



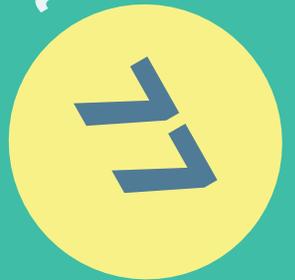
FROM CORPORATE  
SOCIAL  
RESPONSIBILITY TO

**CORPORATE  
SUSTAINABILITY**

Studies in Trade and Investment

Moving the  
**AGENDA  
FORWARD** ▶▶

in ASIA  
and the PACIFIC



ESCAP is the regional development arm of the United Nations and serves as the main economic and social development centre for the United Nations in Asia and the Pacific. Its mandate is to foster cooperation between its 53 members and 9 associate members. ESCAP provides the strategic link between global and country-level programmes and issues. It supports Governments of the region in consolidating regional positions and advocates regional approaches to meeting the region's unique socio-economic challenges in a globalizing world. The ESCAP office is located in Bangkok, Thailand. Please visit our website at [www.unescap.org](http://www.unescap.org) for further information.



The shaded areas of the map are ESCAP Members and Associate members.

**FROM CORPORATE SOCIAL  
RESPONSIBILITY TO CORPORATE  
SUSTAINABILITY:  
MOVING THE AGENDA FORWARD IN  
ASIA AND THE PACIFIC**



## **From corporate social responsibility to corporate sustainability: Moving the agenda forward in Asia and the Pacific**

United Nations publication  
Copyright © United Nations 2013  
All rights reserved  
ISSN: 1020-3516  
ST/ESCAP/2658

For further information on this publication, please contact

Mr. Ravi Ratnayake  
Director  
Trade and Investment Division  
Economic and Social Commission for Asia and the Pacific  
United Nations Building  
Rajadamnern Nok Avenue  
Bangkok 10200, Thailand  
E-mail: [escap-tid@un.org](mailto:escap-tid@un.org)

The views expressed in this publication are those of the authors and do not necessarily reflect the views of the United Nations. The opinions, figures and estimates set forth in this publication are the responsibility of the authors and should not be considered as reflecting the views of carrying the endorsement of the United Nations. Any errors are the responsibility of the authors. Mention of firm names and commercial products does not imply the endorsement of the United Nations.

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. Where the designation “country” or “area” appears, it covers countries, territories, cities or areas.

References to dollars (\$) are to United States dollars unless otherwise stated.

Bibliographical and other references have, wherever possible, been verified. The United Nations bears no responsibility for the availability or functioning of URLs.

All the material in this publication may be freely quoted or reprinted, but acknowledgement is required, and a copy of the publication containing the quotation of reprint should be sent to the ESCAP Publications Office.

The use of this publication for any commercial purposes, including resale, is prohibited unless permission is first obtained from ESCAP. Requests for permission should state the purpose and the extent of reproduction.

This publication has been issued without formal editing.

## PREFACE

Corporate social responsibility (CSR) has been a well-known concept for some time though the interpretation of this concept differs among countries, companies and stakeholders. In many cases, CSR has been abused as a marketing ploy, masking unsustainable practices of companies, in others it has simply constituted a charity event, again, often to mask the negative impacts of companies' operations. However, the winds of change are blowing, in particular in the wake of the United Nations Conference on Sustainable Development (Rio+20). Increasingly, companies are adopting sustainable business practices as an integral element of their corporate strategies, which is the true meaning of CSR. In fact, some companies have gone beyond the traditional interpretation of CSR and either engage in social or impact investment and/or play active roles in development cooperation, including the provision of disaster relief and humanitarian assistance. In this regard, the concept of CSR has evolved and today is often referred to as "corporate sustainability" or "responsible business practices" to avoid confusion with the narrow (and wrong) interpretation of traditional CSR as charity events.

Various global CSR instruments and sustainability frameworks, such as the Global Compact, Global Reporting Initiative and ISO 26000, have been in existence for some time and have been increasingly adopted by many companies, usually the bigger transnational corporations (TNCs). However, two main issues can be identified which require attention by both policymakers and companies. First, many companies in the Asia-Pacific region, in particular the millions of small and medium-sized enterprises (SMEs), are slow to adopt CSR instruments as they are considered to undermine their competitiveness and belong to the realm of the public sector. Secondly, the increasing number of different CSR instruments and sustainability frameworks has led to a certain level of confusion and imposed cumbersome and duplicative reporting burdens on companies, and therefore some form of convergence is required.

This publication looks at recent developments in CSR with particular attention to the growing role of impact investment and the need for greater convergence of global CSR instruments and provides recommendations to policymakers to enhance the adoption of CSR as an integral part of business strategy and operations.

