

**OVERVIEW**

The policies and guidelines for campus environmental sustainability are designed to create a sustainable campus environment by focusing on the five Rs: refuse, reduce, reuse, repurpose and recycle. These policies support the achievement of SDG12 by ensuring responsible consumption and production patterns, promoting efficiency, and raising awareness about sustainability. Implementing these policies will not only benefit the environment but also instill a culture of sustainability within the university community.

**SCOPE**

The scope of these policies is designed to integrate sustainable practices into daily campus operations specifically on the following types of wastes: (1) plastics, (2) papers, (2) food, (3) electronic materials, (4) electricity and water energy, and (5) residual and hazardous wastes.

## Research Method

Reflecting the exploratory nature of this study, the data were collected using semi-structured interviews with 16 senior level managers of eight leading MNEs operating in Bangladesh. The importance of such 'engagement-based' interviews with key people in exploring reliable data on CSR engagement has been highlighted in the literature (Belal and Owen 2007). The companies were selected from the pharmaceutical, mobile communication, chemical, tobacco, food and fast-moving consumer goods (FMCG) industries. They were selected because these industries have close ties with communities and are also often blamed for damaging communities and the environment. For example, the tobacco industry uses vast areas of land to grow tobacco leaf. The other reasons for choosing the sample companies were that they are already engaged in various forms of CSR initiatives and are perceived to be playing a leading role in the field of CSR in Bangladesh (Belal and Owen 2007). A semi-

structured questionnaire was used for data collection, and after the interview a number of businesses were contacted and asked to elaborate on some of the earlier responses. 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 and involvement of stakeholders, in addition to the company's demographic information. The interviews were conducted with managers who were responsible for the CSR programmes, which included CEOs, public relations managers and communication managers. Belal and Cooper (2011) note that the selection of a diverse group of interviewees across a range of industry sectors offers a rich perspective on CSR practices in different sectors. The interviews lasted from 50 to 80 min. Following the interviews, a number of six websites of large local businesses were reviewed to identify the similarities or differences between the CSR programmes of MNEs and local enterprises.

### Propensity to Adopt Successful Local CSR Programmes

Similar to the findings of many previous studies in developing countries, the commonly observed CSR programmes that the various sample MNEs in this study had adopted were philanthropic charitable work such as corporate donations, supporting the distressed and victims of floods and cyclone and contributing to the Prime Minister's relief fund (Jamali and Mirshak 2007; Kühn et al. 2015). In this regard, MNEs were inclined to adopt 'me too' types of CSR programmes that were already initiated and practiced by many local enterprises (mimetic isomorphism) and in some cases, these CSR programmes were perceived to have considerable impact to the economy and society (emulative isomorphism).

Naeem and Welford (2009) argue that in Bangladesh NGOs often demonstrated better knowledge of CSR than the private sector. However, NGOs are not meaningfully engaged by any subsidiary. This finding is similar to what Knox et al. (2005) found in their study of leading FTSE companies in UK.

One company indicated the involvement of a group of stakeholders including civil society in programme development, but their role was more 'consultative' than engaging. This nature of stakeholder participation matches with what Reed (2008) termed as 'participation as a process', rather than 'participation underpinned by a philosophy' which emphasizes empowerment, equity, trust and learning. It also echoes with the study of Belal and Owen (2007) that suggests that the claim of economically weak stakeholders is hardly integrated in CSR related decision-making. This demonstrates that managers' hold a 'narrow view' of the firm and that they choose to engage only core stakeholders (such as employees and customers) who are directly involved in the central transformation systems of the business as opposed to local communities and social pressure groups (Pedersen 2011).

Importantly, such an approach to stakeholder interactions and forms of collaborative practice in complexity implicitly requires critique of the notion of power, including the power to decide and the power to determine what is appropriate discourse and associated knowledge to inform decisions. Jones et al. (2007) identified the role of power in building a stakeholder culture, the latter defined as "... the beliefs, values, and practices that have evolved for solving stakeholder-related problems and otherwise managing relationships with stakeholders" (p. 142).

Foucault in Rabinow (1984) reminds us that ethics and morals are a product of societal discourse, i.e. the specificity of the politics of truth in our societies, a perspective worth considering when analysing or evaluating the nature of CSR or its manifestation in stakeholder values, interests and practices.