

# Corporate Social Responsibility (CSR) Practices of MNC's In Bangladesh: A Case Study on Chevron Bangladesh

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## Abstract

Corporate social responsibility (CSR) is considered a global new trend in today's business world. CSR concentrates on benefits of all stakeholders rather than just the stockholders. Awareness and sense of necessity for practicing CSR is becoming more and more pronounced as the country has to adapt itself to the process of globalization. But the overall status of CSR in Bangladesh is still very meager because of lack of Good Governance, absence of strong labor unions or consumer rights groups. There are many multinational corporations in Bangladesh who are practicing CSR in their business operations. This paper examines how CSR practice is being adopted and adapted by Multinational Companies (MNC's) in Bangladesh. A critical view on chevron Bangladesh to explore their current practices in CSR its impact on the socioeconomic life of the people on their area of operations

**Index terms**— Corporate social responsibility (CSR).

## 1 Introduction

Business is an inseparable and embedded part of the society. In addition to its economic role in society, business also has several other roles and responsibilities towards society (Preston and Post, 1975; , responsible conduct of business activities while pursuing economic gains; the social and environmental responsibilities of the business towards its stakeholders; and business's contributions that would benefit the society at large (Margolis and Walsh, 2001; Sethi, 1975). It is mandatory for companies to conform to the legal responsibilities as they are prescribed by law. So, organizations have no alternative but to comply with the basic law of the land ??Carrol, 1979). On the other hand, Ethical responsibilities of corporations are taken as additional responsibilities going beyond legal compliance and profit making and include those that firms believe are the right things to do. Ethical responsibility originates from humanistic, religious and moral orientation of corporations ??Lantos, 2001). The voluntary responsibilities to the society refer to the discretionary nature of obligations rooted in the altruistic principles which are not required by law. The motivation for such sense of responsibilities arises from the reciprocal obligation of giving back to the society in exchange of profit and power that companies receive from society. This school of thought gave rise to CSR which is seen as continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, local community, and society at all, including the environment. Even though Bangladesh is one of the world's poorest countries, CSR activities in Bangladesh have risen significantly in importance. It is believed that the interest in CSR initiatives in Bangladesh has been fuelled by MNCs' global activities.

## 2 II.

## 3 Review of Literature

Ali Abbaas Alboudour (2012) the early writings on CSR began with Bowen who published "Social Responsibility of the Business Man" in 1953. Subsequently many researchers during the 60s have attempted to formalize or, more

accurately, state what CSR means. Simply, corporate social responsibility means the responsibility or obligation of the firms or organization toward the society for society's benefits or like something. The World Business Council for Sustainable Development (WBCSD) (2002) defines CSR as the commitment of the company to contribute to the sustained economic development by working with employees, their families, the local community, and the entire society in order to improve life quality. Adding onto the definition from the social perspectives, Baker (2003) maintained that CSR concerns the way companies manage their business processes which positively affect society aligned to the business.. Business is an inseparable and embedded part of the society (Alam et al. 2010) here; society includes stockholders, stakeholders, customers, investors, employees, suppliers, communities, regulators, special interest groups etc. Now a day's businesses are more concerned with its social responsibility. No doubt CSR actions are costly, but it ensures a company's long term sustainability, as it helps to build corporate image. CSR has been historically viewed as a developed-country phenomenon. As such, a large body of literature on social performance of firms has emerged in the context of developed countries. Literature on the theory and practice on CSR in the developing countries therefore remains scant (Belal, 2000). CSR has generated significant debate in academic and corporate circles in recent times. This debate acknowledges the importance of CSR in the first-world, but raises questions regarding the extent to which corporations operating in developing countries have CSR obligations (Jamali and Mirshak, 2007). Historically, the business leaders, government and policy makers in Bangladesh placed economic imperatives before social justice in order to accelerate the pace of economic growth (Quazi, 1994). The community also supported this national priority and overlooked the negative consequences of business operations (such as environmental pollution) for the sake of national prosperity. However, there has been increasing pressure on national and multinational corporations in Bangladesh to consider the social implications of their actions (Belal, 2001). Conventional wisdom suggests that CSR is more relevant to corporations operating in the developed countries due to elevated community expectations of socially responsible behavior. In contrast there is also a belief that societal expectations in the developing countries mainly centre on economic growth; therefore relegating CSR to be of lesser importance to the society and the firms (Khan, 1985). Against this backdrop, this paper discusses the situation prevailing in the developing world to broaden the understanding of the perceptions and practices of CSR. In this paper I tried to represent the implementation of CSR by Chevron Bangladesh is enhancing & accelerating the socio-economic life of the people in there are of operation.