## **ACKNOWLEDGEMENTS**

This study was prepared under the general guidance of Ravi Ratnayake, Director, Trade and Investment Division (TID) of the Economic and Social Commission for Asia and the Pacific (ESCAP), Marc Proksch, Chief, Business and Development Section (BDS) of the Trade and Investment Division of ESCAP and under direct supervision of Marit Nilses, Economic Affairs Officer in the Business and Development Section, Trade and Investment Division, ESCAP. The contributing authors to the study comprised Marc Proksch; Masato Abe, Economic Affairs Officer, BDS, TID, ESCAP; Jana Svedova, Co-Founder of Synergy Social Ventures and a social finance professional; and Leena Wokeck, Director of the CSR Asia Center at the Asian Institute of Technology (AIT). Suhyon Oh, Wanida Ruanglikhitkul and Michiel Vos provided inputs to chapter II.

Technical editing was done by Marc Proksch and Natthika Charoenphon. Wanida Ruanglikhitkul helped with formatting of figures. Natthika Charoenphon provided secretarial assistance. Napidchaya Pichedtanavanich provided cover design.

## CONTRIBUTORS

**MARC PROKSCH** is Chief, Business and Development Section of the Trade and Investment Division of ESCAP. He has wide experience in the areas of investment promotion and facilitation, SME development and promoting responsible business practices, including the principles of the global compact through the Investors for Development (I4D) programme. Before joining the section, he worked in the area of trade policy with focus on WTO and regional trade agreements. Prior to joining the United Nations he worked for a private sector management consultancy in the United Kingdom. He is a graduate of the London School of Economics and Political Science and has degrees in international political economy and business.

**MASATO ABE** is Economic Affairs Officer in the Business and Development Section, Trade and Investment Division of ESCAP. He has extensive experience in enterprise development with a special emphasis on SME sector and supply chain management. Prior to joining the United Nations, he worked in the global automotive, electronics and high-technology industries. He holds degrees in marketing, business administration and economics.

**JANA SVEDOVA** is a social finance professional with experience in social enterprise development and financing. Before her current position, she was in the financial services industry working with several of Canada's top 5 financial institutions in areas ranging from wealth management to business banking, including Vancity Savings in Vancouver, a member of the Global Alliance for Banking on Values and a pioneer in social finance. Jana holds a BA in International Relations and an MBA from the University of British Columbia. She has conducted research in the area of social finance as a fellow at the University of British Columbia's Center for Sustainability and Social Innovation. Jana co-founded Synergy Social Ventures, a non-profit organization based in San Francisco and Hong Kong, China that provides capacity-building support to early stage social enterprises in South-East Asia and China and works with philanthropists to develop strategies for funding social enterprises in the region.

**LEENA WOKECK** is the Director of the CSR Asia Center at the Asian Institute of Technology (AIT) in Thailand and the Executive Director of CSR Asia. Her current role includes advising organizations of various sectors and sizes on CSR and the effective implementation of business strategies and partnerships for development. Through the unique positioning of the CSR Asia Center at AIT, she leads research and engagement projects on cutting edge issues and trends for the role of business in sustainable development in Asia and works on developing and delivering training and executive education programmes, including the joint CSR Asia-AIT Professional Masters Programme in CSR. Before joining the CSR Asia Center, she spent several years in Amsterdam working for the Global Reporting Initiative (GRI). Leena holds an MSc in International Relations and Transnational Governance from the Vrije Universiteit Amsterdam, the Netherlands, a BA in International Studies from the University of Birmingham, United Kingdom, and has studied cultural anthropology and international law at the University of Cologne, Germany.

# CONTENTS

	<i>Page</i>
<b>Preface</b> .....	<b>iv</b>
<b>Acknowledgements</b> .....	<b>v</b>
<b>Contributors</b> .....	<b>vi</b>
<b>Abbreviations and acronyms</b> .....	<b>xi</b>
<b>Chapter I. Introduction: setting the stage</b> .....	<b>1</b>
A. Business as unusual: outcome of The United Nations Conference on Sustainable Development (Rio+20).....	1
B. The emergence of social enterprises and impact investment.....	5
C. Towards a convergence of global CSR instruments.....	6
<b>Chapter II. Developments in the concept of corporate social responsibility (CSR)</b> .....	<b>9</b>
Introduction.....	9
A. Emergence of CSR as a public and business concern .....	10
B. Recent developments in CSR as an integral part of business management.....	14
C. A comprehensive CSR conceptual model .....	18
D. Conclusions.....	20
References.....	22

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_7047](https://www.yunbaogao.cn/report/index/report?reportId=5_7047)

