

A SOCIAL RESPONSIBILITY REPORT FROM PHOENIX

来自菲尼克斯的社会责任报告

—— Interview with Professor Li Musong, the Vice-Chairman and Mr. Gu Jiandang, the General Manager of Phoenix Contact Asia-Pacific (Nanjing) Co., Ltd.

—— 访菲尼克斯亚太电气（南京）有限公司副董事长李慕松教授、总经理顾建党先生

□本刊记者：刘新洁



副董事长李慕松教授 Professor Li Musong, Vice-Chairman

菲尼克斯亚太电气（南京）有限公司是德国菲尼克斯电气集团在中国的子公司。德国菲尼克斯电气集团成立于1923年，是全球公认的电联接技术、电子接口与工业自动化领域的世界市场领袖。1993年，与国家电力公司自动化研究院（NARI南瑞）合资组建了南京菲尼克斯亚太电气（南京）有限公司、之后又增资成立菲尼克斯亚太电气（南京）有限公司、菲尼克斯电气（上海）有限公司和菲尼克斯电气（南京）研发工程中心有限公司，四公司统称菲尼克斯电气中国公司，成为菲尼克斯电气集团在亚太地区的业务总部和

研发、物流、制造、市场及信息技术中心。四公司占地面积94000多平米，注册资金3900多万美元，现有员工1100多人，实现了100%本土员工、100%本土管理，年销售额超过12亿人民币，连续10年人均上交国家税金超过10万元，即使在国际金融危机的2008年，人均上交税金达到15万元，15年累计上交税金7亿多人民币，为我国的经济社会发展作出了重要贡献。

菲尼克斯缘何能在中国取得如此显著的发展成就呢？用公司总裁李慕松教授的话说，就是“履行社会责任跟企业发展战略是密不可分的”。在中国加入世贸10周年之际，我们就企业社会责任约访了菲尼克斯亚太电气（南京）有限公司李慕松教授和总经理顾建党先生。

李慕松教授认为，企业社会责任概括起来就是要处理好员工、客户、社会和投资者的关系，把四者之间的利益完全统一起来，把对员工负责、对客户负责、对社会负责和对投资者负责的一致性融入企业管理理念之中，重建企业管理法则和价值观，是菲尼克斯在中国取得成功的根本原因。

菲尼克斯电气中国公司作为一个外资企业是怎样处理员工、客户、社会和投资者之间关系的呢？对此总裁李慕松和总经理顾建党从四个方面作了介绍：

一、对员工的责任

菲尼克斯中国奉行厚德载物，知行合一，以人为本，德才兼备，和谐发展，倡导员工对企业负责和企业对员工负责，以实现企业与员工共同发展。



2000年菲尼克斯电气中国公司江宁基地一期工程奠基典礼
Phoenix Contact China Jiang Ning Base Phase 1 Foundation Ceremony, 2000

菲尼克斯中国公司建立了成熟理性的薪资福利机制，使其与企业的发展相适应。所有员工除了享有“五险一金”即养老保险、失业保险、医疗保险、工伤保险、生育保险、住房公积金外，还包括企业年金、商业医疗保险和各种福利及补贴等，并为员工提供高于法定标准的带薪年假。每年为员工提供一定额度的健身费、旅游费，员工旅行足迹遍及海内外。当员工购置私家车、摩托车时，公司给予一定比例的一次性购车补贴，每月还发放油补。公司还为住市区员工提供舒适的班车，为家住江宁本地的职工提供交通补贴。菲尼克斯中国公司努力为员工营造一个友爱、平等、宽松、和谐的工作和生活环境。公司高标准地建造了宽敞的员工办公楼、厂房、餐厅和健身中心，提供专业的保洁服务，为员工创造高品质的工作生活环境，厂区四季花开，绿草茵茵，生机盎然。公司还为员工提供舒适、优美的就餐环境，与专业的餐饮供应商合作，让员工享受高质量且营养、美味的工作餐。公司还特别关注员工健康，关爱员工家庭。公司还为每位考上大学的员工子女给予教育奖励；并设立员工应急互助基金，目前已经救助了19位员工及其家人。菲尼克斯中国公司坚信，公司的发展同样凝聚着员工家属的热情支持。

