Corporate Social Responsibility in Multinational Enterprises: 
A Developing Country Study

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As the world’s most powerful business communities, MNEs are increasingly expected to play a leading role in contributing to improve socio-economic and environmental condition in developing countries through their engagement in CSR initiatives. In line with this expectation, a large number of MNEs have initiated, funded and implemented community development programmes, extended their support to various global initiatives and built partnership with established multilateral and bilateral development agencies in addressing poverty, governance and human rights issues in developing countries. Despite their support to various global initiatives targeted to sustainable development and their efforts to CSR, questions have been raised about the effectiveness and ability of MNEs’ current CSR strategy in meeting the goal of sustainable development. Empirical research has, however, been scant particularly in developing and emerging economies on how and why MNEs engage in CSR and if their CSR strategies in developing countries are aligned to their global commitment to sustainable development. This study makes an attempt to fill the gap by exploring the CSR practices of selected leading multinational enterprises in Bangladesh. The knowledge gained in this study would be useful for global MNEs especially those operating in developing countries to formulate appropriate CSR tools and strategies to address socio-economic and environmental issues. The knowledge would also generate valuable insights for local enterprises for their effective engagement in CSR, a key to advancing CSR movement globally.

Background

The view that businesses should engage in CSR to contribute to sustainable development is not only the ‘right thing to do’, but also sensible from a business perspective is becoming increasingly popular (Olsen & Boxenbaum, 2009) and has received wider support in a number of forms. Firstly, CSR is considered as an important contributor of sustainable business development. For example, The World Business Council for Sustainable Development (WBCSD) president Björn Stigson (2009) argues that, “the world cannot succeed without business as a committed solution provider to sustainable societies and eco-systems”.
Secondly, CSR is seen as a necessary attribute and a set of obligations of a modern business enterprise. Knox, Maklan and French (2005:8), for example, note that “corporate social responsibility is something that every board must now address in some form”. Finally, it is often asserted that both large as well as small business businesses should integrate CSR in their businesses for no other reason but for the contributions that CSR investment may make to attain improved economic performance. Although the claim that CSR is linked with business performance has not yet been adequately empirically grounded, evidence to support this link is increasingly growing (Lindgreen, 2009).

Following these supports, a growing number of private sector enterprises, regardless of size have now engaged in integrating CSR into their businesses process and strategies, and reporting their social and environmental performance (Lu & Castka, 2009; Ogrizek, 2002; Tsoutsoura, 2004; Zu & Song, 2009). It was principally the ‘global capitalist’ known as MNEs which took the pioneering role in advancing the CSR movement globally. They were partly motivated by the popular ‘Bottom of the Pyramid’ or later ‘Base of the Pyramid (BOP) propositions that argue that large businesses can make a win-win business model that also helps alleviate poverty (Dobers & Halme, 2009; Karnani, 2007). The key message of these propositions is that businesses should consider innovating products, services and business models that involve poor people as customer, supplier, entrepreneur or partner rather than merely cheap labour (Kandachar & Halme, 2008; Prahalad, 2006).

Although, traditionally, development agencies have been the prime actors to address poverty, health and education issues in poor developing countries; they too have accepted the logic of BOP (Jenkins, 2005; Karnani, 2007) and supported private sectors’ participation and leadership especially by MNEs in the development process ( Xiaohong, Elahee, Engle, Nehrt, & Sadrieh, 2006). Several such prominent agencies including World Bank and the United Nations have made various efforts (for example, Global compact of UN) to promote CSR among private sector enterprises in developing countries (Vivos, 2004). Specific calls were made to integrate human right issues such as poverty and education as well as
climate change as one of the important part of MNEs strategies (Robinson, 2003; Schwartz, 2007). Business stakeholders too have extended their supports to such efforts. For example, World Council for Sustainable Development (WBCSD, 2006) notes that “the leading global companies of 2020 will be those that provide goods and services and reach new customers in ways that address the world’s major challenges- including poverty, climate change, resource depletion, globalization, and demographic shifts”.

