



CSR as a Growth Model for Sustainable Development
经济增长模式转变过程中的企业社会责任

by

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CSR as a Growth Model for Sustainable Development

Liu Mingkang*

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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.

经济增长模式转变过程中的企业社会责任

刘明康*

2013年9月

企业的社会责任是一个广泛而有意义的话题。企业社会责任是建立在企业以及企业家的伦理、道德、价值判断和企业家精神的基础上的。

企业社会责任的概念和内涵随着历史的发展而不断演化、扩充。如今，企业社会责任涵盖了至少包括人权、劳工和雇佣制度、环境保护、反贿赂、反腐败、消费者权益保护、科技转移和科技进步、市场公平竞争、税收等多个方面的内容。更加具体的又包括了保护生物多样性、气候变化、有效使用资源、防止污染等。包括联合国、国际劳工组织、国际标准化组织、OECD组织、欧盟委员会等在内的机构都先后出台和更新了一批标准，为企业社会责任在全球范围内的统一实施提供了一个良好的参照系。

企业的社会责任在全球范围内都更加受到重视。特别是全球金融危机促使人们进一步反思企业应当对社会和公众承担的责任。在中国，中国共产党的18大文件明确提出了建设生态文明的目标。与全球趋势一样，中国的企业社会责任取得了长足进步。企业的社会责任正在成为企业自发、自愿的行为。

一个最好的例子就是，最近在中国的亚布力召开的中国企业家年会上，中国的民营企业与一些公益组织发表了《亚布力环保联合行动承诺》。这是一个伟大的宣言。企业家们痛感环境污染给企业和经济的持续发展所带来的巨大挑战。他们希望通过自身的实际行动使我们和后代重新拥有清洁的空气、干净的水、安全的食品和美好的生存环境，建设更好的生态文明社会。他们承诺要：

*香港中文大学全球经济及金融研究所 BCT 银联集团杰出研究员。本文仅代表作者个人意见，并不代表本所的观点。

- 1、持续关注中国的环境危机：包括空气、水、土壤、食品、生物多样性保护等环境议题；
- 2、实现企业家组织、环保组织、公益组织等力量的联合，开展协同行动；
- 3、创建公众参与环境保护的渠道和平台，动员公众广泛参与；
- 4、推动企业自身生产经营和供应链的绿色管理、节能减排，促进企业员工参与环保行动；
- 5、共同推动环境信息公开，特别是重点污染源、重点生态问题和重大规划和工程环境影响评价的信息披露，支持公众自发的环境监测和舆论监督；
- 6、支持公众维护法律所赋予的环境权益，促进环境诉讼渠道的畅通；
- 7、在已有的法律和政策框架下，协助落实环境保护措施的切实成效；
- 8、建立各组织间的沟通、协调机制，更好的服务于今后环保联合行动的发展。

另外一个实际的例子是广州白云山和黄制药公司建立的家庭过期药品回收机制。居民可以用过期药品交换新的药品。这样既减少了过期药非法、不当使用问题，也帮助企业树立了良好的形象，提高了社会认知度。

这些鼓舞人的承诺无疑将是企业社会责任里程碑式的标志。

然而，我们也应当看到，企业的社会责任距离我们的期望还有很大距离。全球金融危机中，华尔街大亨们的贪婪、欺诈行为给普通民众造成的痛苦至今挥之不去。个别金融机构的愚蠢行为浪费了广大纳税人的财富。一些发达国家将他们的生活和工业垃圾以及核废料运往那些急需发展资金的发展中国家。一些跨国企业也暴露出了行贿当地官员的丑闻。发展中国家在发展本身经济的同时，也存在着破坏环境、浪费资源、污染空气、无视良好的劳工标准、安全标准的行为。毒牛奶、地沟油、雾霾天气、黑砖窑、强行拆迁等等都给我们带来了痛苦的经历。

以上这些当然是企业社会责任缺失的表现。但是，我更加愿意把企业社会责任缺失放在整体的经济增长模式转变这个大背景中来观察。最近国家主席习近平就强调节能减排必须要和产能过剩一起抓。

长期以来，发展中国家都已经习惯了大规模生产、大规模出口低附加值产品的增长模式。这种模式下，企业消耗了大量成本低廉的土地、森林、矿产、能源以及劳动力资源。极低的附加值无法积累足够的研发资金以实现技术进步，产业向价值链高端转移成为一种奢望。也无法有效进行污染物、排放物的无害化处理。

如果增长模式可以得到有效转变的话，企业社会责任缺失的很多问题，虽然不是全部，都可以得到自然而然的解决。同时，经济增长模式转变的许多前提条件也是企业履行社会责任的前提和内容。

首先，政府应当进一步转变职能。李克强总理说，要把错装在政府身上的手换成市场的手。政府的职能应当是为企业创造一个公平的竞争环境、良好的法制环境，保护好财产权，包括知识产权。减少不必要的行政审批和项目审批，减少直接的经营活 动，减少用纳税人的钱补贴所谓的扶持项目，加强对市场的监管。减少政府补贴也是减少腐败寻租行为的手段。

政府应当通过改变消费与环境政策、政府采购和投资政策，提高企业履行社会责任的市场效益。加强对企业履行社会责任的教育、培训和研究，提高公众对企业社会责任问题的认知水平。政府要改善国内与全球企业社会责任政策标准的一致性。政府还应当强化履行企业社会责任的信息披露。

同时，市场应当发挥配置资源的基础性作用。企业应当明确，价值创造的核心是创新。企业应当在尊重知识产权的基础上，加大对研发的投入，不断创新。企业应当提高自我风险管理和监督的水平。

国有企业社会责任的履行是一个重要话题。一些国有企业的垄断地位造就了不公平的竞争环境，降低了市场的效率，容易降低所提供的产品或服务的质量，从而降低了消费者的满意度。垄断地位还造成了资源的低效率使用。

金融体系履行企业社会责任有很多好的做法。碳交易、绿色银行都是发挥市场机制的解决方式。中国目前在北京、上海、深圳、武汉等七个城市都已经设立了碳交易所。通过碳排放权的交易，减少碳的排放。银行则为污染治理、资源循环利用、清洁能源和环境生态保护等领域提供贷款支持。

当然，金融领域履行企业社会责任很重要的一点就是要解决全球金融危机中企业给存款人、投资人、保险人所带来的伤害。一方面，金融机构应当改进公司

治理、风险管理、内部控制，培育审慎经营、合规经营的公司文化。另一方面，监管机构已经在加强金融机构的监管方面做了努力。新出台的巴塞尔协议三和清偿协议二就是很好的尝试。通过提高银行资本质量和数量，强化流动性比率、杠杆比率的管理，加强银行业机构的安全性和稳健性。

企业的社会责任不仅仅是企业自身的功课。它是政府、企业和我们每一个人共同的功课。完善和履行企业社会责任是一项系统工程，必须要以前瞻性的思维来看待企业社会责任的问题。这需要综合性的改革、文化的培育、思维方式的转变作为支撑。企业家不应只对股东的利益负责，对社会负责才是真正的企业家精神。