谈到对员工负责，李慕松教授说：“五年以前，作为一家在中国注册和运行的德国公司，我们独立自主地签署了联合国全球契约。当时总部说你们没有必要参加。我说：‘不，因为我们是在中国注册和运行的企业，我们应当承担这个责任’。而且我们当时注意到，所有跨国集团的中国子公司在我们之前还没有一个参加的，所以我们认为这是中国人应该挺身而出的时候，保护劳工、保护环境、遵守道德、反对商业贿赂，这是我们应该履行的义务。我觉得外商投资企业的第



总经理顾建党先生 Mr. Gu Jiandang, General Manager

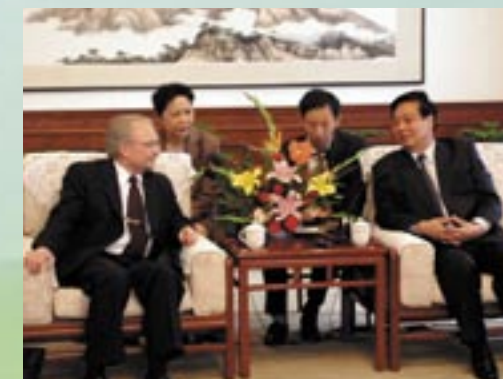
一条首先应该保护自己的员工。如果一个企业连自己的员工都不能保护，还奢谈什么社会责任。”

顾建党总经理补充说：“在2009年的金融危机来临时，我们制定了‘寒冬战略’，我代表公司明确宣布了菲尼克斯电气中国公司的“四不”承诺：不作经济性裁员，不作经济性减薪，不改变在中国的战略投资，不改变对中国市场和客户的承诺。这四个承诺代表了菲尼克斯在中国发展的信心和决心，那就是坚定地与国家、民族、合作伙伴、员工站在一起，坚定不移，扎根中国。”

二、对客户的质量

对客户负责，最重要的就是要为客户提供技术最先进、质量最好的产品和最优质的服务。菲尼克斯中国公司为用户提供世界最先进的组合式接线端子、印刷电路板连接器、工业接插件、模块化电子接口产品、防雷及电涌保护器、世界一流综合以太网和现场总线控制的自动化系统等。从1999年起，先后通过ISO9002质量体系认证，ISO9001质量体系认证，产品广泛应用于电力、电子、通讯、机械、建筑、石油、化工、航空、交通、铁路运输、汽车制造、物流、电气装置等领域。中国电信、中国移动、中国联通、国电南自、四方继保、许继电气、东方电子、清华紫光、深圳华为、中兴通讯、云南红塔集团、ABB、西门子、南瑞集团和浙江中控集团等都是菲尼克斯的重要客户和合作伙伴。中国的三大汽车工业公司：一汽大众、上海大众、东风集团都采用了菲尼克斯现场总线INTERBUS生产线控制系统。菲尼克斯拥有独立知识产权的TRABTECH防雷防浪涌电压保护产权在国内各行业都深受欢迎。公司本着“用户至上”的原则，在全国设立了22个办事处和一百多家分销网点，为全国客户提供世界一流的产品和卓

越的服务。菲尼克斯电气中国公司坚信，公司的发展同样凝聚着员工家属的热情支持。



2001年南京市市长王宏明（右）会见德国菲尼克斯电气副总裁Dr. Wesch（左）一行
Mr. Wang Hongming (right), Mayor of Nan Jing City interviewed Dr. Wesch (left), Vice President of German Phoenix Contact Group, 2001



2003年李慕松总裁参加永登县菲尼克斯希望小学竣工典礼仪式
President Li Musong attended Completion Ceremony of Phoenix Hope School in Yong Deng Country, 2003



2004年天津市代表团莅临菲尼克斯德国集团总部参观考察
Tian Jian Country Delegation visited the Headquarters of Phoenix Contact Group in German



2005 年教育部吴启迪（女）副部长在天津轻工业职业技术学院视察菲尼克斯管控一体化实验室 Ms. Wu Di, Deputy Minister of Education Department, inspected Phoenix's Laboratory of Management and Control Integration in Tianjin Light Industry Vocational Technical College, 2005

