



CSR as a Growth Model for Sustainable Development
經濟增長模式轉變過程中的企業社會責任

by

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Working Paper No. 18

研究專論第十八號

September 2013

二零一三年九月

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Acknowledgements

The Institute of Global Economics and Finance is grateful to the following individuals and organizations for their generous donations and sponsorship (in alphabetical order):

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鳴謝

全球經濟及金融研究所衷心感謝以下捐助人及機構的慷慨捐贈
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	新華集團

CSR as a Growth Model for Sustainable Development

Liu Mingkang*

September 2013

The nature of the debate over corporate social responsibility (CSR) has changed in the past several years, making its significance much wider and deeper. This is because of the adoption of regulatory and industrial policies that support CSR development, and promote value creation, integrity and sustainable business models.

CSR covers a much wider area than before. Much attention has been paid to human rights, employment and industrial relations, environmental protection, anti-bribery and anti-corruption, consumer protection, sustainable innovation and intellectual property rights (IPRs), fair competition, investment, taxation and levies, etc. Newer concerns have arisen with regard to climate changes, effective and efficient use of resources, life cycle assessments, bidding criteria, anti-pollution, bio-diversity, etc. The EU, UN, OECD, International Labor Organization and International Organization for Standardization have delivered or upgraded a lot of general policy frameworks and new standards, so as to provide useful ways to evenly implement modern CSR on a global basis.

CSR and its implementation challenges, especially since this financial crisis, have been well understood and addressed globally. This is a topic that has been discussed widely: the 18th Party Congress put forward realistic goals for China, with the build-up of an environmental civilization at the core of the goals.

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Environmental impacts have been severe; both water and air pollution crises are pervasive. In line with other parts of the world, China is trying to do its best for the world and for itself. Actually, China has made huge progress. CSR is becoming part of our entrepreneurs' lives.

I will share with you two examples. The first one is a new agreement that came out of the recently held Annual Forum of the Chinese Entrepreneurs. This agreement, called the Commitment on Common Actions of Environmental Protection, was initiated by the Chinese private sector and non-governmental organizations (NGOs). This is a great movement. They have decided, through collective efforts, to build a more balanced society with clean air and water, as well as safe food, so our children and their children, generation after generation, can enjoy a greener environment. What they have promised are to:

- 1) Continuously monitor the trend of China's environmental crisis, such as problems with air, water, soil, food, and bio-diversity.

- 2) Harmonize the organization of entrepreneurs, environmental protection drives and NGOs, so that collaboration continues.

- 3) Set up a platform to mobilize the public to implement environmental laws and regulations.

- 4) Adopt life cycle assessments, evaluate clean-up operations and green projects, develop managerial capacity building in the supply chain of each enterprise, and further encourage staff to do more in all these areas.

- 5) Improve transparency and promote the disclosure of information on the most serious pollution spots, ecological problems and the evaluation of big projects that would have serious impact on the environment, etc.

- 6) Support the public in protecting their lawful rights; ensure consistent and

serious implementation of environmental laws and regulations.

7) Help enforce well the legal and regulatory system.

8) Establish a better communication channel, a process and a system to aid environmental protection teamwork.

The second example is Hutchison Whampoa Guangzhou Baiyunshan Chinese Medicine Company Limited (HWBYS).

In China, the recalling of expired drugs has always been an issue for many complicated reasons: recall costs are high for pharmaceutical companies; there are not enough recall channels; there is an absence of legislation; and finally, there is a great disregard for the potential health risks associated with expired drugs, thus many of which are resold into the rural markets. However, HWBYS was the first to set a good example for Chinese pharmaceuticals. In March 2005, it established the Household Expired Drug Free Exchange (HEDFE) program. Consumers could exchange, for free, any household drugs that has expired at any Never Expired Pharmacies outlets throughout China. This was further upgraded when more Never Expired Pharmacies were established in October 2006. HWBYS promised that household expired drugs could be exchanged simultaneously in all cities and towns in China. By the end of 2010, the number of Never Expired Pharmacies exceeded 6,600 nationwide. This policy has drawn a great deal of attention from society, government, the media, pharmacies, and customers; their products have been honored as Never Expired Drugs by the public.

