

TEAM SWEDEN FRANCE

Business Sweden in France Annika Stål, Charlotte Strömbäck

Swedish Chamber of Commerce in France Gîta Paterson, Katarina Lööf

Embassy of Sweden in France

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FOREWORD

France has historically been an important trade partner for Sweden and this relationship keeps growing. With its 67 million inhabitants, France is the second largest market in Europe, and the 7th largest economy in the world. France is Sweden's 9th biggest trading partner and more than 600 Swedish companies, having more than 100 000 employees, are established in France.

In 2019, France was the leading European recipient of job creating investments from Sweden, attracting 21% of Swedish projects in Europe ahead of Germany and the United Kingdom*.

The bilateral innovation partnership between Sweden and France, initiated in 2017 to promote innovation and green solutions, is an important foundation that brings our countries, companies and institutions closer together. By joining forces, we can develop products and solutions that address the European and global societal challenges ahead.

This Business Climate Survey in France is a part of the new global Business Climate Survey Team Sweden initiative, based upon a new partnership created in 2019 between Business Sweden and Swedish Chambers International. Its purpose is to increase the understanding of Swedish companies' performance in France and deepen our appreciation of the opportunities and challenges that the French market presents, in furtherance of the French Swedish business development. In addition, it is to serve as a reference in bilateral trade dialogues between Sweden and France.

Key findings of this French market survey, conducted during the spring 2020 lockdown period, are that France remains an important market for Swedish companies and that the trust in economy is high.

The global Covid-19 crisis with its major effects on the world economy is, however, strongly impacting the economic outlook of the respondents. The results of this survey should therefore be considered in the light of current developments

We would like to extend our most sincere gratitude to the participating companies and partners who have contributed to this report. We stand ready to support the Swedish-French business development throughout and after the crisis!

*Source Business France



H.E Håkan Åkesson Ambassador of Sweden to France



Annika Stål Trade & Invest Commissioner France **Business Sweden**



Gîta Paterson President Swedish Chamber of Commerce in France

EXECUTIVE SUMMARY

Economic outlook

Economic outlook

Economic outlook

83 respondents contributed to the survey out of 233 contacted companies



Current profitability

78%



Business Climate

Swedish Brand

88 % of the participating companies consider that the Swedish brand is contributes positively to their business

Advantages of the French market

Physical infrastructure Access to suppliers Personal safety



Challenges of the French market:

Corporate taxation Labour market regulations Work culture/ mindset



45% Industrial 28% Professional Services 13% Consumer Goods

Success factors in France

- Sales competence
- Collaboration with
- Staff development

Sustainability

78% of the respondents believe that customers consider environmental aspects in their purchasing decisions

ABOUT THE SURVEY

A new Team Sweden collaboration

2020 is the launch year of the global Business Climate Survey, a Team Sweden project, based upon the new unique partnership created by Business Sweden and Swedish Chambers International, the association of Swedish Chambers of Commerce abroad.

The Business Climate Survey is an important tool to map out the opportunities and challenges Swedish companies face when doing business abroad. In this report, the results for the French market will be presented.

The project is intended to contribute to the gaining of know-how on how Swedish firms view the French market conditions and to assist Team Sweden, investors and other actors of importance, to support the development of Swedish investments and business activities in France and to contribute to the market positioning of the companies in the best possible way.

How are the Swedish companies established in France experiencing the French business climate? The report provides valuable insights about the economic outlook in France including key facts about the market and success factors for Swedish companies in France.The Business Climate Survey will be conducted world-wide on a regular basis in the future in order to track and analyse market conditions and the performance of Swedish companies over the years.

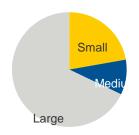
This year, the survey in France was distributed to a select sample of 233 local executives representing Swedish firms, 83 of which provided answers. It should be noted that the size and industry composition of our respondents are not representative of the overall French business landscape. Any of the statistics presented in this report are solely indicative of our respondents' experience in the French market.

