

# CSR and Sustainable Development Interrelations

*R Ramakrishnan \**

*Received: 2022-01-03*

*Accepted: 2022-02-06*

*DOI: <http://doi.org/10.46489/lbsh.2022-2-1-4>*

**Abstract.** Sustainable development and social responsibility of businesses or corporations have increasingly become an issue of concern since the early 1990s. This is because the basic human activity trade is not always about making money through profit has been associated with it.

Businesses with their products and consequence are essentially more social than economic. Social and environmental concerns are related to business through the marketplace and governmental regulation. Society and business depend on each other, and business must fully account for societal expectations.

Sustainable business looks at how a business can adapt to global social and environmental trends, such as future regulation on carbon output, water shortages, and changing demographics.

Social, Economic and environmental are the three pillars or dimensions of Sustainable development. Sustainability is a conscious choice continuously. To move towards more sustainability, all of us need to change our consumption and production patterns.

Principles of Sustainable Development and CSR have close links. Sustainable businesses create the future by creating stronger, richer markets for business. Every business strives to earn maximum profit. However, companies have to shoulder certain responsibilities as corporate citizens.

A corporation needs to regularly review and consider new or modified business practices that will improve the quality of life of all stakeholders. Both society and business used to believe that taking care of other social and environmental concerns are the duty of the state or government. However, companies have become the main players in creating ecological and social problems; therefore, change must begin with companies that can lead a transition.

CSR matters as it mirrors society's core values and has been instrumental in bringing about Sustainable development. CSR has a complex relationship between business and society and plays an important part in the business environment. Business organizations are accountable to that society for their actions as they are part of the larger society

Responsible leaders are concerned with reconciling and aligning the key stakeholders' demands, needs, interests, and values. CSR expects accountability from all stakeholders. Good Stakeholder relationships can lead to a competitive advantage.

The relationship between Sustainable Development and CSR was not explicit as these concepts progressed separately for a long time. In recent years these two concepts of CSR and sustainable development has strengthened with their interactions. A dynamic and well-functioning business sector can be the driving force of sustainable development.

CSR is multifunctional in nature. Hence, integral and broad sustainable CSR must be undertaken. This will help in the quest to develop transformational and sustainable CSR practices.

**Keywords:** Sustainable Development, CSR, CSR practices, core values, relationship between business and society.

---

\* Dr. R Ramakrishnan, Chief Consultant, Vivin Consultants, Chennai J108 S & P Living Spaces, Kamarajar Street, Ayanambakkam, 600095 Chennai, India, e-mail: [ramakrish54@gmail.com](mailto:ramakrish54@gmail.com), ORCID: <https://orcid.org/0000-0001-8712-7677>

## INTRODUCTION

Sustainable development and social responsibility of businesses or corporations have increasingly become an issue of concern since the early 1990s. Industrial countries in North America and Western Europe first initiated it in response to rising consumers and civil society pressures. For immediate survival, humans often exploit natural resources unsustainably. Wood, for example, continues to be the energy source for cooking, as it is the cheapest. As a result, economic development in developing countries is often by unsuitable means.

The basic human activity trade is not always about making money through profit has been associated with it. Capitalism dominates the economic system in today's world that when we think of business, we picture a capitalist business model. Businesses with their products and consequence are essentially more social than economic. Social and environmental concerns are related to business through the marketplace and governmental regulation. Business tries to balance the economic, social and environmental issues over the short and longer-term. They are a core human activity it needs to have clear goals and practical targets.

Society and business depend on each other, and business must fully account for societal expectations. Therefore, both business decisions and social policies need to have a shared value exchange. More than classes, business is nurtured by the masses. Businesses need to integrate social perspectives into their business and competitive strategy to put these principles into practice. This article aims at clarifying the interrelations between CSR and sustainable development.

## RESULTS

Companies create value by producing goods and providing services that satisfy human needs and form a source of income, making them important pillars of social development. Creating an environment conducive to economic growth; social justice is the primary responsibility of the governments. They are also responsible for the protection of the environment and indicating to the public global environmental issues.

Sustainable business looks at how a business can adapt to global social and environmental trends. Sustainability is balancing the four main objectives of

- using of natural resources with consideration and care;
- protection from the degradation of the natural environment;
- development that ensures the Social needs of everyone;
- steady and improving economic growth and employment to all.