### 4 III.

### 5 Objectives of the Study

This paper is organized around to reveal the importance of Corporate Social Responsibility to the socio-economic life of the citizens in the operation area of chevron Bangladesh.

? How MNC's are trying to balance both parties' interests, shareholders (profit) and stakeholders concerns for example-Poverty eradication, increasing employment opportunity, reducing pollution omission etc. ? How MNC's are adapting to local set laws and rules and in this way trying to enhance sustainable development. ? How CSR is used by MNC's in order to expand their market share/profit and Competitiveness.

IV.

### 6 Study Methodology

The research is based on 'non probability' sampling methods. For in-depth study multiple methods is used for example: exploratory study, interview, were conducted to organize data. For direct interview (over the phone, & face to face communication) 5 managers mostly from top management or department head at the corporate head office were selected based on the potential for information about CSR practices. The case study design was adopted as a research strategy to study the CSR phenomenon in Bangladesh because Chevron Bangladesh is the pioneer in the relevant sector.

Primarily Annual reports of last five years and various CSR publications were used to analyze current practices in the field. I have collected important information from -Chevron Bangladesh News letter (SANJOG) 2008-2013.

## 7 V. MNC'S and CSR

CSR is the most talking terminology in recent times among corporate world, commercial community and capitalistic industry, and its practices are being integrated into national and international business practices and hence it is becoming one of the determining factors for market access. According to United Nations Industrial Development Organization, CSR is generally understood as being economic, environmental and social imperatives (Triple-Bottom-Line-Approach), while at the same time address the expectation of shareholders and stakeholders. The world business council for sustainable development in its publication "MAKING GOOD BUSINESS SENSE" by Lord Holme and Richard Watts defined CSR "is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large."

Traditionally in the USA, CSR has been regarded as humanitarian model. Companies make profits, fulfilling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. The European model

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is much more structured and sophisticated, focusing on function the core business in a socially responsible way. Economists and CSR experts have emphasized on practicing the European Model for sustaining development and better CSR programmed.

In recent times, there has been an acceleration of multinational corporate activity, in the era of globalization, MNC's that conduct business across national boundaries in many countries are no longer able to conduct destructive and unethical practices under protective radar. With a dramatic proliferation of media attention, propagation of non-governmental organizations (NGOs) and global information sharing, there is a surging demand from civil society, consumers, 2

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## 9 A

The concept of CSR derived from ensuring improving corporate governance, labor rights, work place safety, fair treatment of workers, community development and environment management, but also for industrialization and assurance for the global market access. Some corporate houses and multinational companies are pioneering the practice of CSR by performing various programmed for community development, environment safety and ensuring good governance.

governments and shareholders for corporations to conduct sustainable business practices. The corporate response has often meant an adoption of a new consciousness of doing business and this has been known as CSR since the 1970s. MNC's are complex differentiated networks marked with internal heterogeneity and with the complexity of managing across globally dispersed, diverse units (Bartlett and Ghoshal, 1989; Ghoshal and Nohria, 1989). MNCs are faced with diverse stakeholder environments across their international operations. Global CSR management also involves cross-border transfer and management of CSR practices, from one part of the MNC to another, as well as the management of local CSR practices suited to the local context of the subsidiary units. CSR practices in these MNCs revealed the globally-managed CSR practices and their transnational management processes, as well as several local CSR practices.

The international business domain offers a challenging context for inquiry into firm's CSR and ongoing stakeholder relationship management since there are many more and diverse stakeholders of international business firms (Wood and Pasquero, 1997). The MNCs are faced with wider CSR expectations, and MNCs are under increasing pressure for socially responsible behavior in their global operations. The complex legitimacy issues faced by MNCs across these diverse political, economic, institutional and sociological environments are also discontinuous and marked with uncertainty and preclude universal corporate policies because what may be acceptable in one country or at a time may run counter to public policies or acceptable norms elsewhere or at other times (Logsdon and Wood, 2002). Common CSR practices in Bangladesh by MNCs are centered around namely poverty alleviation, healthcare, education, charity activities, cultural enrichment, youth development, women empowerment, patronizing sports and music etc. these activities are devised to be the partners in development as responsible citizen.