The answers were collected between March 23rd and May 9th, coinciding with the outbreak of the Covid-19 pandemic and the French lockdown period.

Some interviews were conducted later in July with selected companies for a deeper understanding of the factors behind their responses.

Around 65% of respondents were large companies, 10% medium-sized companies and 22% small companies. 45% of the respondents were from the the industrial sector, 28% from the professional services sector and 13% from the consumer product sector. The majority (65%) of the participants are mature companies having operated in France for more than twenty years. 8% are newcomers with only a few years of experience from the market.

SIZE OF COMPANIES



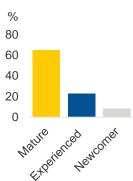
NOTE: Global employees. Large >1000. Medium 250-1000 Small 0-249

MAIN INDUSTRY



NOTE: 45% Industrial. 28% Professional services. 13% Consumer

AGE OF COMPANIES



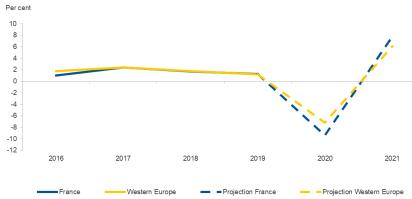
NOTE: Mature (-2000). Experienced (2001-2015). Newcomer (2016-)

ECONOMIC OUTLOOK

France: an ambitious rebound program designed for a new green economy

The French economy has steadily been growing over the past years. Compared to other Western European countries, France's GDP has almost exactly followed the average European growth level. In 2019 France was even slightly above the average growth in Western Europe (1,3%).

GDP GROWTH IN FRANCE



NOTE: Constant prices. SOURCE: Oxford Economics 2020-05-15

The French inflation rate in 2019 was 1,3%. The unemployment level has been reduced over the past years and was down to was 8,43% in 2019. Since the election of Emmanuel Macron as President in May 2017, the French gouvernment has undertaken a series of structural reforms to improve competitiveness and boost economic growth. In particular, much awaited reforms of the French labour laws have been undertaken in order to increase flexibility on the French labour market. In addition to the labour law reforms, public spending has been cut in the nation's yearly budgets, and taxes and social security contributions have been adjusted to promote private investments and increase purchasing power. Corporate income taxes have been reduced from 33.3% to 31% for the financial year 2019, whith the corporate income tax rate being 28% for the first 500,000 € of the tax result. A general reduction down to 28% is effective as of the fiscal year starting 1 Janaury 2020, followed by further reductions for the financial year 2021 down to 26,1% and for the financial year 2022 down to 25%. Furthermore, taxes on capital have been reduced to a flat rate of 30%.

France became Europe's leading destination for foreign investments in 2019, according to EY Europe Attractiveness Survey published in May 2020. The nation's attractiveness on the global arena improved with 1,468 new foreign investment decisions. According to Business France's annual report, this counts for a rise of more than 50% over the past five years. Furthermore, France has demonstrated a strong ability to attract major R&D

projects which increased by 22% between 2018 and 2019.

Sweden choose France to innovate and confirmed its leading Nordic investor position in France 2019, especially in R&D related activities.

Brexit has also had a positive impact on foreign investments in France and strenthening the roles of Paris and France globally and regionally. For example, in the first quarter of 2019, Paris welcomed the seat of the European Banking Authority (EBA), which left London. Some months before, the giant American insurance business Chubb decided to transfer its European headquarters from London to Paris

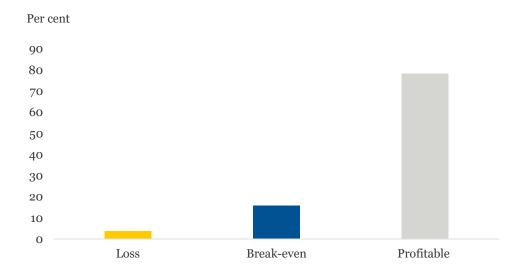
According to the forecasts, France's GDP growth is expected to fall in 2020 due to the Covid-19 pandemic outbreak and then to start growing again in 2021, subject to the effects of the continuing pandemic and the evolution of the world economy.