越的服务。菲尼克斯在电气连接技术、电子接口与工业自动化领域已成为公认的世界市场领袖。

谈到客户责任时，菲尼克斯中国公司总裁李慕松教授强调说：“菲尼克斯中国公司与客户的关系是鱼和水的关系。没有客户对公司的信任和支持就没有菲尼克斯今天的发展成就。所以，菲尼克斯视客户的成功为自己的成功。同时菲尼克斯电气的客户，都是关系国家重要经济领域的企业，因此，对客户负责是我们最直接、最实际的社会责任。可以说，我们把‘客户至上’作为企业的宗旨，正是菲尼克斯电气中国公司社会责任的具体体现。”

三、对社会的责任

菲尼克斯中国公司以“振奋民族精神，服务社会大众，共建和谐社会”为核心价值，积极履行社会公民责任，力所能及回报社会，与利益相关方共同发展，实现共赢，作为自己的行动纲领。

菲尼克斯中国公司自创立之日起，就把“做优秀的企业公民”作为其扎根中国的基础。1995 年公司成立了回报社会小组，2007 年正式更名为回报社会基金会，安排专项资金积极参与振兴民族产业、保护环境、支持国民教育、赈灾、资助弱势群体等公益活动。

遵守国际国内法律是企业社会责任的一个重要内容。菲尼克斯中国公司在发展中严格依法经营、诚实纳税。自 2000 年起连续 10 年人



2005 年菲尼克斯电气中国公司应邀参加第三届中国竞争力论坛即绿色 GDP 与高成长型创业企业高峰论坛并获奖 Phoenix Contact China won the Prize in the Third Session China Competitive Power Forum (Green GDP & High Growth Initiating Enterprise Meeting), 2005

均上交国家税金超过 10 万元，累计纳税 4.5 亿元。2008 超过 1 亿元。菲尼克斯中国公司是南京市高利税企业、南京市纳税十佳企业，并连年被评为江苏省重点外商工业企业、南京市高新技术企业、南京市外商投资先进企业、南京市三资企业管理工作先进单位。2007 年被评为“A 级纳税人”。在人民大会堂举行的第五届中国企业信用论坛上，被评为“全国信用体系建设突出贡献单位”，获国资委、商务部、国家工商总局联合授予的中华诚信鼎，并且被中国企业联合会、中国企业家协会评为“2006 年中国优秀诚信企业”，“2010 年中国社会责任优秀企业”。

保护环境是中国的基本国策，也是企业的重要社会责任。菲尼克斯中国公司的环境管理思想是：全过程管理，以持续改进来促进企业节约资源、能源，减少和预防污染，提高环境管理水平，改善环境质量，其目标是实现 5R 原则：即回收再利用，重复利用，节约资源有效利用，修理再利用，拒绝采购不符合环保要求的原材料和产品。公司自成立以来就将环境保护纳入企业发展战略，并体现在经营决策和管理



2005 年中华全国总工会主任袁初明（左二）一行莅临菲尼克斯电气中国公司指导 Mr. Yuan Chuming, Director of All-China Federation of Trade Unions, visited Phoenix Contact China, 2005

过程中，从节能减排，废弃物排放，节约用水用电，原材料采购，到包装材料选用，员工的环保教育等，都作为企业的社会责任加以重视。2003 年，菲尼克斯电气中国公司通过了 ISO14001 环境管理体系认证，并于 2005 年推行了 ROHS。2008 年 6 月，菲尼克斯中国公司荣获“2007 年度环境行为绿色等级企业”的荣誉称号。

教育关系到国家的未来，是经济社会发展的基石。菲尼克斯中国公司将关心教育，支持教育作为自己应尽的社会责任，全公司上下通过各种形式积极开展助学活动。

1994 年，公司刚刚组建，就开始捐助希望工程，帮助十个贫困失学儿童重返学校。公司总裁李慕松十分关心希望工程，他的一份关于希望工程的提案被南京市政府、市人大、市政协授予 1994 年优秀提案。自 2003 年起，公司开始以援建希望小学的方式支持落后地区的基础教育，截至目前，菲尼克斯已在全国援建 8 所希望小学，并于 2009 年在西藏进行助学



2007 年菲尼克斯电气中国公司总裁李慕松教授（左二）应邀出席第六届全国企业文化年会并座谈 Professor Li Musong (Left second), Vice-Chairman of Phoenix Contact China attended the Sixth Annual Conference of National Corporate Culture, 2007