Our Common Future, also known as the Brundtland Report (Brundtland, 1987) is the popular source for the definition of Sustainable development:

***"Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs".***

The four pillars or dimensions of Sustainable development are

- Human - to maintain and improve the human capital consisting of health, education, skills, knowledge, leadership and access to services. It focuses on the broader stakeholders (the human capital of the organization) who are directly or indirectly involved in the making of products, or provision of services (Benn et al., 2014);
- Social - to improve the living standard of the society. The social objectives comprise Full employment, Equity, Security, Education, Health, Participation and Cultural identity;
- Economic - to realize the production critical for society. The economy ensures that goods and services are readily available for the benefit of society by making use of the materials and energy procured from the environment;
- Environmental - To minimize the pollution or degradation of the resources used in the production processes. Environmental objectives consist of a healthy environment for Humans, rational use of renewable natural resources, and non-renewable natural resources. There is a

serious need to adopt a proactive stance towards protecting the environment.

Sustainable development requires the public's participation in the decision making process on all these development issues that seek to achieve such goals of protecting the environment and meeting the needs of the poor without harming future generations. Sustainable development thus requires common sense planning.

Sustainability is a conscious choice continuously regarding production, job creation, technology development and investments and depends on the cooperation between all stakeholders. To move towards more sustainability, each of us - individuals, Governments, international organizations, business sector, and NGOs- must change our production and consumption patterns.

Building a sustainable world is possible only when interdisciplinary cooperation covers all disciplines, from natural sciences to engineering to social sciences and the humanities, built on disciplinary excellence.

CSR have close links with the Principles of Sustainable Development. Sustainability refers to an organization's voluntary activities and interactions with stakeholders in addressing the social and environmental concerns in business operations. Sustainable businesses create the future by creating stronger, richer markets for business.

Companies follow the same to differentiate between the likely future and their preferred future and collaboratively act to create stronger, richer markets:

- Going to solve global and tough customer problems and make money doing it.
- By preparing for the changing world to deliver value to the consumers and shareholders in the years ahead.
- Help countries, communities and citizens in achieving their social and economic goals.

Traditionally Business is looked at as a property institution with the primary motive to earn profits rather than a social institution. However, business provides livelihoods for the majority of the world's people as a creative entrepreneurial process and a piece of sustaining machinery for the creation of wealth

economically. CSR is a voluntary practice and a comprehensive business culture that should start inside the organization.

Every business strives to earn maximum profit. However, companies have to shoulder certain responsibilities as corporate citizens. CSR expects organizations to run them socially and environmentally responsible way to achieve business sustainability and stakeholder satisfaction. Companies must voluntarily integrate social and environmental concerns in their business operations beyond law expectations.

Organizations try to significantly decrease the harmful effects and/or increase its perceived beneficial impact on society and/or the environment when they engage in CSR. The records of many successful companies indicate that CSR activities can result in better performance and can generate more profits and growth.

Carroll (2004) traced the root of sustainable practices within businesses to the late nineteenth century when companies had concerns regarding the welfare of the employees and the company's impact on society. According to Kotler and Lee (2005), corporations need to fulfil the following five C's in CSR.

1. Conviction about real improvement in business performance, not Public Relations.
2. Commitment to delivering what is promised or committed
3. Communication means a two-way communication process, and all stakeholders are respected and addressed.
4. The credibility of the effort of the corporation that their performance can trust
5. The corporation needs to regularly review and consider new or modified business practices that will improve the quality of life of all stakeholders.

For Hillman and Keim (2001), CSR activities give a competitive advantage as a form of corporate differentiation. Barney (1991) associates positive corporate reputation as a source of sustained competitive advantage, in view of the socially complex and, ipso facto,

imperfectly imitable relationships between the corporation and its stakeholders.

Green (2003) opines firms should expect to have a licence to operate only if they behave fairly and decently towards their employees and the communities and countries in which they operate. He traces CSR as a response to the real or perceived failure of the legislation, regulation, and enforcement to the firms' exploitation of people and the environment. Apart from the government, there is an active and informed NGOs policies the organization in the modern world.