The unemployment rate is currently estimated to increase in 2020 and to remain stable in 2021. The transportation sector, travel industries, all services associated with tourism, and the retail sector, have been particularly hit by the Covid-19 crisis. To counter the negative effects of the pandemic, strong economic measures corresponding to a budget of 460 billion Euros, have been implemented by the French gouvernment from the outset of the Covid-19 crisis, providing major financial support to French companies in the form of favourable loans, extended tax and social security payments, funding of temporary unemployment of employees, exceptional contributions in furtherance of education and health, and an important social program with financial and social assistance to individuals. In addition, an unprecedented recovery package, initiated by France and Germany, was decided in July by the European Union and on September 3, the new French gouvernment presented a historic recovery plan of 100 billion Euros for France. The strategy of "France Relance" is to build France of tomorrow by transforming the economy and form the jobs of the future. It is built around three pillars, speed up the ecological transition, boost competitiveness and economic strength, support skills and social cohesion, with substantial programmes to create a green economy, digitalise the territory and safeguard employment for a more resilient, greener and sustainable France.

Swedish companies in France look back on a profitable year 2019

The vast majority of respondents in our survey, 78%, reported a profitable financial performance in 2019. Only 4% declared a loss. Company size and their experience on the market (mature, experienced or newcomer) does not seem to have any significant impact on these results.

HOW WOULD YOU DESCRIBE YOUR COMPANY'S FINANCIAL PERFORMANCE IN FRANCE IN 2019?



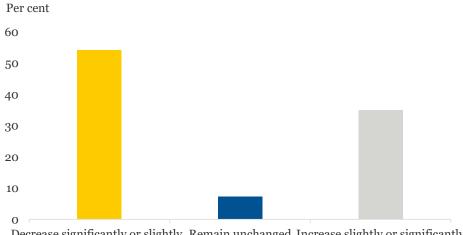
NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in

figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020

As regards the financial predictions for the coming 12 months, the challenges and opportunites related to the Covid-19 pandemic seem to have been taken into account by the companies in their turnover projections. At the time of our survey 55% of the respondents expected that their turnover would decrease either significantly or slightly, while 35% expected an increase. A pessimistic outlook is mostly pronounced in certain sectors among large companies, where 64 % estimated a decline in turnover in their industry. Medium sized companies seem to be more optimistic with 88% forecasting an increased turnover in their industry in the coming twelve months. According to the survey Swedish companies active in the professional services segment are the most optimistic. Swedish industrial firms and consumer market players are the least optimistic, with over 60% expecting their industry's turnover to decrease.

COMPARED TO THE DEVELOPMENT IN THE PAST 12 MONTHS, WHAT ARE YOUR **EXPECTATIONS FOR THE COMING 12 MONTHS FOR YOUR INDUSTRY IN** FRANCE REGARDING TURNOVER?

TURNOVER WILL...



Decrease significantly or slightly Remain unchanged Increase slightly or significantly

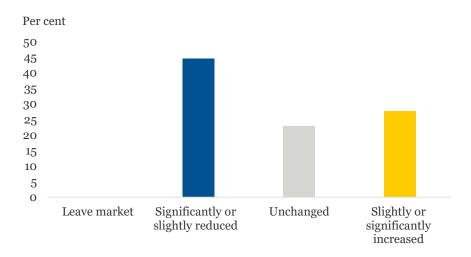
NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

51 % of the companies maintains or increases investment plans

Although the outlook for the economy and businesses due to the Covid-19 pandemic remains uncertain, the results of the survey support the strong faith that Swedish companies and decision makers have developed in the French market during the last few years following President Macron's election and the structural measures implemented. 51% of the companies participating in the survey declared that their investment plans remain unchanged or should be increased the upcoming year. 45% of the survey participants indicated that they intend to reduce their investment level slightly or significantly. No company indicated plans to leave the market entirely. The uncertainty related to the ongoing Covid-19 situation has most likely influenced the answers of the respondents having indicated that they plan to reduce their investment levels.