活动。

菲尼克斯中国公司还把扶助弱势群体作为企业义不容辞的社会责任，积极帮助他们解决各种困难，提高他们的生活质量，为发展残疾人事业和构建和谐社

会贡献了力量。菲尼克斯中国公司还把支援灾区作为自己一项重要的社会责任。1998 年江苏地区遭受百年不遇的水灾，公司向省救灾办捐赠人民币和救灾物资共计 20 万元。2008 年 5·12 汶川大地震发生后，公司积极参与抗震救灾，先后捐款捐物三百多万元，创江宁区捐款数额、员工捐款和个人捐款三项第一。

谈到企业对国家对民族的责任，菲尼克斯中国公司总裁李慕松教授回忆说：“我是搞电力自动化的，一心想和世界 500 强电力自动化的企业合作，但只有德国菲尼克斯电气合作成功。事实上，我选择了菲尼克斯电气，菲尼克斯电气也改变了我，给了我一个报效国家、实现人生价值的机会。16 年以来，我一步步认清了自己该走的路，真正走上了‘振奋民族精神、服务社会大众’的道路。”

四、对投资者的责任

在菲尼克斯电气中国公司，把对投资者负责包含在企业社会责任的定义之中并赋予重要地位。公司管理层认为，只有把菲尼克斯电气最先进的、最核心的技术移植到中国，这才是真正扎根中国，也才能更好地为客户服务，才能在中国快速地发展，这是投资者的根本利益



2007 年菲尼克斯电气中国公司被评为“江苏省和谐劳动关系模范企业” Phoenix Contact China was awarded Jiangsu Province Harmonious Labor Relation Model Enterprise, 2007

所在，也正是投资者希望看到的。当然，在发展过程中需要沟通和磨合。

为了更好地服务中国市场，满足中国客户的特殊需要，于 2007 年，公司注册成立了菲尼克斯电气（南京）研发和工程技术中心。这是菲尼克斯电气全球唯一独立注册的研发中心。当时德方确实有些不理解。但是，经过一个较长时间的沟通和说服，在以下问题上达成了共识，就是对中国市场的呼声和客户的需求，采取积极响应和支持态度就会得到市场发展机会，如果采取保守和拒绝的态度，就会丢掉市场，错失发展良机。公司总裁李慕松教授说：“从企业发展的高度来看，这也是为投资方着想，这样双方就有取得共识的基础。我们中国公司的快速发展增强了德国总部的信心。当时我对德方讲，研发中心必须要成立。第一，德国的产品不见得完全适合中国的需要。第二，德国的工业标准和中国的工业标准不同。曾经有过，德国产品通过了德国工业标准，但我们的检测机关没有通过。因为我跟他们讲他们不信，就用事实来证明。第三，中国经济的快速发展需要作出快速反应，这绝对不是远在千里之外的德国人能够跟得上的。他们现在越来越认



2007 年全国总工会倪豪梅副主席（左四）在省、市总领导陪同下莅临公司视察 Ms. Ni Haomei (Left fourth), Deputy President of All-China Federation of Trade Unions, with Leaders inspected Phoenix Contact China, 2007

可这一点。第四，在此之前由于他们对成立研发中心一直有不同的意见，但我们还是花了三年时间，建立了我们的研发团队。我们研发团队研制的产品三年以后在汉诺威的世界博览会上，用德国公司的名义第一次向全世界公布。他们看到了中国人的能力。我们成立菲尼克斯电气（南京）研发和工程技术中心的决定，最终通过中国人的实际行动，也就是我说的职业操守和专业能力，得到了德方的认可和信任。”

谈到对投资者的责任，李慕松教授说：“为投资者创造最好的投资回报是一个外商投资企业根本责任所在。德国菲尼克斯电气为中国公司提供了足够的资金和先进的技术，无论是从现代管理法则，还是从中国人的知恩图报思想来说，都应当对作为投资者的菲尼克斯电气负责到底。我觉得在我们和外方的合作过程中，尽管我是一个雇员，我们是抱着平等和开放的态度，真正为投资方着想。但是在遇到双方意见不一致的时候，只要是符合公司的长远利益，符合投资方利益，我们还是说要说服他们。总的看来，16 年的合作是成功的，尽管其中也有冲突和碰撞，但是有一点是肯定的，我们是真正为企业发展着想，为投资方的利益着想。这一点也得到了投资方的充分理解。”