## 10 VI.

## 11 CSR Practices in Bangladesh

In Bangladesh businesses are involved in community development work in the form of charity without having any definite policy about the expenses or any solid motive regarding financial gains in many instances. Mondol, (2007). It is evident that the importance of CSR in the first-world, questions regarding the extent to which corporations operating in developing countries have CSR obligations are still to be worked out. Jamali and Mirshak, (2007). There has been increasing pressure on national and multinational corporations in Bangladesh to consider the social implications of their actions (Belal, 2001). CSR practices in Bangladesh is still in infancy. Companies are getting aware of it because being a part of global market. It is evident that CSR practices are gradually getting integrated into cross-border business practices and consequently becoming one of the determining factors for accessing market. It is becoming equally instrumental for local acceptability as well. Bangladeshi firms are to focus on CSR not only for improving corporate governance, labor rights, fair treatment of workers, community development and environment management, but also for industrialization and ensuring global market access. The government of Bangladesh is going to undertake an initiative to promote CSR practices. The objective would be to encourage the businesses to carry out the good citizen-like activities with the aim to reversing the perceived trend of businesses to have little commitment to society. (Ataur, 2008) A number of corporations are now following an increased commitment to CSR beyond just profit making and compliance with regulation. Organizations such as CARE Bangladesh, Katalyst and Bangladesh Enterprises (BEI) are working at the forefront of CSR activities in Bangladesh. And their initiatives are more discretionary in their nature, they have resulted in the creation of jobs and value-added services to communities. It is also found that initiatives in CSR activities in Bangladesh are pioneered by MNCs. There are many multinational companies in Bangladesh who are performing CSR -Chevron (Petroleum Industry), Grameen phone Ltd (Concern of Telenor,

Telecommunication industry), Unilever Bangladesh (Consumer &house hold product), Standard Chartered Bank (Banking Industry), British American Tobacco (Cigarette): Nestle Bangladesh.

Bangladesh is now exposed to global standard, it can be anticipated that CSR activities in Bangladesh will continue to be extended. Firms are now trying to uphold their corporate image of socially responsible firms and consequently influence consumer buying decisions in favor of the goods and services marketed by them. The CSR expectations, definitions and meanings are drawn from the context within which these occur. The implementation of CSR in the global operations of MNC's, discussed in this paper, is an empirical in-depth investigation using multinational company Chevron Bangladesh.

The analysis of self-reported CSR practices in this MNC's revealed the globally-managed CSR practices and their transnational management processes, as well as several CSR practices not transnational managed across multiple units and levels of the MNC's and also several local CSR practices. The exploratory study undertaken for this research, using the activities of multinational Company Chevron. The empirical findings of MNC's management of CSR in routine stakeholder relations, with employees, consumers, environment and communities are presented. Influences of the home country environment in the Bangladesh, as well as the global and local environments faced by the MNC are analyzed.

## VII.

### Findings

Chevron in Bangladesh Delivering Energy and Helping Neighbors Learn, Earn and Live Better:—In Bangladesh, hundreds of people in and around Chevron's areas of operation in the country's northeast are being benefitted through partnerships the company has forged with the community and NGOs in a collective bid to address a range of socioeconomic issues. They are doing it as a part of CSR. These range from community health and education to livelihood development programs for the establishment of small businesses. "With more than a decade of successful energy development and community relations, the prospects have never been brighter for our long-term partnership," says Steve Wilson, president of Chevron Bangladesh -one of the country's largest foreign investors and a major supplier of its natural gas. "Success not only means economic profit, but a commitment to values under The Chevron Way, our company's global policy of honesty, integrity, excellence, trust and dedication to enrich the lives of local citizens", Wilson added. "One of our highest priorities is forging lasting relationships with neighbors based on mutual trust. We see community engagement not as an add-on, but an integral part of our business."

