Environmental Protection Commonweal Association	39	Gull Protection Association of Panjin City
14	Hubei Green Hanjiang	40	Xiamen Greencross Association
15	Xinjiang Conservation Fund	41	Hebei Green Sound
16	Lvse Jiangnan	42	Nature University
17	Yunnan Green Watershed	43	Wuhu Ecology Center
18	Wenzhou Green Eyes	44	Wild China
19	Dalian Environmental Protection Volunteers Association	45	Wuling Mountains Conservation Federation
20	Green Island	46	Fujian Environmental Protection Volunteers
21	Green Beagle	47	Greenovation Hub
22	Shanghai Oasis Ecological Conservation & Communication Center	48	Lanzhou University Center for Rural Development and Biodiversity Protection
23	Shaanxi Women's Federation "Red Phoenix Project"	49	Institute of Public & Environmental Affairs
24	Friends of Green Environment	50	Wuhan Green Canaan
25	Green Longjiang	51	Shenzhen Spring Environmental Protection Volunteer Association
26	Green Anhui		

³³ In no particular order.

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Weilan Ditu APP



Weilan Ditu Wechat

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