In line with this expectation, a large number of MNEs have initiated, funded and implemented community development programmes such as building schools and hospitals, assisting youth and women empowerment programmes and helping victims of natural calamities in developing countries. They have started building partnership with established development agencies in addressing poverty and human rights programmes (Fryans, 2005). Despite such efforts, several authors have recently raised questions about the effectiveness and ability of MNEs’ current CSR strategy to produce sustainable outcomes in developing countries (Egels-Zandén, 2007; Frynas, 2008; Karnani, 2007).

Authors have called for more CSR research in developing countries given the valuable insights that it can offer to the existing knowledge of CSR heavily dominated by developed country research (Belal & Owen, 2007; Dzansi & Pretorius, 2009; Dobers & Halme, 2009; Jamali & Mirshak, 2007). The issue has not, however, been investigated adequately in developing country context. This study makes an attempt to fill the gap in literature by exploring the CSR practices of selected leading multinational enterprises. It explores why and how MNEs engage in CSR activities and how well their CSR activities are aligned with their global commitments of improving the socio-economic and environmental conditions, particularly in developing countries. The study was conducted in Bangladesh.

**Literature Review**

The review below concentrates on the two aspects that impact on the study being conducted. One relates to understanding the meaning of CSR, and the other to the motivations and practices of MNEs in respect
to CSR activities. Due to the dearth of prior CSR research specifically in MNEs in developing countries, our literature review is largely based on CSR literature in general and MNEs in particular.

**Definition of CSR**

Although the concept of CSR has a long and diverse history in academic literature (Carroll, 1999), a conclusive definition of the concept is yet to emerge (Fisher, 2004; Garriga and Mele, 2004). The wider view of CSR generally represents businesses’ efforts to improve the conditions of society at large, to affect economic, social and environmental sustainability, or to develop a local community (Blombäck and Wigren 2009). CSR literature has presented a number of similar concepts such as corporate citizenship, corporate social performance, social marketing, responsible entrepreneurship and corporate philanthropy (Blombäck & Wigren, 2009; Engle, 2007). This wide list of CSR behaviour provides no clear critical measure or assessment of what CSR activity can involve (Lindgreen & Swaen, 2010).

Perhaps, the most frequently quoted definition of CSR is that of Carroll’s (1979; 1991). She divides corporate responsibilities into four areas, that being economic, legal, ethical and discretionary (or philanthropic). One other popular definition comes from World Business Council for Sustainable Development in 1999 which defines CSR as ‘the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life’. This definition relates the concepts of CSR with sustainable development. Although the concept of sustainable development was originally meant environmental issues only, it has however recently expanded to cover the issues of economic growth, environmental protection, and social equity. These two concepts may be considered as being ‘intrinsically linked’ and CSR can be seen as the business contribution to sustainable development (European Commission, 2002, p. 7, as cited in Branco & Rodrigues, 2006). These above definitions imply that CSR is founded on the notion that corporations are in a relationship with other interests in, for instance, economic, cultural, environmental and social systems because business activities affect – and are affected by – such interests in society (Dobers and Halme,
2009. As the societies are different in many respects, CSR can have different faces in different societal contexts (Halme et al., 2009).

Understanding that CSR is socially constructed within a specific context (Dahlsrud, 2008) provides one critical approach to defining CSR. For this study, the context is MNEs operating in developing countries and this provides a focus on knowledge building of how MNEs themselves define CSR. Therefore, one aspect of this paper concentrates on developing an understanding of the meaning and conception of CSR in MNEs in developing countries as it is viewed and elaborated by their own language and practices.

Key Drivers of CSR in MNEs

MNEs’ engagement in CSR activities has generally been reactive in poor developing countries which is often a result of public pressure arising from MNEs’ operations in relation to human rights, environmental pollution and workforce issues (Ite 2004). Fryans (2005) notes that four factors such as attaining competitive advantage; maintaining a stable working environment; managing external perceptions and keeping employees happy push multinational oil companies in Nigeria to engage in CSR activities. In a research in China, Young and River’s (2009) observe that CSR orientations of MNE subsidiaries are affected by expectations (pressures) of stakeholders of both home country and host country.