### a) CSR Practice In Health Sector

Chevron Bangladesh's Community Relations Manager, Obaidullah Al Ejaz says Chevron works with the community to address areas of greatest need, especially health. Chevron Joined with Smiling Sun clinic to serve the basic health needs of its neighbors in its Bibiyana and Moulavi Bazar project areas. The Smiling Sun Franchise Program (SSFP) is a USAID-sponsored countrywide structured program that has been extended in Chevron's project areas of Bibiyana and Moulavi Bazar "In today's world, public-private partnerships are an essential component of sustainable health services," says James F. Moriarty, U.S. ambassador to Bangladesh. "Government resources and donor support can only partially meet increasing health care needs. In this context, the partnership between the community, the Smiling Sun program and Chevron is very significant and this model can be applied more broadly in Bangladesh. "Chevron-sponsored Smiling Sun clinics now reach more than 7,000 villagers per month in partnership with Sylhet Samaj Kalyan Sangstha (SSKS), a national NGO which efficiently manages and operates both the main clinics and a network of satellite clinics. "Besides ensuring local healthcare services, their team is equally involved in awareness building," says Dr. Md. Jamal Uddin, Bibiyana clinic manager. "We arrange for advocacy meetings where we involve union perished members and chairmen, local elites as well as imams of mosques to ensure participation of the local people." Indeed, community partnership is vital to expanding the clinics' reach, says Ahmed, noting that Chevron-funded facilities are built on land donated by local families. The awareness-raising campaign include-sessions on maternal and child health, safe hygiene and sanitation and First-Aid. Other services offered include vaccinations, referrals and ambulance facilities to transport patients to the nearest major hospitals. Recently, North East Medical College Hospital of Sylhet teamed with Smiling Sun in Bibiyana and volunteers from Chevron's Health and Medical Services team to stage a one-day health camp in three locations, enabling some 3,000 residents to consult with nurses, paramedics and 24 doctors in 12 medical disciplines. Free medicines were distributed, and the college provided free treatment to 120 critically ill patients.

### b) Sanitation, Eye Care, Safe Blood Program

In the Bibiyana area, the company has upgraded village sanitation, providing latrines for 2,700 households of the Dighalbak and Inatganj unions, reducing the risk of disease. The company also funds health research, aiding a tuberculosis laboratory in Dhaka and a blood-disease laboratory in Dhaka Medical College Hospital with the nonprofit group Sandhani. Partnering with the Rotary Clubs of Jalalabad and Greater Sylhet, Chevron has co-sponsored eye camps which have helped thousands of villagers treat conditions before they become acute.

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And the company has helped the Jalalabad Eye Hospital modernize its facilities.” Jalalabad Eye Hospital has been tirelessly treating the underprivileged patients of the Sylhet area,” says Bangladesh Finance Minister Abul Maal Abdul Muhith. ”I would like to thank Chevron Bangladesh for supporting this noble cause and equipping the hospital to take several strides forward in its standard of care. This wonderful example of corporate social responsibility in Bangladesh should be replicated by other corporations.” Addressing yet another core priority, Chevron and its employees have made a special effort to assist the Bangladesh Red Crescent Society’s Safe Blood Program. For example, the company’s support has helped Sylhet BDRCS offer screening services to ensure access to blood uncontaminated by harmful viruses, benefiting some 4,000 patients per year.

Chevron employees are always among the top donor groups during Red Crescent’s blood drives. Every year, Chevron Bangladesh employees voluntarily donate blood to mark World Blood Donor Day. The Bangladesh Red Crescent Society recognized Chevron Bangladesh as the ”Best Voluntary Blood Donor Organization” for 2011. The company has also supported addition of new rooms and an incubator to Red Crescent’s Sylhet Maternity Hospital.

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### **17 A c) CSR practice for Building Local Economic Capacity**

Communities prosper when citizens can gain skills which enable them to help themselves, pursue their ambitions and improve their standard of living while preserving their culture. Chevron launched an Alternative Livelihood Program (ALP) in 2006 to assist underprivileged families residing near the Bibiyana field to augment their household incomes through the provision of technical and financial support to spur the growth of small businesses and farms. ALP manifests the concept of Community-Driven Development and seeks to improve community wellbeing by promoting direct control over its own development process. The program aims to empower the communities and make them self-sufficient to run and manage their own microenterprises. The approach used seeks to build human and institutional capacity, achieving long-term, sustainable economic development in the process and equipping families to take control of their own futures. Opportunities are created for beneficiaries to increase income-generating skills via micro-intervention mechanisms, such as, (a) knowledge transfer and training, (b) orientation on financial management (c) provision of capital and asset transfer (d) market linkages to allow them to sell their own products. Critical support is provided to establish and run various agro and non-agro enterprises, including poultry farming, pond fish culture, duck hatchery, homestead and commercial gardening of fruits and vegetables, diesel engine maintenance, sewing and embroidery, goat rearing and cattle fattening. By the ALP in the area of the Bibiyana and Moulavi Bazar gas fields Chevron has since provided facilities to 4,700 families with training, adult literacy programs and micro-loans to help start new businesses. The program advised by 12 Village Development Organizations comprised of local citizens was developed in partnership with the NGO, Friends in Village Development Bangladesh (FIVDB), the program has helped Chevron’s neighbors to create more than 1,000 micro enterprises to increase both household income and self sufficiency.