总之，菲尼克斯电气中国公司领导层认为，社会责任是个总概念，在菲尼克斯就是要从社会责任出发，实现好、维护好、发展好员工、客户、社会和投资方的利益。这是菲尼克斯电气中国公司面临的一个新课题，要做到这一点，就必须以社会责任为指导原则，重建企业管理理论，再造企业核心价值观，并按照社会责任的要求规划未来发展蓝图。



2007年南京市“企业家活动日”——顾建党总经理（左二）被评为南京市优秀企业家 2007 Nan Jin City Entrepreneur Active Day ——General Manager Mr. Gu Jiandang (Left second) was awarded Nan Jin City Excellent Entrepreneur

Phoenix Contact Asia-Pacific (Nanjing) Co., Ltd. is a subsidiary of German firm the Phoenix Contact Group in China. Founded in 1923, the Phoenix Contact Group is a universally-acknowledged "World-Leader" in electrical contact technology, electronic interface as well as industrial automation. In 1993, it invested jointly with the Electric Power Automation Research Institute of the National Electric Power Company of China (NARI) in setting up Nanjing Phoenix Contact Co., Ltd. Later on, the investment was increased to set up Phoenix Contact Asia-Pacific (Nanjing) Co., Ltd., Shanghai Phoenix Contact Co., Ltd. and Nanjing Phoenix Contact R&D Engineering Center Co., Ltd. All these four companies are collectively called Phoenix Contact (China) Holding Co., Ltd. (PC-CN), serving as the business headquarters and the R&D, distribution, manufacture, market and information technology center for Phoenix Contact Group in the Asia-Pacific Region. Currently these four companies cover an area of 94,000m², with a registered capital of over 39 million U.S. dollars. All of their over 1,100 employees, either managers or common workers, are recruited among the locals, and contribute a annual sales revenue as high as 1.2 billion RMB.

Why PC-CN is able to make such remarkable achievements in China? Just as the president Li Musong put it, "the fulfillment



2008 中德职业教育国际交流大会在菲尼克斯电气中国公司召开 Qualification China 2008 held in Phoenix Contact China

of social responsibility must go hand in hand with the enterprise development strategy". At the 10th anniversary of China's entry into WTO, we interviewed with Professor Li Musong and the general manager Gu Jiandang from Phoenix Contact Asia-Pacific (Nanjing) Co., Ltd. about the social responsibility of enterprise.

According to Li's introduction, the enterprise social responsibility refers to keeping a good relationship among employees, customers, society and investors; in other words, unifying the benefits of the four, integrating the responsibility for employees, customers, society and investors into the enterprise management concept and reconstructing the enterprise management rules and values, which are also the fundamental reason for PC-CN's success in China.

As a foreign-funded enterprise, how PC-CN has dealt with the relationship among employee, customer, society and investor? Li and Gu concluded into the following four aspects:

I. Responsibility for employees

PC-CN has been upholding the principle of emphasizing social commitment, uniting theory and practice, putting people first, stressing both ability and integrity and pursuing harmonious development and has been advocating the mutual



2008 年菲尼克斯电气中国公司十五周年庆典 The 15th Anniversary Celebration of Phoenix Contact China, 2008

responsibility between employee and enterprise so as to achieve their common development.

PC-CN has established sophisticated and reasonable salary and welfare systems to accommodate the development of the company. In addition to "five insurances and a fund type", i.e., endowment, unemployment, hospitalization, job injuries, and maternity insurances and house accumulation fund, PC-CN's employees also enjoy enterprise annuity, commercial medical insurance, all kinds of welfare and allowances as well as paid vacations exceeding the legitimate standards. Certain fees are allotted for employees to keep fit and make a tour annually so that they may tour both at home and abroad. When an employee purchases a private car or a motorcycle, the company will grant certain amount of one-off car-allowance and petrol-allowance monthly. Those who live in the urban areas are provided with excellent and comfortable regular buses and those who live in Jiangning District are provided with traveling allowances. PC-CN dedicates itself to constructing benevolent, equal, relaxed and