Areas Typically Addressed by CSR

Despite the call for improving basic human rights issue (Robinson, 2003; Aldred 2000) and environmental degradation (Schwartz 2007), much of the CSR initiatives of private sectors in developing countries are based on their philanthropic perspective as a way of ‘giving back to the society’ (Fryans 2005; Jamali and Mirshak, 2007). Although, MNEs have been to able to put some pressure on supply chain members operating in developing countries to conform to socially responsible business practices; the compliance to such practices has been very weak (Zanden, 2007).
In a study in Mexico, Husted and Allen (2006) found that CSR practices (global or local) of MNEs vary largely with their existing product-market and organisational strategies (multi-domestic, global and transnational). While all MNEs regardless of their product-market and organisational strategies place equal importance to global CSR (for example, environmental conservation); multi-domestic and transnational MNEs more often tend to engage in more country-specific CSR than do global MNEs. They concluded that institutional pressures, rather than strategic analysis of social issues and stakeholders tend to guide MNEs’ decision-making with respect to CSR (Husted and Allen 2006). In another study of CSR practices and the CSR performance of companies from 20 developed countries including a number of Western European countries, Canada, the USA and Japan, (Gjølberg, 2009) found that the country of origin affects MNEs CSR practices.

**Introduction to Bangladesh and Importance of CSR**

Straddling the Ganges/Brahmaputra delta, Bangladesh is one of the most low-lying and densely populated countries in the world. Its current population is 160 million and it is expected to reach to 200 million by 2035, and the capital Dhaka, the second fastest-growing city in the world, would be a home for 50 million by 2050 (DFID - Department of Foreign Aid and International Development, 2009). Almost 20 million of its 140 million people are extremely poor and vulnerable to natural disaster. Although Bangladesh has been known as a country characterised by political instability and rivalry, natural calamities, poor infrastructure, energy hunger and bureaucratic tangles, it, has set a challenging goal of becoming a middle-income country and reducing poverty (World Bank, 2010). Over the last few decades, Bangladesh has adopted the strategy of private sector development as a means to attain this goal. Since 1990s, the country has made impressive economic and social progress and has been ranked as the 10th most rapidly growing economy among 31 large developing countries with populations above 20 million.

Despite the progress in some socio-economic indicators including corruption, Bangladesh faces considerable development challenges, with around 56 million people living below the poverty line (World
Bank, 2010) and the governance and corruption still remain a major concern. The country performs poorly relative to other low income countries in political stability, regulatory quality and control of corruption (World Bank, 2009). Likewise, Bangladesh’s human rights record has been quite poor (Hussain, 2009) in spite of the fact that the situation of human rights, women's safety and empowerment in Bangladesh have improved in recent times.

Bangladesh has been the most affected country by climate change and natural calamities like cyclones and floods. According to the Germanwatch Global Climate Risk Index 2010, natural disasters have caused the greatest loss of life and economy in Bangladesh over the last decade than in any other country of the world (Harmeling, 2010). Bangladesh, however, lacks the required financial, technological, human, and institutional capability to confront the additional challenges posed by global warming and climate change (Islam, 2009). The climate change issues has added one more challenge to Bangladesh when the country is already burdened with numerous socio-economic and development challenges.

Industrial pollution is considered one of the key environmental problems (Belal, Khan, & Alam, 1998). A large number of industrial units located on the banks of the rivers are been polluting the water. Many industrial units run with half-century old machinery producing fatal air, soil and water pollutions (Miyan, 2006). Bangladesh has been the subject of extensive international scrutiny, particularly in terms of perceived poor labour conditions and associated treatment of employees (Islam & Deegan, 2008). Selling of sub-standard goods and adulterated food products has been very common (Azmat & Samaratunge, 2009). Although the government has passed tough and comprehensive laws to check this unethical practice of businesses, implementation of it is quite hard though in such a big market and where corruption is widespread. It is believed that efficient rule of law, law enforcing agencies, good corporate governance and responsible business practices can only contribute to improve these plights. Accordingly, CSR has received increasing public attention in Bangladesh in recent years as a key means to tackle many of its development problems including poverty, human rights and climate conditions.
Methodology

Being the exploratory nature of this study, the data were collected using semi-structured interviews with senior level managers of eight leading MNEs operating in Bangladesh. Nine MNEs were initially contacted for an interview, the CEO of one MNE however declined to share information about their CSR initiatives. The companies were selected from pharmaceutical, mobile communication, chemical, tobacco, food and fast-moving consumer goods (FMCG) industries. They were selected for the reasons that these industries have closer ties with communities and they are also often blamed for damaging communities and environment. For example, the tobacco industry uses vast area of lands to grow tobacco leaf. The other reasons for choosing these companies were that they are already engaged in various forms of CSR initiatives in Bangladesh, interested in the subject and were willing to provide information on the topic.