In March 2008, the company started the Individual Health Services Program to provide free, dedicated health services to the public. It is the first non-profit organization to do so. HWBYS has put more than 300 million RMB into CSR. Their actions have not only raised awareness, but have also helped create the demand for legislation to manage expired drugs recalling.

We applaud China's new movements and commitments such as these. If well implemented all over the country, the drive to protect the environment and to promote CSR will be significant. However, we are still in the early stages of this process. As such, it is important for us to bridge the big gap between our CSR practices and our goals. Some companies continue to take shortcuts to minimize costs, increase speeds or profits as demonstrated here by various product safety, food safety or construction issues over the past years.

Of course, all these vividly show us how lacking CSR is in today's society. However, as part of a long-term sustainable development model, we should not categorize CSR as only a responsibility, but rather, CSR should be viewed as a change in the growth model; it should take into consideration the broader picture of a country and the challenges it faces today and tomorrow. I was pleased to hear President Xi's recent remark that for China, we had to address the over-capacity of Chinese industries urgently whilst planning and proposing environmentally friendly measures.

For a long time, developing countries have used the mass production and export model to grow, but with this old model, enterprises waste a lot of natural resources like land, forests, minerals, energy and labor. The lower value-added operations can never bring them enough money to do the necessary R&D to innovate and improve products and services, which are so important to the sharpening of a company's competitive edge in the markets. Even worse, pollution is becoming a big problem.

For developing countries, if we can foster a commercially sound and environmentally friendly growth model, many problems will be discovered and exposed, and they could be effectively traced and monitored. This is not, however, a one-stop solution. On the other side of the coin, to realize the growth model change, we need to adopt a system and culture that encourages the best practices of CSR. We believe that the key lies in building the roles that governments need to play, and the roles that the market should play.

To begin with, the government should change its role. As the new Premier Li has said, we should get the hand of the market instead of relying on the hand of the government to drive economic development. The role played by the government should be to create an equitable, transparent and well-enforced legal and regulatory environment and to protect property rights, including IPR, seriously. The government should reduce all unnecessary administrative restrictions in the form of licensing of market access and investment, limiting their involvement in business operations, and unequal access to financial incentives, subsidies and equity in all walks of life. What they should do better is to strengthen the necessary supervision with clear standards and monitor any concerns regarding the violation of rules and laws. Reducing blind subsidies is automatically an effective way of fighting potential rent seeking behavior.

The government should put more effort into designing and implementing smart consumption, environmental and government procurement policies, as well as investment policies, to incentivize firms to enhance their CSR performance with higher returns. The government is also expected to invest in CSR education, training and research to enhance public awareness of CSR. It is also the responsibility of the government to ensure that the domestic criteria are in line with the international consensus. Last but not least, the government should enforce the disclosure of a firm's CSR performance.

However, one should always bear in mind that the market should play a fundamental role in deploying resources. Enterprises should be aware enough that the core of value creation is innovation; enterprises are obligated to invest in R&D and thus innovation, while IPR should be highly respected. At the same time, the risk management of the enterprises should be strengthened.

Talking about CSR, an unavoidable topic is on state-owned enterprise (SOE) reform. SOEs have made great contributions to charity, disaster relief, etc. However, they are generally believed to have taken a great advantage of their monopoly status. Thus, they contribute to market inefficiency and unfair competition, which

subsequently lower the quality of products and services, and thus customer satisfaction. Inefficient use of resources can be quite commonly observed in this sector.

The lack of CSR as a growth model in banking is another hazard.

Challenges to the banking industry over the past few years have called for a radical change in the growth model. To restore trust, banks must believe CSR is real and boards have a major role in shaping it.

Stakeholder interests need rebalancing and customers should come first, and maybe, a little semaphore flag here is that we should answer two questions for consumer protection: one is how banks interact and profit from their customers, and the other is how they deal with their risks. Importantly, people highlighted that rewarding the proper conduct and monitoring bank staff's behavior are critical. To do these, we need harmonized minimum requirements and external supervision. In that context, one of the most important CSRs of firms in the financial sector is the protection of depositors, investors and insurees from the loss caused by poorly run and distressed financial companies. Financial firms should improve their corporate governance, risk management, internal control and compliance, and they should foster a prudent corporate culture.