2009 年菲尼克斯电气中国公司总裁李慕松（左二）等一行会见南京市委书记朱善璐（右一） Professor Li Musong (Left second), Vice-Chairman of Phoenix Contact China interviewed Mr. Zhu Shanlu (Right first), the Secretary of Nan Jin City

harmonious working and living environments for the employees. Spatial office buildings, workshops, canteens and a fitness center were built according to high requirements and standards. High-quality professional cleaning service is provided to create superior working environment which is lovingly cared by the gardeners; flowers bloom and the green grass displays splendor of vitality everywhere all the year round. The company provides comfortable and beautiful dining environment cooperates with professional food suppliers in order for the employees to share high-quality, nutritious and delicious food. The company also cares for employees' health and their families. PC-CN gives education award to employees' children who will enter university for further study; it also sets up emergency aid fund for employees and at present it has given hands to 19 employee and their families. PC-CN is convicted that it is impossible for its development the strong support from the families.

When talking of responsibility for employees, Li said, "Five years ago, we signed the UN Global Compact independently as a German company registered and operated in China. However, at that time the headquarters told us that it was not necessary for us to join. But I insisted 'No, we should shoulder this responsibility because we are registered and operated in China'. We also noticed that there was no subsidiary of multinational group in China had ever joined before us. Therefore, I thought that was the moment we should stand up to protect workers and environment, comply with morality and reject commercial bribe, which are also our obligation. In my view, the first a foreign-funded company shall do is to protect its employees. If a company can't even protect its own employees, you will expect no social responsibility from it."

Gu added, "When confronted with financial crisis in 2009, we formulated "Winter Strategy". On behalf of the company, I declared PC-CN's 'Four No' promises: no economical downsizing, no economical salary-cut, no change on strategic investment in China and no change on China market and customer. The 'four promises' expressed PC-CN's confidence and resolution in its development in China, namely standing unremittingly together with the nation, the people, the copartner and the employee to get rooted in China."

II. Responsibility for customers

The key of responsibility for customer is to provide the most advanced and top-quality products and service for customers. PC-CN provides customers with the world's most advanced Industrial Connection Technology-CLIPLINE, PCB Connection Systems-COMBICON, Industrial Connectors-PLUSCON, Signal Converters-INTERFACE, Surge Voltage Protection Systems-TRABTECH, and the world-class integrated Ethernet and INTERBUS Systems, and so on. Since 1999, PC-CN has been certified by the ISO9002 Quality System. The ISO9001 Quality System and products are widely applied in many industrial fields such as electric power, electronics, communications, machinery, constructions, petro-chemical industry, aviation, transportation, railway, auto manufacturing, logistics and electrical device, etc. Many famous companies have become customers and partners of Phoenix Contact China, such as China Telecom, China Mobile, China Unicom, Guodian Nanjing Automation, Beijing Sifang Automation, Xuji Electrics, Dongfang Electronics, Tsinghua Ziguang, Shenzhen Huawei, Zhongxing Telecommunications, Yunnan Hongta Group, ABB, Siemens, Siemens, Nari Group and SUPCON, etc. field INTERBUS control system of PC-CN has been applied by three China auto companies, including FAW-Volkswagen, Shanghai Volkswagen and Dongfeng Group. Meanwhile, PC-CN provides TRABTECH surge voltage protection system with independent intellectual property, which is welcomed by various industries in China. Bearing in mind the principle of Customer First and the philosophy of Inspiring Innovations, PC-CN has set up 22 offices across China and has been in partnership with over 100 distributors, offering first-class products and high-quality services to customers of all works of life. PC-CN has been universally acknowledged "World Market Leader" in electrical connection technology, electronic interface and industrial automation.

When mentioning responsibility for customers, Li stressed, "The relation between PC-CN and customer is simply like fish and water. If there is no trust and support from customers, PC-CN will never make today's achievements. Thus, PC-CN regards the success of customers as its own success. Moreover, since PC-CN's customers are mostly enterprises involved in national major economic fields, to be responsible for customers will be our most direct and most practical responsibility for society. In



2009 年菲尼克斯电气冲压厂房落成典礼 Opening Ceremony of Phoenix Contact China Stamping Workshop, 2009



2009 年国家商务部条法司李玲司长（左五）一行莅临菲尼克斯电气中国公司指导
Ms. Li Ling (Left fifth), Director of Treaty and Law Department of Ministry of Commerce of China, inspected Phoenix Contact China, 2009

other words, the aim of "putting customer first" has embodied PC-CN's social responsibility.