A semi-structured questionnaire was used for data collection although the communication with a number of businesses was continued after the interview was completed to elaborate on some of the earlier responses to the interviews. The interview included questions broadly in the areas of MNEs’ understanding of CSR, their practices, reasons for engaging in CSR, reporting and performance of CSR, the formulation and implementation of CSR, involvement of stakeholders and the barriers in implementing CSR programmes in addition to company’s demographic information. The interviews were conducted with senior level managers, who were responsible for the CSR programmes, which included CEOs, public relations managers and communication managers. The research was conducted between July and December 2009. In addition, company websites were visited in June 2010 to update their CSR practices data in this paper.

Findings and Discussion

Meaning of CSR

All of the respondents interviewed were able to provide an elaboration of the term ‘CSR’ and identified that “CSR is not about donating money” but making effective contribution to the improvement of society
in which it operates. The commonly offered meanings of CSR included ‘doing business in the most responsible manner’ and ‘working towards the betterment of the communities’. One CEO of a chemical company puts his understanding of CSR in following words: “CSR is how companies manage the business processes to produce an overall positive impact on society”. Another company defined CSR as ‘a holistic approach may that be financial aspects, ethical behaviour, employee relations, compensation to the employees in the organization or involvement in the development area of the country’. Even though the definitions provided were broad-based and holistic, but the analysis of the definitions of most of the companies and their practices (presented in the next section) shows that community well being was their main focus of CSR attention. Although almost all the companies’ websites highlight the important global issues such as poverty, human rights, corporate governance and climate change, they did not receive any focus in the interview responses.

**CSR Practices**

Table 1 presents the type of CSR activities that MNEs were engaged in. It should be noted that the table presents the variety of CSR programmes that various sample companies have adopted. This does not necessarily indicate the depth of MNEs’ CSR involvement as well as their performance in meeting the goal of sustainable development. Philanthropic charitable work was the most common form of CSR activity observed among MNEs which demonstrates that their understanding of CSR is rooted to the principle of ‘giving back to community’ (Fryans, 2005; Jamali & Mirshak, 2007).

Although globally almost all of the MNEs have expressed their intent to address global issues such as poverty and climate change that are equally critical issues in Bangladesh, not much efforts were made to tackle those issues. Only two companies were found to incorporate programmes in a few locations to address the issues of poverty and empowerment. Both of them provided income generating
opportunities for rural women through engaging them in the companies’ own supply chain. By doing so, they created opportunities for the rural women to address their own poverty. Three other companies were found to engage in empowerment activities aimed at poverty alleviation through scholarship programmes for women, capacity building through women entrepreneurship programme, supporting schools and providing access to information to rural businesses.

As far as environmental well-being is concerned, only three companies were found to incorporate some programmes, despite the fact that Bangladesh is the worst affected country by climate change. Climate change is undoubtedly a wider complex global problem which won’t be solved in one country. However, any proactive efforts from the MNEs part such as awareness building, environment-friendly business operations, and supporting the development of financial, technological, human, and institutional capability to improve environmental conditions would have contributed to make a fundamental and sustainable impact. Although, three companies have demonstrated their efforts to produce sustainable outcome through engaging in education, health, empowerment and environment improvement related programmes; much of their focus was aimed to fire-fight the current issues without adequate interventions to address the fundamental causes of these issues. For, example, among the three companies which took programmes of afforestation, only one company has been the pioneer in this area which started its programme in 1980 and has been working in partnership with the government and covering a wider geographic region. The other two companies have very recently taken up projects which lack adequate depth and commitment to make any real improvement of environment condition. For example, one globally reputed MNE launched a tree plantation programme to create environmental awareness among community members in late 2009 in only one out of 68,000 villages in Bangladesh. This is certainly an important programme considering the environmental conditions in Bangladesh. However, the MNE does not seem to have any comprehensible plan about how to replicate this programme in other 67,999 villages and make it sustainable. The participation of only three MNEs in such a globally important issue of environmental well-being contradicts the knowledge in current literature which suggests that irrespective
of product-market and organisational strategies (multi-domestic, global and transnational), MNEs place similar importance to global CSR such as environmental conservation (Husted & Allen, 2007). It is also deviates from previous study which suggests that CSR practices of MNEs vary with their country of origin (Gjølberg, 2009).