The survey results indicate that large companies are among those which expressed a more restrictive attitude in regard to their investment plans, while medium sized companies were more keen on increasing their investments. Companies active on the consumer market particularly seem, to be reducing their investments plans for the coming twelve months, understandably in view of the current circumstances. An interesting finding is that newcomer companies show the most eager attitude when it comes to expanding their French business in the coming twelve months. The survey shows that the current situation of uncertainty has not deterred their willingness to grow as 71% of them indicate increased investment plans for their business on the French market.

WHAT ARE YOUR COMPANY'S INVESTMENT PLANS FOR THE COMING 12 MONTHS IN FRANCE, COMPARED TO THE PAST 12 MONTHS?



NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in figure.

SOURCE: Business Climate Survey for Swedish Companies in France 2020.

THE MARKET

More than 600 Swedish companies established in the world's seventh economy

With its 67 million inhabitants, France is the second largest market in Europe, and the 7th largest economy in the world. France has the highest number of large companies in Europe, with 29 companies on the Forbes 500 list. The country's large share of highly skilled workers, as well as its highly developed infrastructure and favourable investment climate, have long attracted significant foreign investments. France is home to Europe's largest aviation and nuclear industries but as the industry is highly diversified opportunities for Swedish companies are found in most sectors.

France is Sweden's 9th biggest trading partner, both in terms of import and export. In 2019, Swedish export to France accounted for 62 billion SEK. Despite of the coronavirus outbreak, the first quarter of 2020 saw a positive development, with Swedish export to

France is a country where we have an easy access to well-educated talent.

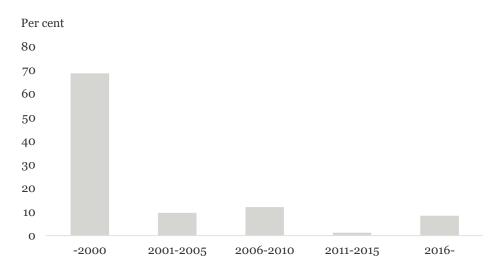
Pierre Perron
President & CEO Electrolux France

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France accounting for about 17 billion SEK, or 4,3%, of total Swedish exports, an increase of 3% compared to the same period in 2019. Swedish companies have their own subsidiaries or work through French distributors, agents or other partners. For Swedish companies, France is also an important gateway and steppingstone to the French-speaking parts of Africa and the Middle East.

The vast majority of Swedish companies in France have been active on the market since the last century. The past 20 years (except for years 2011-2015) have shown a steady inflow of new-coming Swedish companies. While the Swedish companies that have been in France the longest are mostly large industrial actors, we have during the last couple of years seen a big inflow of medium- and small-sized actors active in the consumer goods sector.

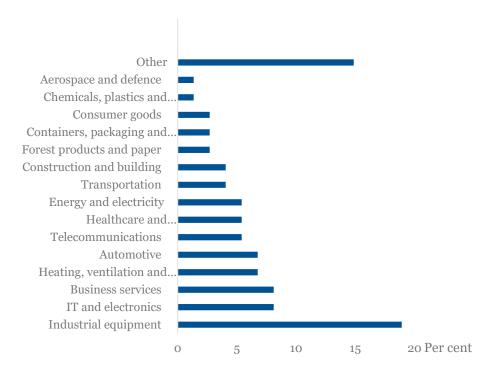
IN WHAT YEAR DID YOUR COMPANY ESTABLISH OPERATIONS IN FRANCE?



NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

Respondents in our survey are active across a wide range of industries, with the largest share operating within Industrial equipment, IT, Electronics and Business Services. Mature companies are the most representative group in the category Industrial equipment, while new companies usually are operating within Retail, Wholesale, Business Services or Energy and Electricity.