Global regulators have made regulatory and supervisory efforts. The implementation of Basel III and Solvency II is a good example of these efforts. By enhancing the quality and quantity of capital, and by strengthening the requirements of the leverage ratio and liquidity ratio, financial firms are expected to be more resilient under pressure.

Banks also need to build up a sound capital base, in terms of both quality and quantity. Thus, Basel III and Solvency II should be consistently implemented. By doing this, banks are expected to be more resilient to the stress.

With regard to the financial sector, for years, it has had quite a good CSR record. Carbon emissions trading systems, green credit, etc., are good examples of market-oriented CSR implementation. ETC exchanges are running in seven big cities including Beijing, Shanghai, Tianjin, Shenzhen and Wuhan. Banks provide credit to projects related to pollution reduction, recycling, clean energy and environmental protection, etc.

CSR implementation is not only the job of firms, but also of governments and every one of us. The implementation of CSR is a comprehensive project, and should be treated proactively in a unified approach. CSR should be embedded in every reform, culture nourishment and change of mindset. As the whole world is moving on, let us remember CSR is part of our growth model for a healthy and sustainable development.

經濟增長模式轉變過程中的企業社會責任

劉明康*

2013年9月

企業的社會責任是一個廣泛而有意義的話題。企業社會責任是建立在企業以及企業家的倫理、道德、價值判斷和企業家精神的基礎上的。

企業社會責任的概念和內涵隨着歷史的發展而不斷演化、擴充。如今，企業社會責任涵蓋了至少包括人權、勞工和僱傭制度、環境保護、反賄賂、反腐敗、消費者權益保護、科技轉移和科技進步、市場公平競爭、稅收等多個方面的內容。更加具體的又包括了保護生物多樣性、氣候變化、有效使用資源、防止污染等。包括聯合國、國際勞工組織、國際標準化組織、OECD 組織、歐盟委員會等在內的機構都先後出臺和更新了一批標準，為企業社會責任在全球範圍內的統一實施提供了一個良好的參照系。

企業的社會責任在全球範圍內都更加受到重視。特別是全球金融危機促使人們進一步反思企業應當對社會和公眾承擔的責任。在中國，中國共產黨的 18 大文件明確提出了建設生態文明的目標。與全球趨勢一樣，中國的企業社會責任取得了長足進步。企業的社會責任正在成為企業自發、自願的行為。

一個最好的例子就是，最近在中國的亞布力召開的中國企業家年會上，中國的民營企業與一些公益組織發表了《亞布力環保聯合行動承諾》。這是一個偉大的宣言。企業家們痛感環境污染給企業和經濟的持續發展所帶來的巨大挑戰。他們希望通過自身的實際行動使我們和後代重新擁有清潔的空氣、乾淨的水、安全的食品 and 美好的生存環境，建設更好的生態文明社會。他們承諾要：

1、持續關注中國的環境危機：包括空氣、水、土壤、食品、生物多樣性保

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護等環境議題；

- 2、實現企業家組織、環保組織、公益組織等力量的聯合，開展協同行動；
- 3、創建公眾參與環境保護的渠道和平臺，動員公眾廣泛參與；
- 4、推動企業自身生產經營和供應鏈的綠色管理、節能減排，促進企業員工參與環保行動；
- 5、共同推動環境資訊公開，特別是重點污染源、重點生態問題和重大規劃和工程環境影響評價的資訊披露，支援公眾自發的環境監測和輿論監督；
- 6、支持公眾維護法律所賦予的環境權益，促進環境訴訟渠道的暢通；
- 7、在已有的法律和政策框架下，協助落實環境保護措施的切實成效；
- 8、建立各組織間的溝通、協調機制，更好的服務於今後環保聯合行動的開展。

另外一個實際的例子是廣州白雲山和黃製藥公司建立的家庭過期藥品回收機制。居民可以用過期藥品交換新的藥品。這樣既減少了過期藥非法、不當使用問題，也幫助企業樹立了良好的形象，提高了社會認知度。