A large segment of their philanthropic programmes were developed for community welfare activities and were most commonly targeted to support poor, distressed and vulnerable group of people, particularly the victims of flood and cyclone. These programmes rarely aimed to build community’s capacity to enable them to address their own problems. This form of community welfare programme, that does not help building the capacity of the communities, are unlikely to help achieve the goal of sustainable development in real sense as the benefits the communities receive out of these programmes would be only short-lived. For example, supporting the poor people in getting free medicine when they have disease causing from drinking of arsenic water would have a short-lived impact than educating them about how they can avoid themselves from getting diseases and enhancing their capacity to access to safer drinking water on a sustainable basis. Although later form of CSR programmes was apparent; they were limited by number and depth, for example women entrepreneurship training programmes.

Philanthropy certainly has its special role in poor country like Bangladesh; however, programmes that may address some fundamental development and environmental condition issues are important to consider if MNEs do not want to deviate from their current commitment to improve conditions in poor countries in a sustainable fashion. This may require MNEs to consider better integration of CSR in business process. For example, MNEs may consider using recycled or environmental-friendly raw materials or installing production process with machineries that reduce environmental pollution. This was not found a ‘consideration’ for the MNEs interviewed. Similarly, with a view to contribute to address the poverty, they may consider building partnership with small business suppliers or the capacity building of small businesses for their growth and create jobs. As the philanthropic contribution is generally dependent
on the financial performance of business; CSR programmes dominated by solely philanthropic donations are unlikely to sustain. This is one area which MNEs may consider revisiting.

It was observed that a large number of CSR programmes were either initiated or often managed directly by the parent company as part of their commitment to some global initiatives. For example, one company extended its support to the child disease project of an international agency which functions in 80 endemic countries in the World. The Bangladesh subsidiary donates cash grants and tablets for its implementation of this project in Bangladesh. Another project of the same company was managed directly from its head office. Another MNE CEO reports that 60% of its CSR programmes are developed in the head office in parent company. In some cases, MNEs were found to replicate CSR programmes in Bangladesh which was initiated in some neighbouring countries. Local subsidiaries however, were found to develop a number of CSR programmes which range from a small-investment activity such as ‘cleanliness drive in the neighbourhood’ to a high-ranking ‘post-cyclone village transformation’ programme by a consortium of businesses.

Regardless of the locations of programmes development, almost all of the MNEs were found to very rarely engage the stakeholders in a meaningful way. Although all the MNEs were found to engage NGOs, their role was limited to programme implementation only. One company indicated the involvement of a group of stakeholders including civil society in programme development; their role was more ‘consultative’ than ‘engaging’. In the words of a respondent, “It is basically a listen-decide-communicate cycle we follow”. Again, one MNE was found to develop CSR programme with the partnership of some other MNEs originating from the same home country; no effort was made by MNEs to build partnership with local private sectors, despite the fact that greater participation of all private sectors regardless of size is important for taking CSR agenda forward. Since, MNEs are considered as the pioneers in CSR engagement globally and that they have built their capacity as to CSR from both local and global sources over the years, they should consider building partnership with local businesses in developing countries and
lead by example. This would help building the capacity of local private sectors through knowledge sharing and motivating them to engage more in CSR initiatives – the key to take the CSR movement forward to attain the goal of sustainable development.