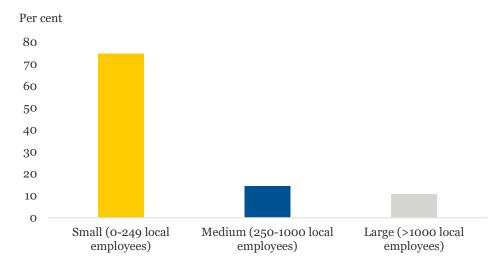
WHAT IS YOUR COMPANY'S MAIN INDUSTRY IN FRANCE?



NOTE: The number of respondents for this question was 74. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

The majority of the companies that participated in the survey are employing between 0-249 local employees. Companies having a local workforce with more than 1,000 employees represent 11%. 16% of large companies in our sample have more than 1,000 local employees and 13% of medium sized businesses have more than 250 local employees. In the larger French enterprise landscape, 96% of companies have less than 10 employees.

SWEDISH FIRMS' LOCAL NUMBER OF EMPLOYEES IN FRANCE IN 2020



NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

Mixed survey results concerning the French business climate in challenging times

According to the official French Business climate index published by the official French statistic institution INSEE, the business climate in France has been challenging. After a few years of an upward trend, a wave of popular protests against the government's pension reform plan led to a turbulent social climate by the end of 2019 and the beginning of 2020. The arrival of the Covid-19 pandemic in March 2020 with a lockdown during two months, travel, working and sanitary restrictions, brought large parts of the economy to a standstill. The business climate index fell to a record low in April at 53.3 (compared to 105 in February. Since the the economy restarted, the business climate index is on its way to reestablish itself (now at a level of 77.8).

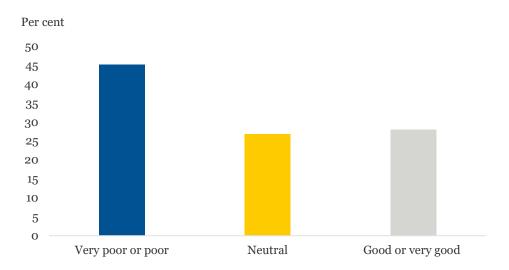
The survey results regarding the perceived business climate in France have been hard to interpret. The answers are not in line with how the companies see that local conditions meet their needs, so it is highly probable that the Covid-19 situation has had an infuence on the answers to the general question on how the companies perceived the business climate at the time of French lockdown. In spite of the difficulties, the survey confirms that 55% of the Swedish companies active in France, continues to perceive the French business climate to be either neutral, good or very good, while 45 % perceive it to be poor or very poor. Considering the individual responses, we find that companies active in the consumer market sector are disproportionately represented among respondents with a more negative view. Companies active in Professional services on the other hand report a higher confidence in the French business climate, with 35% of companies ranking it as good or very good. Industrial companies have a more neutral view of the French business climate. Breaking down the data by size, the majority of companies giving a positive response were mature companies. We also find 50% of medium-sized companies were optimistic about the French business climate, while small companies have a more pessimistic view.



France is a country with a deeply founded economic stability, the highs and the lows are seldom violent, and when they are, it is often very temporary.

Yves Pasquier-Desvignes CEO Volvo Car France

HOW DO YOU PERCEIVE THE CURRENT BUSINESS CLIMATE IN FRANCE?



NOTE: The number of respondents for this question was 82. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

Swedish companies are overall satisfied with the local business environment

There are a number of factors that determine whether a business environment is conductive to success. We asked Swedish companies to evaluate to which degree certain factors met their needs in the French market. On average, respondents gave the highest score to physical infrastructure, followed by access to suppliers and personal safety. Companies did not indicate facing barriers in access to market actors such as distributors, suppliers and service providers. Trailing on the lower end of the scores is the corporate taxation, labor market regulations, the work culture/business mindset and the level of digitalisation.

Swedish companies often perceive a gap between their own business mindset and the French. While Swedish companies often tend to have a horisontal organisation, French companies are usually very hierarchic, which at a first approach may be challeging for Swedish companies. Another aspect not satisfactorily meeting the Swedish companies needs in France, is the perceived low level of digitalisation, where especially newcomers indicated a pessimistic view. However, this can provide a significant opportunity and competitive advantages for innovative Swedish companies which have gained experience in this field from their home market.