A Successful Business needs to make its current customers happy and get new customers while earning a profit, which is the fundamental dimension of business. This only can result in wealth maximization for the shareholders. In addition, the business adds value to the economy through the efficient delivery of goods and services.

Some of the important parameters for success in business are

- leadership and power;
- popularity and brand value;
- focus and result orientation;
- selling and transaction ability;
- strategy and planning;
- creativity and innovation;
- discipline and responsibility.

Both society and business used to believe that taking care of other social and environmental concerns are the duty of the state or government. With governments entering into the realms of business and expecting the business to carry out some of the responsibilities they used to carry out, the boundaries between business and government blurred. The role and responsibilities of government are being redefined. Schaltegger and Wagner (2011) asserts that companies have become the main players in creating environmental and social problems; therefore, change must begin with companies that can lead a transition.

Corporations are important and powerful players in today's world as some of them have more power and influence than many sovereign states. They are an integral part of society and have a clear stake in ensuring people are treated

properly, receive fair and equitable wages, and operate under safe working conditions.

The private sector as a development actor has increased its role significantly, from merely producing/ selling goods & services by

- being responsible for creating more jobs/employment;
- promoting technology & inventions;
- protecting the environment;
- improving public welfare;
- galvanizing social cohesion;
- advocating for policy changes, etc.

According to Güney (2019), sustainability stipulates that the number of resources used for current needs should not deprive future generations of their needs. The idea of sustainability seeks to explain how human activity can successfully sustain itself without depleting the resources on which it feeds on.

Since the concept of sustainable development hovers around a sustainable environment, Griggs et al. (2013) pointed out several universal objectives in the 2030 post-2015 agenda that is conditional on the governance framework:

1. Improve social welfare and individual living conditions in the community by ending persistent poverty and inequality. Even distribution of National income by establishing an inclusive economy through sustainable production and consumption mechanisms Social welfare should improve through the provision of quality education and access to health and shelter, and access to decent work.
2. Ensure food safety that implies long-term food safety, developing nutritional conditions and ending hunger in the world achieved by 2030 through sustained efforts of production, distribution, and consumption chains under an effective institutional environment.
3. Maintaining safe water is one of the key objectives of sustainable development that calls for the creation of necessary facilities for universal access to clean water and basic sanitation
4. Achieve universal access to clean water, and ensure efficient allocation through integrated water-resource management.



Ensure that basic health services are made accessible to all individuals through sustained water resources use and management

5. Ensure global access to Universal clean energy that is affordable and reliable state-of-the energy infrastructure, increase the share of the renewable energy mix, ability to double energy efficiency across the globe, promote international cooperation to facilitate unfettered access to clean energy and expand the needed innovative technology to achieve sustainable energy services especially in developing world (United Nations, 2015).

Ge & Friedrich (2020) estimated that energy is the principal cause of climate change and is responsible for a whopping 73% of total greenhouse gas emissions on the global scale.

Sustainable development seeks to ensure that ecosystems function healthy and productively by providing better governance for effective evaluation, greater protection, and restoration. WDR (2017) assessed governance in terms of its capacity to deliver three development outcomes - minimize the threat to violence (security), promote prosperity (growth), and ensure that such prosperity is shared (equity).

Sustainable development is to create public administration system or resilient institutions that will be in the position to drive sustainability agenda.

Corporates, irrespective of their size and type, are now making efforts to earn customer loyalty with good corporate governance by engaging all stakeholders for community development schemes. The “social” in CSR focuses mainly on working conditions in core enterprises and plants and company-community relations. In addition, CSR contributes towards building the company's brand image and reputation. Hence, management must understand the scope and content of corporate responsibility at all levels.

CSR matters as it mirrors society's core values and has been instrumental in bringing about Sustainable development. There is a need to build a virtuous cycle within the corporate value chain of managers, employers, and stakeholders if we want to eradicate poverty.

CSR is a crucial link that connects organizations and society to bridge the gap between society's privileged and the disadvantaged. They are the means to create awareness of the value and importance of social responsibility. Institutions provide the “rules of the game” for economic and everyday decisions for society, and it is an institutional change that drives the society and economy towards development.

CSR implies four dimensions from which business strategy should be built.