Motivation

While elaborating the reasons for preponderance of philanthropy-based CSR programmes, the respondents implied that these are easy to develop and manage, does not involve much of MNEs time and resources, and is visible. Further probing suggests that visibility helps them to easily monitor the contributions the programmes were making. However, all, but one reports that they did not have any formal monitoring mechanism and they feel that the programmes were making impact when “Media and affected people speak positively about those initiatives”. Since philanthropic work is visible and the impact of it may appear quicker than non-philanthropic initiatives, it is likely that companies use it as a weapon of public relations or advertising as Porter and Kramer (2006) argue that philanthropic acts can improve company image and thus its position in the competitive landscape. Although none of the respondents indicated that they have this explicit motive, they were frequently found to use their CSR programmes in the advertisement and publicity. It may be the reason why three MNEs were found to assign the CSR programme responsibility to communication and public relations department.

Contrary to many other parts of the world, the CSR initiatives in Bangladesh were not a reactive response to demand of stakeholders or pressure groups. Almost all of the MNEs reported that their CSR programmes were initiated largely on humanitarian ground implying the preponderance of principle of ‘giving back to community’ and they did not experience any pressures from any pressure groups such as NGOs, civil society and consumer groups. In fact, despite the emergence of a large number of pressure groups in developing countries (Belal & Owen, 2007); they are yet to act as maturely as they should have been (Ararat & Gocenoglu, 2006). In highlighting the power of civil society groups including NGOs, Karnani (2007) notes that activism by civil society has brought successful outcome in many societies even
when the government measures lack or fail, for example, the pressure on McDonald’s to launch healthier menu options.

It is also likely that the same groups (NGOs and civil societies) in Bangladesh do not feel the compulsion to exert pressure on private sectors for their responsive behaviours. This might be due to the fact that these groups have financial stakes in MNEs. For example, the NGOs are assigned the responsibility for the implementation of CSR programmes developed at MNE, and in almost all cases, they implement it in exchange of a commercial fee. Even though, the NGOs have been a key group in Bangladesh in building awareness of various social issues such as girls’ education, child vaccination, women empowerment, domestic violence among others, their financial interest obviously makes them bashful to act as pressure group. Similarly, many of the members of civil society pressure groups also gain financially from MNEs, often by working for them. In fact, most of the civil society leaders in Bangladesh only represent the elite groups, who largely belong to the business communities including MNEs. Due to such conflict of interest, the existing pressure groups are unable to exert any pressures on private sectors for their responsible behaviour. They rather might be more concerned in considering interest of the private sectors and themselves than that of social, economic and environmental well-being. This might indicate that through CSR programmes, MNEs are more likely to manage the powerful stakeholders like NGO and civil society leaders by following ‘outside in’ approach.

In the absence of effective pressure group such as NGOs and civil societies, customers could be considered to play the role of pressure group as customer retention is critical for the success of the businesses, and ‘consumer criticism of perceived CSR deficiency can be extremely detrimental to corporate profitability and share’ (Maloni & Brown, 2006). Unfortunately, the customer groups are unorganised, weak and often neglected in Bangladesh and their level of awareness is very low as it is in other developing countries (Azmat & Samaratunge, 2009).
Conclusion

This paper makes an effort to explore why and how the global MNEs engage in CSR activities and how well these activities are aligned with their global commitment of improving socio-economic and environmental conditions, particularly in developing countries. The paper demonstrates that CSR initiatives are predominantly guided by the discretionary (or philanthropic) notion, are somewhat piecemeal and do not focus on sustainable outcomes. Philanthropy certainly has its special role in poor country like Bangladesh. However, CSR programmes that may address some fundamental development and environmental issues are important to develop if MNEs want to comply with their commitment to improve conditions in poor countries in a sustainable fashion. The paper concludes that capacity building of host country employees and their meaningful participation; forging effective partnership with stakeholders including local private sectors and their capacity building are some of the important strategies that MNEs should adopt to make a fundamental and sustainable impact on socio-economic and environmental conditions, which is hard to achieve following the current approach to CSR. Finally, the paper argues that as the philanthropic contribution is generally dependent on the financial performance of business; CSR programmes dominated solely by philanthropic donations are unlikely to sustain. This is one area which MNEs may consider revisiting.