III. Responsibility for society

PC-CN has been adhering to the tenet of "boosting the Chinese national spirit, serving the society and the public, building a harmonious society". Meanwhile, we take the initiative to fulfill citizen's responsibility and do our best to repay the society in order to achieve common development and "won-win" with interested parties.

Since its founding, PC-CN has rooted in China on the basis of "being an excellent corporate citizen". In 1995, the "Society-Repaying Group" was founded, but its name was changed into "Society-Repaying Foundation" in 2007, which earmarked a special fund for boosting the national industry, protecting environmental, supporting national education, relieving disaster and assisting disadvantaged groups.

It is a significant content of enterprise social responsibility to comply with international and national laws. PC-CN operates in strict accordance with laws and pays taxes with great integrity. Since 2000 for 10 consecutive years, PC-CN has paid 10 thousand RMB of taxes to the state, accumulating over 450 million RMB in total and even over 100 million RMB in a single year 2008. PC-CN is a high tax-paying enterprise in Nanjing and one of the Ten Exemplary Tax-paying Enterprises in Nanjing. For many years in succession, PC-CN has been rated as Jiangsu Provincial Key Foreign-funded Industrial Enterprise, Nanjing High-tech Enterprise, Nanjing Exemplary Foreign-funded Enterprise and Nanjing Exemplary Foreign-funded Enterprise on Management. In 2007, it was evaluated as A-class Taxpayer. PC-CN was awarded the Company with Outstanding Contribution in National Credit System Construction at the Fifth China's Enterprise Credit Forum held at the People's Great Hall in Beijing; the China Honesty Golden Cup jointly conferred by the State-Owned Assets Supervision and Administration Commission of the State Council, the Ministry of Commerce, and the State Administration for Industry and Commerce; the 2006 China's Excellent Credit Enterprise and the 2010 China's Excellent Social Responsibility Enterprise by China Enterprise Confederation and

China Enterprise Directors Association.

Environment protection is not only China's fundamental national policy, but also an important social responsibility of enterprise. The notion of environment administration in PC-CN is: overall process management through continuous improvement to save resources and energy, reduce and prevent pollution, enhance environmental management level and raise environment quality. Our aim of environmental protection is to realize 5R principles: Recycle (reclamation of the resources before reutilization), Reuse (reutilization), Reduce (resources saving for more effective utilization), Repair (reutilization after being repaired) and Refuse (refusal of purchasing products not conforming to the requirements of environmental protection). Since its establishment, the company has brought environmental protection into enterprise development strategy and embodied it in

operation decision-making and management process. We attach great importance to environmental protection in respect of energy saving, carbon emission reduction, waste discharge, water and electricity saving, selection of raw materials, application of packing materials as well as improvement of employees' awareness of environmental protection. In 2003, PC-CN passed the certification of environmental management system ISO14001 and started to implement RoHS in 2005. In Jun. 2008, PC-CN won the honorary title of "Green Enterprises of Environmental Protection in 2007".

Education is related to the nation future and is the foundation of economic and social development. Phoenix contact China treats various educational undertakings as its compulsory social responsibility and the whole company has held a number of student-aiding activities through different channels.

The company started donating to Project Hope in 1994 when it was founded, helping 10 poor dropped-out children go back to school; Li paid keen attention to Project Hope and one of his proposal on Project Hope was given an appraisal as Excellent Proposal in 1994 by Nanjing Municipal People's Congress and People's Political Consultative Conference; Since 2003, the company has started to support elementary education in backward areas through building Primary School Hope, and Phoenix Contact has sponsored 8 Primary Schools Hope by the end of 2007; in 2009, it began to held student-aiding activities in Tibet.

Moreover, the company has also devoted to supporting social disadvantaged groups, solving problems for them and improving improve their living quality which contributes a lot to help the disabled and construct harmonious society.