1. Every responsible business has to be profitable, but not at any cost.
2. Firms need to obey the laws of the land.
3. Firms are expected to act ethically towards all stakeholders.
4. There must be a good corporate citizen in the communities where it lives and operates.

Business organizations are accountable to that society for their actions as they are part of the larger society. Organizations perform their societal responsibility by their obligations to preserve the ecological environment and the public. More business leaders now realize the importance of organizational ethics and the reality of social responsibility.

No amount of charity will set a country on the path to prosperity. Good governance, the rule of law, Predictable administration, legitimate power and Responsive regulations are essential. Policies will have to strike the right balance between rules and regulations on non-negotiable behaviour (like water and air pollution, child labour, respect for human rights, product safety, safe working conditions etc.) and a business environment that promotes business decisions friendly to society and the environment. Businesses can never survive and grow in societies that fail.

For sustainable economic growth, the business will continue to be the key player by creating prosperity in a responsible and engaged manner. Focus has to be on pro-poor economic growth with trade as the engine of this growth.

How employees and customers act today contributes to the long-term success of a sustainable business. However, this focus on action, on behaviour change, also requires a

new deeper understanding of what motivates people to act.

CSR tries to find out about the impact of this business on the world while Sustainable business looks at the impact of the world on this business. Companies are acting to reduce their carbon footprint, make the carbon cost of their goods more transparent, and to encourage governments to reach a new climate-change treaty. Much of this goes beyond altruism. To bring the much-needed certainty to their future operating environment would require an international legal framework. Companies can save money and earn loyalty from customers and employees by becoming less energy-intensive and more sustainable.

A company's ethical behaviour reflects its culture, shared values and guiding principles deeply ingrained throughout the organization. Accountability is one of the key challenges for organizations. Firms need to include appropriate CSR measures by aligning the needs, requirements, interests, and values of the key stakeholders in their internal as well as its supply-chain activities.

The quality of relationships a company has with its key stakeholders is crucial for its success. Employees, customers, investors, suppliers, public and governmental officials, activists, and communities are key stakeholders.

National and global companies need to approach their business in terms of sustainable development for these major transformations using both individual and organizational leadership.

CSR must be an integral part of the business strategy and corporate identity based on a moral, rational or economic argument. CSR expects accountability from all stakeholders from leaders, individuals, organizations, customers, and community members through multiple and tightly interconnected factors to make it effective.

Sustainable growth and more and better jobs are the twin challenges Corporates need to address in the face of global competition.

Companies that do not consider CSR may not survive and sustain since they may fail to innovate. In CSR, organizations face challenges and limitations on CSR implementation due to political issues or to organizational-level concerns embedded in the culture. Operating in

a global society with its complexity places additional demands on organizations and leadership.

CSR has the potential to make more rational use of natural resources, resulting in social cohesion and economic competitiveness. Many organizations are reconsidering their business strategies under the current financial and economic crisis in developed and developing countries. To remain competitive in the global economy, companies primarily operating in Asia need to integrate their CSR activities into their core business strategy.

Best practices and case studies have shown that effective and inclusive CSR strategies can enhance the competitiveness of private corporations and, at the same time, contribute to the realization of sustainable business growth.

Murphy et al. (1997) defined stakeholders as those with a vital stake in the operation of a business whose sanction and support are necessary for their very existence of the business.

- customers – by purchasing and availing of the services provide revenue support;
- employees – supply the required human resources for transforming the other resources to the needs of the customer using their innovative ideas;
- suppliers – by providing required materials and services, resources;
- community – allowing the organizations to operate from the areas;
- nature – provide ecological sanction;
- shareholders, investors etc. – provide the financial resources.

According to the nature of the issue and their legitimacy, desire or capacity to act, the number of stakeholders and their type of involvement will vary. Positive stakeholder relationships can also affect profitability indirectly and synergistically.

As Ramakrishnan (2008) identifies, the key drivers of corporate competitiveness and profitability as trustworthy suppliers and loyal employees willing to learn and innovate can only create reputation and goodwill.

Good Stakeholder relationships can lead to competitive advantage. For example, investing

in effective human resource practices will attract and retain talented and committed employees who can be the source of competitive advantage and create shareholder value.