COVID-19 has been positive for digitalisation in France in the sense that what would take several years to implement has been happening in just a few months.

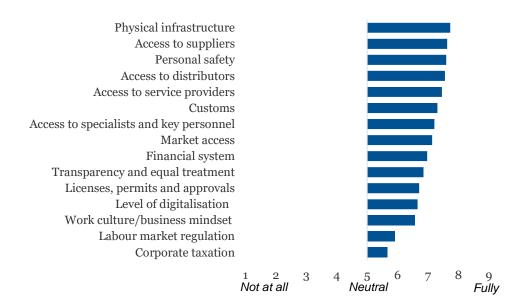
Thierry Cros Managing Director Seco Tools France



During the last couple of years, France have seen significant improvement when it comes to the business climate.

Pierre Perron President & CFO Flectrolux France

HOW WELL DO THE FOLLOWING CONDITIONS MEET THE NEEDS OF YOUR **COMPANY IN FRANCE?**



NOTE: The number of respondents for this question was 83. SOURCE: Business Climate Survey for Swedish Companies in France 2020.

Payment delays, tax levels and administrative matters affecting business climate negatively

To further investigate the business climate in France, the respondents were asked to rate the impact of some additional conditions. From the answers we can see that a majority of the Swedish companies participating in the survey consider that payment delays, tax levels and administrative matters are having a negative impact on their business in France. However, a majority considered that exchange rate fluctuations, bank relations, the legal environment, the judicial system, the political situation, competition regulations, language barriers have no negative impact on their business.

Payment delays 51,8%

of the respondents believe Payment delays impact their business negatively or very negatively

Tax levels 51.2

Of the respondents believe Tax legislation impacts their business negatively or very negatively

Administrative matters 44,4%

of the respondents believe Administrative matters impact their business negatively or very negatively

Respondents were then asked to rate the impact of last year's social movements on their business in France, both on their sales and on their ability to produce goods and services. A majority of the respondents reported that neither sales nor production had been impacted. An important part, however, confirmed a negative impact on sales (44%) and production (29%) due to these movements.

In the survey, we also investigated the impact of the Covid-19 outbreak on Swedish businesses in France and respondents were asked to estimate the present and future impact of the crisis on their company sales and on their ability to produce goods and services. The majority of the respondents reported a negative impact at the time of the survey, both on sales (85% negative or very negative) and production ability (63% negative or very negative.

The French office is used as a base to manage other countries

45% of the respondents in our survey reported that their French office also serves as a base to manage their activity in other countries. The most common countries to be managed by the French office are: the Benelux countries, as well as Southern Europe and North Africa.

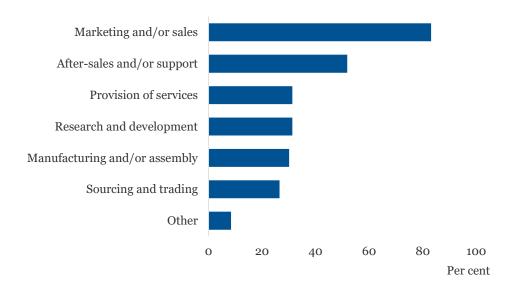


HOW SWEDISH COMPANIES SUCCEED IN FRANCE

Local operations focused on sales and marketing activities

When asked to describe what kind of operations the companies are involved in on the French market, the large majority (83%) indicated sales and marketing activities. 30% of the companies in our sample have manufacturing or assembling activities in France and 31% perform R&D activities in France.