After successful implementation in Bibiyana, this program was replicated in the communities near Chevron’s two other gas fields, Moulavi Bazar (2008) and Jalalabad (2010) -being known as ’Jibika’ in the latter. Jibika is based on a ”triple E” concept to ”engage, execute the program and empower” neighbors, diversifying their options for making a living with new skills and capabilities, explains Ahmed. The program, which will include adult literacy and other educational outreach along with the economic empowerment elements, will reach 1,200 families by forming 60 Self Help Groups over three years.”Including Jibika, our ALP investment in our project areas will be more than \$250, 000,” says Ejaz. ”This expansion underscores the value of our FIVDB partnership and demonstrates our commitment to grow our community support as we grow our investment and gas production.” Meanwhile, Chevron is exploring new directions for empowering neighbors with a new partnership to provide crochet and knitting training for 150 underprivileged women in the Moulavi Bazar Field area. The partner for this program is Hathay Bunano, an established social enterprise which employs 3,500 artisans across a network of 33 rural cooperatives to make toys for local sale and export to the United States, Europe and Australia. Says Wilson, ”Chevron is proud to partner with a proven, established business and successful exporter to help enhance the income-generation capacity of women.”

The interventions (solar photovoltaic panels to households and schools, Improved Cooking Stoves and biogas plants) lead to a range of socioeconomic benefits and cost savings that are retrenched into microenterprises for which program participants have been trained. Implemented by NGOs Center for Natural Resource Studies (CNRS), Prochesta and Institute for Development Affairs (IDEA), Chevron’s economic development programs currently cover nearly 4,000 families residing in over 100 villages near Chevron’s three gas fields.

### **18 d) CSR practice for Supporting Education Sector**

In addition to job training and help for adults, Chevron provides significant help for education through its five-year, \$250,000 School Support Program for financially disadvantaged students. Starting in 2006, the company awarded 128 scholarships to secondary school students in the Bibiyana area. Chevron Bangladesh has been running the scholarship program for several years with a view to improving the overall educational scenario of

schools near its three gas fields. The number of Chevron supported scholarships continues to increase significantly every year. In 2008, the number of scholarship recipients stood at 551, while in 2009 it was 587, in 2010 it was 870, in 2011 about 1,100 students were supported each being selected on the basis of their financial need and academic performance. Zulfikar Ahmed Chowdhury, field community relations manager says, "The scholarships not only help the winners to continue their education, but also they help to motivate more students to work harder. Everything we do is aimed at empowering local people from childhood through adulthood". Looking to the needs of younger, disadvantaged students, the internationally respected NGO, Save the Children and Chevron have established 26 non-formal primary classrooms in villages, complete with water and sanitation access. Some 780 youngsters have benefited and the program has also taught 750 parents how to help their children learn and better manage household health and nutrition. Meanwhile, Chevron funds more than 12 teachers in schools near its operations and the company has helped to pay for new primary school buildings in the Bibiyana and Moulavi Bazar areas. They In association with Save the Children, 15 pre-primary schools were run in 15 villages near the Bibiyana field. Recently, Chevron funded a five-year program at the Asian University for Women in Chittagong -a university which can help to build the next generation of thoughtful and ethical future leaders for the nation according to Chevron Bangladesh President Wilson. The company's \$250,000 grant will provide scholarships and internships to students from South Asia, Southeast Asia and the Middle East who attend the Asian University for Women (AUW) in Chittagong, Bangladesh. Rebecca Knowles, AUW's director of communications and logistics, said: "Chevron's generosity is helping in a very direct way to make the dreams of our talented students for a better life and greater opportunities into a reality".

### 19 e) CSR Practice for Protecting the Environment

Chevron Bangladesh is very much concern about environment they have a special concentration to protect the environment. Chevron's facilities are designed and operated to prevent releases and protect the biodiversity of the areas in which it operates. Following a 3D seismic survey which included parts of the Lawachara Forest in the Moulavibazar, a postseismic assessment was conducted by a reputable third-party agency, IUCN. The results indicated that no lasting impact had been made on the flora and fauna as a result of Chevron's seismic activities. In fact, Bangladesh lost over 50 per cent of its forest in the last two decades, so Chevron Bangladesh has introduced programs to protect and enhance the environment and biodiversity near its operations. These include a treeplanting program in cooperation with the Forest Department of Bangladesh, and in the past five years local citizens have been hired to plant more than 100,000 native trees. Since 2007, Chevron has planted over 213,000 indigenous timber yielding, fruit-bearing and medicinal saplings in tea-gardens, homestead and roadside areas. Chevron employees participate in tree plantation drives each year to advance the company's regular environmental stewardship endeavors. Chevron Bangladesh employees are enthusiastic volunteers in these tree plantation drives.