Apart from the traditional price and brand preferences, social and ethical issues are receiving increasing public attention. The concept of sustainable development focuses on

- meeting the present needs without compromising the ability of future generations to their needs given by Brundtland report;
- ethical values;
- social, economic and environmental dimensions;
- human rights;
- cooperation.

The concept of Corporate Social Responsibility focus on

- environmental and social interrelationships;
- stakeholder approach;
- ethical behaviour;
- volunteering.

Deciding to contribute to sustainable development involves the following seven general principles

- accountability;
- transparency;
- ethical behaviour;
- respect for the interests of its stakeholders;
- respect for the law;
- follow the international standards of behaviour;
- respect for Human Rights.

The concept of social responsibility is an ethical concept that involves changing notions of human welfare. It emphasizes a concern with the social dimension of business activity that is concerned with improving quality of life.

CSR initiatives by organizations have been increasing in the business environment over the years. However, sustainable value can be created only with the proper understanding of the drivers of such actions related to safety and welfare of the workforce, handling of the responses to the customers, investors and

communities, on environmental conservation and other matters.

Corporate sustainability creates long-term shareholder values by utilizing the opportunities and managing risks derived from economic, environmental and social developments. Sustainable development requires keeping adequate financial, produced, natural, human and social capital stocks.

As Ramakrishnan (2017)[1] points out, sustainable development depends on maintaining adequate financial, produced, natural, human, and social capital stocks. The life cycle of any development initiative from initial idea to completion and evaluation follows a certain broad pattern, as under

- a) identification;
- b) problem and situational analysis;
- c) design;
- d) startup;
- e) implementation;
- f) monitoring review impact evaluation;
- g) building partnerships.

Development and institutional change are long-term concepts that do not occur overnight. Non-governmental monitoring could complement existing state regulatory systems with increased transparency, improved technical capacities, and new accountability mechanisms for workers and consumers.

A responsible company needs to be profitable, but not at any cost. Society also expects the company to obey the law and act in an ethical manner toward all stakeholders and be a good corporate citizen.

Consumers look now for the social performance of the companies before buying their goods and services. In addition, they expect the companies to accept greater responsibility for the integrity, use and consequences of their products and services.

Relationships and trust build a successful business and are at their best when it has clear goals and practical targets. The business adds value to the economy through the efficient delivery of goods and services. Marketplace and governmental regulations relate them with social and environmental concerns.

The relationship between Sustainable Development and CSR was not explicit as these concepts progressed separately for a long time.

On reviewing the development process of Sustainable Development and various definitions of CSR, it can be seen that CSR is a business model that contributes and promotes sustainable development.

The interaction between CSR conceptions and sustainable development has strengthened in recent years; CSR is considered an integral part of sustainable development (WBCFSD, 2000). CSR is a voluntary managerial approach and organizational means to achieve Sustainable Development (Steurer, Langer, Konrad, & Martinuzzi, 2005). CSR can be used synonymously with corporate sustainability (United Nations Global Compact, 2013).

With its creativity, investment, and innovation, private business activity plays a key role in solving sustainable development challenges. Many think CSR is a simple social responsibility that every corporate member of a community and society should practice. Nowadays, it is not enough for corporations to create and secure jobs, provide products and services to society, and pay taxes.

More and more consumers show growing interest in making sure the products they purchase are socially and environmentally responsible. This puts businesses under pressure to make responsible and transparent efforts together with the government and civil society to create a just and more sustainable world (Kerby 2001). In addition, companies recognize that addressing wider social and environmental problems is going to be crucial in securing long-term success (Raynard & Forstater 2002).

A dynamic and well-functioning business sector can drive sustainable development while protecting labour rights and environmental and

health standards following relevant international standards and agreements (United Nations General Assembly, 2015).

Carroll (2015) opines that the conception of sustainable development has gained ground in the circle of corporations. Perhaps for the business sphere, the long-term goals for the future are much more acceptable than the critical approach of business ethics requiring immediate actions.

### 3. CONCLUSIONS

Consumer and civil society pressure are the driving forces of CSR. Diversified Civil society organizations like NGOs, trade unions, foundations, academic bodies, research institutions and the media are working to promote CSR in industrialized and developing countries. As one of the important forces of civil society, NGOs, especially those working in the fields of labour rights, human rights and environmental protection, have established a partnership with businesses in order to pursue the sustainable development of the society mainly through monitoring and promoting CSR.