這些鼓舞人的承諾無疑將是企業社會責任里程碑式的標誌。

然而，我們也應當看到，企業的社會責任距離我們的期望還有很大距離。全球金融危機中，華爾街大亨們的貪婪、欺詐行為給普通民眾造成的痛苦至今揮之不去。個別金融機構的愚蠢行為浪費了廣大納稅人的財富。一些發達國家將他們的生活和工業垃圾以及核廢料運往那些急需發展資金的發展中國家。一些跨國企業也暴露出了行賄當地官員的醜聞。發展中國家在發展本身經濟的同時，也存在着破壞環境、浪費資源、污染空氣、無視良好的勞工標準、安全標準的行為。毒牛奶、地溝油、霧霾天氣、黑磚窯、強行拆遷等等都給我們帶來了痛苦的經歷。

以上這些當然是企業社會責任缺失的表現。但是，我更加願意把企業社會責任缺失放在整體的經濟增長模式轉變這個大背景中來觀察。最近國家主席習近平就強調節能減排必須要和產能過剩一起抓。

長期以來，發展中國家都已經習慣了大規模生產、大規模出口低附加值產品的增長模式。這種模式下，企業消耗了大量成本低廉的土地、森林、礦產、能源

以及勞動力資源。極低的附加值無法積累足夠的研發資金以實現技術進步，產業向價值鏈高端轉移成為一種奢望。也無法有效進行污染物、排放物的無害化處理。

如果增長模式可以得到有效轉變的話，企業社會責任缺失的很多問題，雖然不是全部，都可以得到自然而然的解決。同時，經濟增長模式轉變的許多前提條件也是企業履行社會責任的前提和內容。

首先，政府應當進一步轉變職能。李克強總理說，要把錯裝在政府身上的手換成市場的手。政府的職能應當是為企業創造一個公平的競爭環境、良好的法制環境，保護好財產權，包括知識產權。減少不必要的行政審批和項目審批，減少直接的經營活動，減少用納稅人的錢補貼所謂的扶持項目，加強對市場的監管。減少政府補貼也是減少腐敗尋租行為的手段。

政府應當通過改變消費與環境政策、政府採購和投資政策，提高企業履行社會責任的市場效益。加強對企業履行社會責任的教育、培訓和研究，提高公眾對企業社會責任問題的認知水平。政府要改善國內與全球企業社會責任政策標準的一致性。政府還應當強化履行企業社會責任的資訊披露。

同時，市場應當發揮配置資源的基礎性作用。企業應當明確，價值創造的核心是創新。企業應當在尊重知識產權的基礎上，加大對研發的投入，不斷創新。企業應當提高自我風險管理和監督的水平。

國有企業社會責任的履行是一個重要話題。一些國有企業的壟斷地位造就了不公平的競爭環境，降低了市場的效率，容易降低所提供的產品或服務的品質，從而降低了消費者的滿意度。壟斷地位還造成了資源的低效率使用。

金融體系履行企業社會責任有很多好的做法。碳交易、綠色銀行都是發揮市場機制的解決方式。中國目前在北京、上海、深圳、武漢等七個城市都已經設立了碳交易所。通過碳排放權的交易，減少碳的排放。銀行則為污染治理、資源循環利用、清潔能源和環境生態保護等領域提供貸款支援。

當然，金融領域履行企業社會責任很重要的一點就是要解決全球金融危機中企業給存款人、投資人、保險人所帶來的傷害。一方面，金融機構應當改進公司治理、風險管理、內部控制，培育審慎經營、合規經營的公司文化。另一方面，

監管機構已經在加強金融機構的監管方面做了努力。新出臺的巴塞爾協定三和清償協定二就是很好的嘗試。通過提高銀行資本質量和數量，強化流動性比率、杠杆比率的管理，加強銀行業機構的安全性和穩健性。

企業的社會責任不僅僅是企業自身的功課。它是政府、企業和我們每一個人共同的功課。完善和履行企業社會責任是一項系統工程，必須要以前瞻性的思維來看待企業社會責任的問題。這需要綜合性的改革、文化的培育、思維方式的轉變作為支撐。企業家不應只對股東的利益負責，對社會負責才是真正的企業家精神。