The significant and obvious limitations of this study - small number of MNEs in one developing country - should not take away from the results of this exploratory study in an area that has not been investigated in depth. Further studies of MNEs in other developing countries should provide more evidence of the nature of the CSR initiatives that this paper has identified.
Table 1

CSR Activities of MNEs

<table>
<thead>
<tr>
<th>Poverty Alleviation</th>
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<tbody>
<tr>
<td>• Social and economic empowerment to the rural women through engaging them in the supply chain</td>
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<tr>
<td>• Community Information Centre run by rural entrepreneurs in rural areas for providing access to information-based services to under-served and underprivileged rural people particularly targeted to build local entrepreneurships and create employment opportunities for the unemployed youth.</td>
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<tr>
<td>• Facilitating electronic market place through market related information provision via mobile phone</td>
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<table>
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<tr>
<th>Empowerment/Women empowerment</th>
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<tbody>
<tr>
<td>• Sponsoring national teams at the Special Olympics World Summer Games - the world's largest program of sports training and athletic competition for children and adults with intellectual disabilities</td>
</tr>
<tr>
<td>• Supporting information boats aimed to meet the communication needs of rural communities, especially in the Char areas</td>
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<tr>
<td>• Financial assistance for the construction of a skill development centre to support rehabilitation of economically disadvantaged drug addicts.</td>
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<tr>
<td>• Rehabilitation and reintegration of acid victims into the society through offering employment</td>
</tr>
<tr>
<td>• Provision of information and resources in the areas of career, education and enterprise creation</td>
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<tr>
<td>• Supporting talented women for higher education through scholarship programme</td>
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<tr>
<td>• Free distribution of seed to farmers to grow vegetables</td>
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<td>• Financial support to offer free IT education</td>
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<tr>
<th>Education</th>
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<tr>
<td>• Financial assistance to meritorious but underprivileged students</td>
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<tr>
<td>• Sponsoring the publication and free distribution of a series of illustrated books on country’s history</td>
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<tr>
<td>• Financial assistance to build education centre cum cyclone shelters</td>
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<tr>
<td>• Donating books to mobile library</td>
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<tr>
<td>• Sponsoring a free primary school for underprivileged children</td>
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<tr>
<td>• Jointly funding a higher education scholarship for one Bangladeshi young professional in his/her early or mid-career wishing to study in a university in the United Kingdom</td>
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<tr>
<td>• Assisting schools through provision of computers and other support materials.</td>
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<th>Health</th>
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<tr>
<td>• Safe motherhood and infant care services to poor mothers and their infants</td>
</tr>
<tr>
<td>• Organization of eye camps- provides associated actual cost for organizing the camps and surgery costs</td>
</tr>
<tr>
<td>• Awareness campaign on HIV/AIDS</td>
</tr>
<tr>
<td>• Supporting the construction of cancer hospital</td>
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<tr>
<td>• Sponsoring hospital beds for economically disadvantaged cancer patients</td>
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</table>
- Awareness campaign on polio vaccination
- Financial assistance to set up blood bank at a community hospital
- Medical call centre providing primary healthcare information and services through an interactive teleconference between a company’s mobile user and a licensed physician.
- Selling products that promote health and well-being
- Hygiene education programme
- Boat-based hospital to offer free health service and health education to poor people living in char areas
- Short term Nurses training Programme
- Support the WHO’s Lymphatic Filarisis project by donating tablets and cash grant
- Supply of arsenic free drinking water to villagers
- Supporting organization that serves the unfortunate children suffering from different kinds of blood cancer-Leukamia.
- Sponsor play corner at hospital
- School health nutrition program to increase the use of health, hygiene and nutrition services and to ensure better health and hygiene behaviours among school aged children.

**Environment**

- Tree plantation program with the objective of promoting environmental care and raising environmental awareness among community.
- Free Sapling Distribution
- Green Manuring Offering know-how and free seeds for ploughing and green manuring
- Promoting the concepts of integrated pest management- training and setting up neem (a tree) decoction tool to make natural pesticide

**Other Philanthropic Work**

- Metropolitan City Beautification
- Corporate contribution and donation
- Supporting the distressed and victims of floods and cyclone
- Contribution to the Prime Minister’s relief fund
- Cleanliness drive in the neighbourhood

Source: company website and interview responses
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