PC-CN also regards providing relief to disaster-stricken areas an a significant social responsibility. In 1998 when Jiangsu province suffered rare floods, the company donated RMB and relief supplies to Disaster Relief Office, amounting to 200,000 RMB. After Wenchuan Earthquake happening on May 12th 2008, the company actively joined the rescue work and donated over 3 million RMB of money and relief supplies in total, ranking No.1 in donation amount among Jiangning area, employees' donation amount and individual donation amount.

When talking of responsibility for nation and people, Li recalled, "Since our company is engaged in power automation, I always hope to cooperate with world top-500 automation enterprises, but only successfully develop cooperative relation with German Phoenix Contact Group. In fact, I chose Phoenix Contact and Phoenix Contact changed me. It ha granted me an opportunity to serve my country and fulfill my life. In the past 16 years, I has recognized which road to choose—the road of boosting national spirit and serving the public".

IV. Responsibility for investors

For PC-CN, the responsibility for investor is part of enterprise social responsibility and is attached much importance. According the company management, only the most advanced and central technology of PC-CN is transferred to China, can it takes root in China, provide better service for customers and achieve fast development in China, which are also the fundamental interest of the investors as well as what the investors expect. Certainly, it requires communication and exchanges in the process of development.

To serve China market and meet the special needs of China customer, the company set up Nanjing Phoenix Contact R&D Engineering Center in 2007 which is the only independently-registered R&D center by Phoenix Contact in the world. However, the German Phoenix Contact Group did express disagreement. After long-time communication and persuasion, we reach consensus on the following points: If we take positive response and support attitude towards the voice of China market and the needs of China customers, we will seize an opportunity for market growth; if hold conservative and rejective attitude instead, we will lose both market and opportunity. Li said, "From the perspective of enterprise development, it also takes the investors into consideration, which lays foundation for consensus between both parties. Our fast development in China has built up the confidence of German headquarter. At that time, I told the German Phoenix Contact Group that it must set up R&D center. First, the products from German may not meet the needs of China customers. Second, there is difference between German industrial standard and China industrial standard. At



李慕松教授荣膺“感动中华·2009十大卓越人物”及“十大风云苏商”称号
Professor Li Musong was awarded Moving China·2009 Ten Prominent Person and Ten Excellent Entrepreneur

one time, the products from German passed German industrial standard but failed the inspection of our testing authority. Since they didn't believe me, I have to prove I'm right with facts. Third, rapid response shall be to follow the fast development of Chinese economy, which can't be kept up with by German. And they began to recognize this point more and more. Fourth, though there has been disagreement on whether to set up R&D center before this, we has spent 3 years to build our R&D team. The products developed by our R&D team were first presented to the world in the name of German Phoenix Contact Group at Hanover Expo. They saw the ability of Chinese people. The decision of setting up Nanjing Phoenix Contact R&D Engineering Center finally received the recognition and trust of German Phoenix Contact Group through the practical action of Chinese people, or the professional conduct and skills."

When mentioning responsibility for investors, Li remarked, "To create highest investment return for investors is the fundamental responsibility of a foreign-funded enterprise. Since German Phoenix Contact has provided sufficient finance and advanced technology for PC-CN, we shall be always responsible for it either from the perspective of modern management rules or from the idea of gratitude of Chinese people. During our cooperation with foreign companies, we always hold equal and open attitude and genuinely consider for the investors even though I' only an employee. However, when there is disagreement, we need persuade them as long as it meets the long-term benefit of the company and the interest of the investors. On the whole, the 16-year successful cooperation shall be attributed to our consideration for enterprise development and investors' benefits despite conflicts and disagreements. This point is also fully understood by the investors."

In brief, according to the management of Phoenix Contact China, social responsibility is a general concept. We shall base social responsibility to realize, maintain and develop the benefits of employees, customers, society and investors. This is a new task facing Phoenix Contact China. To achieve this, we must be guided by social responsibility to rebuild management theory and core values of the company as well as to plan the future blueprint according to the requirements of social responsibility.



总裁李慕松教授（左二）应邀出席 2010 中国企业社会责任年会，亚太公司荣获“2010 中国社会责任优秀企业”称号
Professor Li Musong (Left second) attended 2010 China Corporate Social Responsibility Annual Session, Phoenix Contact Asia-Pacific was awarded 2010 China Corporate Social Responsibility Excellent Enterprise