### 20 f) CSR Practice for Road Safety

Vehicle accidents cause numerous deaths and injuries in Bangladesh. With a very strong commitment to safe operations, Chevron employees in Bibiyana, Jalalabad and Moulavi Bazar fields have achieved a total of 13.2 million work-hours without a single day away from work caused by an incident. Also, Chevron vehicles have driven more than 6 million miles (10 million km) since 2007 without any record-able incidents. The company is sharing its safety culture with the community in many ways, including first-aid training for drivers. Also, a Road Safety Program in partnership with local Rotary Clubs has provided workshops for 225 local drivers and awareness campaigns in schools and community with new road signs and T-shirts for children.

### 21 g) CSR Practice for Enabling and Empowering

Communities "Economic growth depends on building capacity in both people and institutions", says Naser Ahmed, director of external affairs for Bangladesh. "And just as Chevron's success depends on the human energy and ingenuity of our employees, the communities in our project areas rely on the human energy of their citizens and next generations," he says. Naser Ahmed gives much of the credit to partnerships with neighborhood Advisory Committees, the government and non-governmental organizations (NGOs). Along with a special emphasis on health with the Bangladesh Red Crescent Society and others, alliances include preschool education with Save the Children; affordable housing with Habitat for Humanity; and improving local economies with by Friends in Village Development Bangladesh (FIVDB) to empower and enable local citizens.

### 22 h) CSR Practice for Connecting Neighbors to Neighbors

The company has so far improved more than 16 kilometers of roads with paving or reinforcement. Also, Chevron employees renovated an iron bridge over the Shawoncherra Stream, ensuring safer passage for 400 villagers and 300 workers at a rubber plantation. And on land donated by villagers, employees built the steel Bibiyana Friendship Bridge over the Norkhai River to help more than 15,000 neighbors in the Dighalbak and Ianthgani unions travel more safely to schools, markets and mosques. The 2.6 km Kosba-Dighalbak Road, recently paved by Chevron, was previously a muddy route often impassable during the rainy season. Today, the road promotes trade between five villages to the benefit of 10,000 neighbors. "Chevron's development of the road has literally

opened doors for us,” says Abu Sayed Awla Miah, former chairman of the No. 4 Dighalbak Union Parishad. “It is now much easier for us to access the markets to sell our produce, On behalf of my fellow villagers I would like to express my heartfelt gratitude to Chevron for its support in this venture and for always standing by the Bibiyana community. Since 2001, Chevron Bangladesh employees have been regular volunteers in Habitat for Humanity International -Bangladesh’s (HFIH-B) house-building programs, with the goal of supporting the underprivileged to build lowcost but durable homes.

## 23 VIII.

Recommendations \* The study reveals the importance of corporate social responsibility as a tool to gain competitive advantage, has positive impact on employees’ behavior, customers’ behavior and in establishing a \* Multinational companies should diversify their CSR practices and considered the other important areas of the society, such as women empowerment, rural development activities related to the poverty alleviation. This can ensure the overall development of the country. For this reason, the Government can monitor the CSR adoption and performance of MNC’s and also give some directions to the MNC’s and provide some priority areas for CSR practice. \* Promote CSR activities to protect environment. They should perform their operational activities in a ecologically friendly way & ensuring emission of less Carbon.

IX.

## 24 Conclusion

Companies in the developing countries like Bangladesh are showing interest and commitment to CSR. The recent advancement of CSR practice is appreciate able but corporations are still not doing enough or are only acting in self interest, Multinational corporations must have good CSR policies in order to maintain their reputation, they are also expected to maximize profits for stakeholders such as shareholders, employees, and customers. Accountability and transparency are key to conducting business in a responsible manner. Furthermore, stakeholder expectations, critical social issues, norms, and values, and institutional and sociological requirements also change over time. CSR is behavior that has to be congruent with prevailing social norms, values and expectations of the society. As CSR practices and stakeholder expectations vary across countries as well the MNCs must consider the indigenous factor while devising CSR policy matters. <sup>1 2 3</sup>



Figure 1: Corporate

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