OPERATIONS OF SWEDISH FIRMS IN THE MARKET



NOTE: The number of respondents for this question was 82. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020

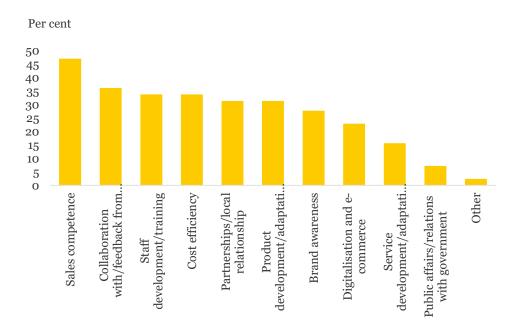
Competitiveness driven by sales competence

There are several factors contributing to the strenthening of the competitiveness of Swedish companies' on the French market. In line with our previous finding that Swedish firms are predominantly engaging in marketing and/or sales operations in France, it is not a surprise that the most important factor named by the respondents in our sample is sales competence. Other areas considered important in maintaining competitiveness are: collaboration with/feedback from customers, staff development/training, cost efficiency, partnerships/local relationships, and product development/adaptation.

Partnerships and local relationships were considered more important for small companies present in the French market while collaborations and feedback from customers were more important for large companies. Sales competence is considered

as a competitive edge factor for both small and large companies. Brand awareness is much more important for players in the consumer market sector than for industrial companies.

TO DATE, WHICH OF THE FOLLOWING AREAS HAVE BEEN IMPORTANT IN **MAINTAINING COMPETITIVENESS IN FRANCE?**



NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in

NOTE: Three alternatives out of ten could be selected

SOURCE: Business Climate Survey for Swedish Companies in France 2020

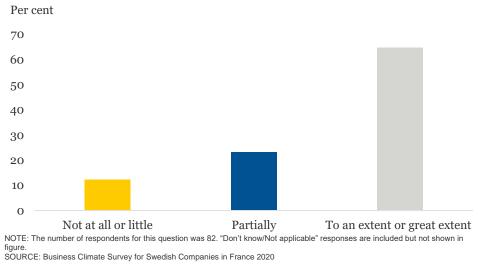
The Swedish identity brings legitimacy to business activities

The French has a very positive view of Sweden and strongly associate the country with high quality in terms of services, management, goods, technical know-how, innovation and sustainability. Sweden's reputation has been largely stable for a long time and goes hand in hand with the high degree of trust placed in the Nordic countries generally. The survey distinctly confirms this picture as it is clearly expressed that the brand image of Sweden contributes positively to Swedish business in France. 88% of the participating companies consider that the Swedish brand has a positive impact on their business. The industry sector does not seem to have any importance on the results here as the outcome is rather equally distributed.

As a Swedish company, we find that the Swedish brand is of unique strategic and competitive strength. The Swedishness is always on the forefront in our communication with our customers.

Pierre Perron President & CEO Electrolux France

TO WHAT EXTENT WOULD YOU ESTIMATE THAT THE "SWEDISH BRAND" **CONTRIBUTES TO YOUR BUSINESS IN FRANCE?**



ACTING SUSTAINABLY

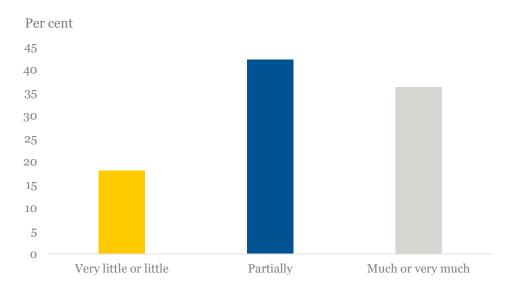
French customers show a growing demand for sustainable products and services

Swedish companies operating in France find that their customer base is increasingly driven by sustainability concerns. 78% of the respondents reported that their customers consider environmental aspects of a product or service in their purchasing decision, 36% consider it much or very much. This is particularly true for consumer products where 45% of the respondents reported that their customers consider these aspects much or very much. Only 18% of companies in our sample indicate that environmental sustainability concerns played a small or very small role in the purchasing decision. This share is higher for newcomers, where 43% report that environmental aspects play a small or no role at all.

There is no business without green business.

Walter Kadnar CEO & CSO Ikea France

IN YOUR VIEW. TO WHAT EXTENT DO CUSTOMERS IN YOUR INDUSTRY IN FRANCE CONSIDER ENVIRONMENTAL ASPECTS OF A PRODUCT OR SERVICE IN THEIR PURCHASING DECISION?