CSR has become a worldwide demand with globalization and social development appeal to firms irrespective of their size in improving their social and environmental performance.

Companies have an increasing role in establishing sustainable development as the relationship between CSR, and Sustainable Development are based more on practical initiatives. CSR is multifunctional in nature. Hence, integral and broad sustainable CSR must be undertaken. This will help in the quest to develop transformational and sustainable CSR practices.

### References

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Benn, S., Edwards, M., & Williams, T. (2014). *Organizational change for corporate sustainability*. Routledge.
- Brundtland, G. H., Khalid, M., Agnelli, S., Al-Athel, S., & Chidzero, B. J. N. Y. (1987). *Our common future*. New York.
- Carroll, A. B. (2004). Managing ethically with global stakeholders: A present and future challenge. *Academy of Management Perspectives*, 18(2), 114-120.
- Carroll, A. B. (2015). Corporate social responsibility. *Organizational Dynamics*, 44(2), 87-96.  
<https://doi.org/10.1016/j.orgdyn.2015.02.002>
- GA, U. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. *Division for Sustainable Development Goals*.



Ge, M., & Friedrich, J. (2020). Charts Explain Greenhouse Gas Emissions by Countries and Sectors. <https://www.wri.org/blog/2020/02/greenhouse-gas-emissions-by-country-sector>.

General, A. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. UN.

Green, R. (2003). The social responsibility of business. *Corporate social responsibility: Myth or reality*, 1, 75-79.

Griggs, D., Stafford-Smith, M., Gaffney, O., Rockstrom, J., Ohman, M. C., Shyamsundar, P. & Noble, I. (2013). Sustainable development goals for people and planet. *Nature*, 495(7441), 305-307.

Güney, T. (2017). Governance and sustainable development: How effective is governance? *The Journal of International Trade & Economic Development*, 26(3), 316-335.

Hillman, A. J., & Keim, G. D. (2001). Shareholder value, stakeholder management, and social issues: What's the bottom line? *Strategic management journal*, 22(2), 125-139.

Kerby, D., & Partnerships, P. (2001). Government and Corporate Social Responsibility: An Overview of Selected Canadian, European and International Practices. Produced by Canadian Business for Social Responsibility (CBSR), 1-29.

Kotler, P., & Lee, N. (2008). *Corporate social responsibility: Doing the most good for your company and your cause*. John Wiley & Sons.

Murphy, B., Stevens, K., & McLeod, R. (1997). A stakeholderism framework for measuring relationship marketing. *Journal of Marketing Theory and Practice*, 5(2), 43-57.

Ramakrishnan Dr. (2008). Financial Performance and Stakeholder Management. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1091547](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1091547).

Ramakrishnan Dr. (2017). Contribution of CSR towards Development-the Indian perspective. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3059833](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3059833).

Raynard, P., & Forstater, M. (2002). Corporate social responsibility: Implications for small and medium enterprises in developing countries. [https://www.unido.org/sites/default/files/2008-07/CSR\\_-\\_Implications\\_for\\_SMEs\\_in\\_Developing\\_Countries\\_0.pdf](https://www.unido.org/sites/default/files/2008-07/CSR_-_Implications_for_SMEs_in_Developing_Countries_0.pdf)

Schaltegger, S., & Wagner, M. (2011). Sustainable entrepreneurship and sustainability innovation: categories and interactions. *Business strategy and the environment*, 20(4), 222-237.

Steurer, R., Langer, M. E., Konrad, A., & Martinuzzi, A. (2005). Corporations, stakeholders and sustainable development I: a theoretical exploration of business-society relations. *Journal of business ethics*, 61(3), 263-281.

The World Bank (2018). World Development Report: Governance and Law 2017.

<https://openknowledge.worldbank.org/bitstream/handle/10986/25880/210950mm.pdf?sequence=12&isAllowed=y>

United Nations Global Compact (New York). (2013). *Global Corporate Sustainability Report: 2013*. UN Global Compact Office.

World Business Council for Sustainable Development (WBCSD). (1999). *Meeting changing expectations: Corporate social responsibility*.