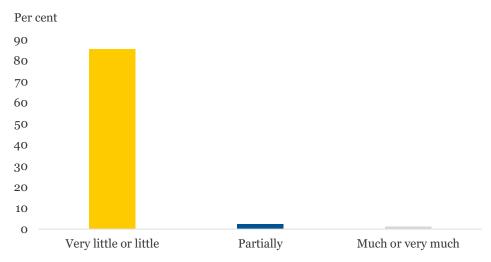


NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020

Corruption is no concern in France

Sustainable business practices include sustainable corporate governance. Healthy corporate governance is affected by the prevailing business environment of a given country. When asked whether corruption affects business practices in France, the Swedish companies in our sample nearly unanimously reported that corruption in France affects their business only to a very little or little extent. This result holds true across company sizes and industries.

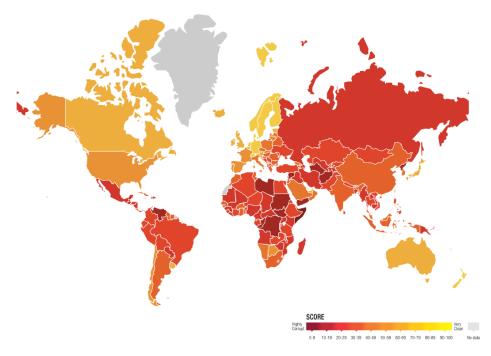
TO WHAT EXTENT DO YOU PERCEIVE THAT CORRUPTION IN FRANCE AFFECTS YOUR BUSINESS?



NOTE: The number of respondents for this question was 83. "Don't know/Not applicable" responses are included but not shown in

SOURCE: Business Climate Survey for Swedish Companies in France 2020.

The global Corruption Perception Index (CPI) mirrors this finding. First launched in 1995, Transparency International publishes the CPI on a yearly basis, to put policy on the international policy agenda and track corrupt corporate and public governance. The Nordic economies stand out as leaders, with Denmark, Finland, Sweden, Norway and Iceland taking five of the top eleven places. In 2019, France ranked 23rd out of 198 in the global comparison.



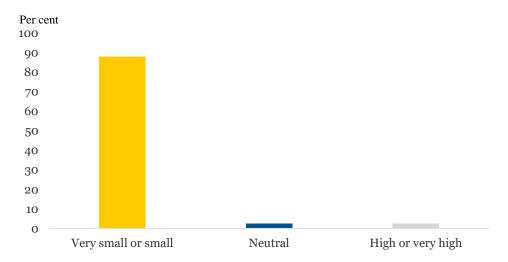
SOURCE: Transparency International.

Low perceived risk of human rights violations

In line with the Corruption Index, France enjoys a good reputation for upholding human rights. Among the respondent companies, 88% reported a very small or small risk of encountering human rights violations and/or labor right abuses when conducting business in France. 2% of the respondents ranked the risk as neutral, and another 2% ranked the risk as high or very high.

Breaking down responses by industry, however, we find that 9% of consumer good companies rank the risk of encountering human rights violations as neutral, while 4% of professional service companies rank it as high or very high. When filtering by company size, we find that 8% of large companies have ranked it as neutral or high, while all small- and mediumsized companies have ranked it as low or very low.

HOW DO YOU PERCEIVE THE RISK OF ENCOUNTERING HUMAN RIGHTS **VIOLATIONS AND/OR LABOUR RIGHT ABUSES WHEN CONDUCTING BUSINESS** IN FRANCE?



NOTE: The number of respondents for this question was 83. Don't know/Not applicable" responses are included but not shown in

figure. SOURCE: Business Climate Survey for Swedish Companies in France 2020

CONTACT US

BUSINESS SWEDEN

charlotte.stromback@business-sweden.se

SWEDISH CHAMBER OF COMMERCE IN FRANCE

katarina.loof@ccsf.fr







