

國際事務
研習社

Lecture 4 : ESG 企業個案

5W1H 法

從 Who, What, When, Where, Why, How 去拆問題

ex. 烏俄戰爭

WHO

俄羅斯、烏克蘭、歐盟、美國、台灣等

WHAT

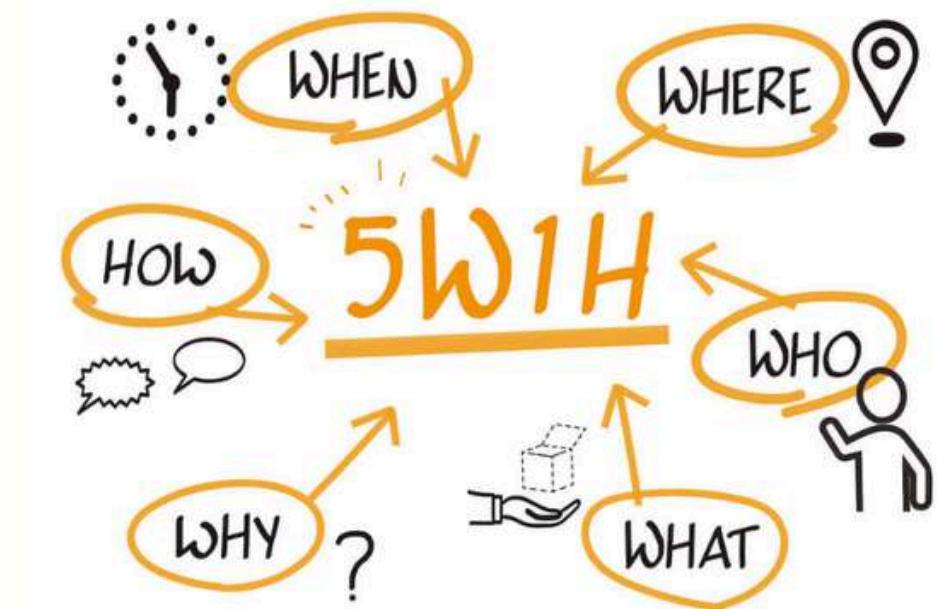
戰爭帶來能源短缺、糧食問題等

WHY

歷史糾葛、地緣政治

HOW

全球油價漲、電價漲，連我們都受影響



How Might We (HMW) 問題化



把大問題轉成「我們如何能...？」的挑戰問題，
才能限縮討論，將議題導向解決辦法。

ESG

我們如何能讓台灣的高中生在日常生活中實踐 ESG？

美台貿易

我們如何能讓台灣年輕人更理解自由貿易的好壞？

從「大哉問」聚焦到「具體可以討論的行動」

Stakeholder Map



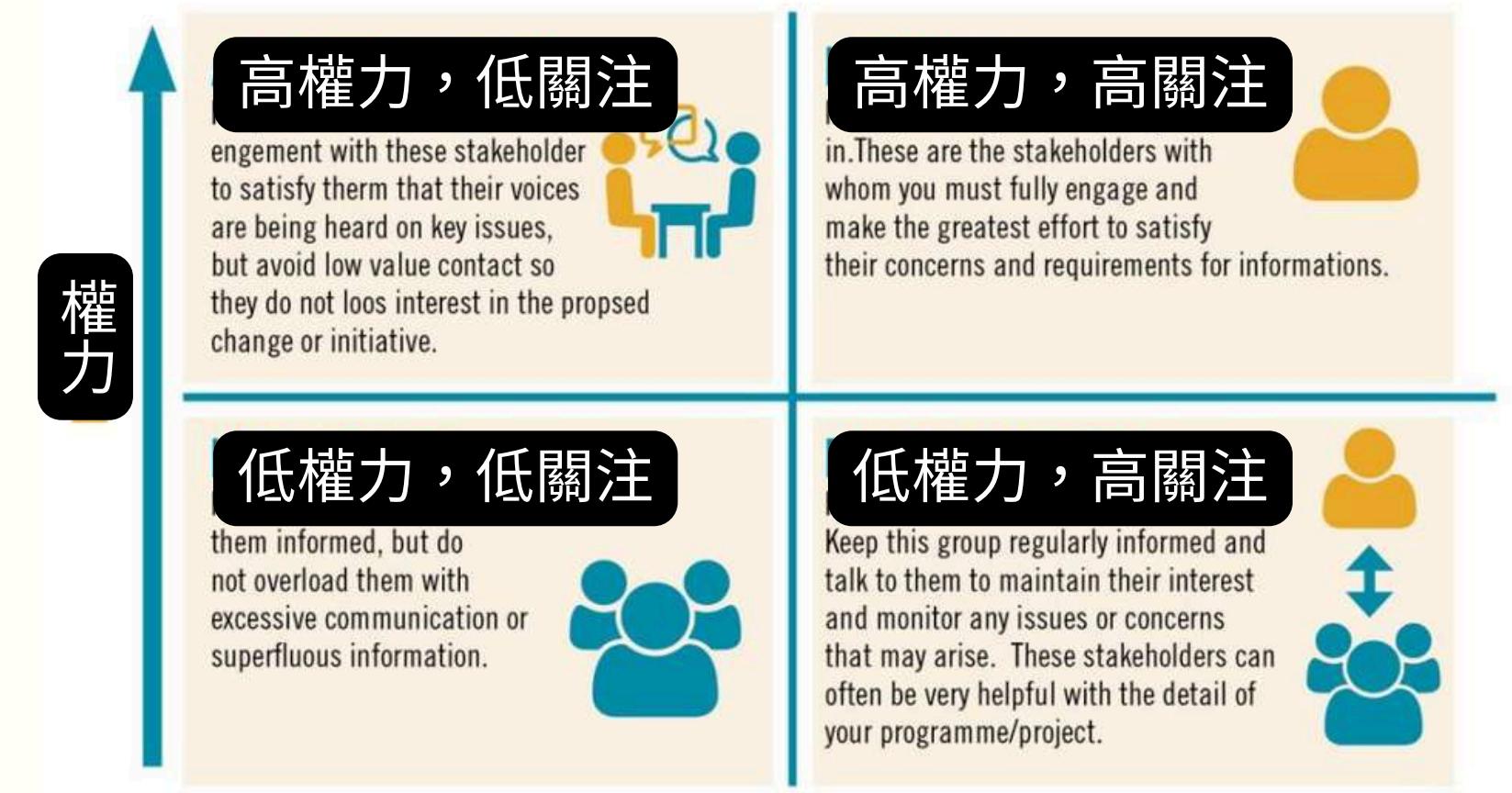
ONION DIAGRAM

- 誰離核心議題最近，誰比較外圍



POWER-INTEREST MATRIX

- 同利害關係人對議題有不同「影響力」和「在意程度」



知乎 @艺术留学女流氓



ESG代表什麼？

ESG是什麼？

資料整理：Mr.Market市場先生

E

Environmental 環境

- 企業如何保護環境
- 廢棄物管理
 - 能源使用管理
 - 保護天然資源
 - 保護生態系統
 - 減少溫室氣體排放

S

Social 社會

- 企業的社會責任
- 勞工權益
 - 資訊安全
 - 產品責任
 - 公司環境
 - 員工健康與安全
 - 隱私權維護

G

Governance 公司治理

- 企業的管理方式
- 董事會組成
 - 薪酬制度
 - 獎勵措施
 - 企業道德/聲譽
 - 財務透明
 - 股東權利



那 CSR、SDGs 呢？

ESG

環境、社會和公司治理

2005年由聯合國提出
《責任投資原則》

Environment,
Social and Governance

內容：

- 評鑑企業實踐CSR的指標
- 具體的執行原則

核心概念：

- 環境保護
- 社會責任
- 在乎人權與公平
- 公司治理
- 管理、企業合規

CSR

永續社會責任

1999年由聯合國提出
《全球盟約》

Corporate Social Responsibility

內容：

- 較為廣泛的永續主要概念
- 現今大環境的目標

核心概念：

- 道德責任
- 社會責任
- 環境保護
- 員工關懷
- 利害關係人



SUSTAINABLE DEVELOPMENT GOALS

1 消除貧窮	2 消除飢餓	3 健康與福祉	4 優質教育	5 性別平等	6 淨水與衛生
7 可負擔能源	8 就業與經濟成長	9 工業、創新基礎建設	10 減少不平等	11 永續城市	12 責任消費與生產
13 氣候行動	14 海洋生態	15 陸地生態	16 和平與正義制度	17 全球夥伴	

※此表由CSRone永續智庫翻譯與製作

Patagonia

DON'T BUY THIS JACKET



COMMON THREADS INITIATIVE

REDUCE

WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR

WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE

WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on*

RECYCLE

WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of
the landfill and incinerator

REIMAGINE

TOGETHER we reimagine a world where we take
only what nature can replace

*We encourage you to sell your gear at Patagonia's Gear Trade-In program or through our online marketplace. We do not accept items from our Reuse Program.

THE NEW YORK TIMES, PRINT, NOVEMBER 25, 2011

Patagonia

www.commonthreadsinitiative.com

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REIMAGINE
TOGETHER we reimagine a world where we take
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Black Friday



**DON'T BUY
THIS JACKET**



Patagonia Core Problem

- How can you run a business by telling customers not to buy?
- Why would you share your unique technology with others?

核心問題 1 : How can you run a business by telling customers not to buy? (Brainstorm Time!!)



核心問題 1：How can you run a business by telling customers not to buy?

Value creation



Price consumers are willing
to pay
–
Opportunity cost of raw
materials

Value created

*「機會成本」：這塊原料如果不拿來做衣服，
它本來可以拿去幹嘛、賣多少錢？

核心問題 1：How can you run a business by telling customers not to buy?

Value creation



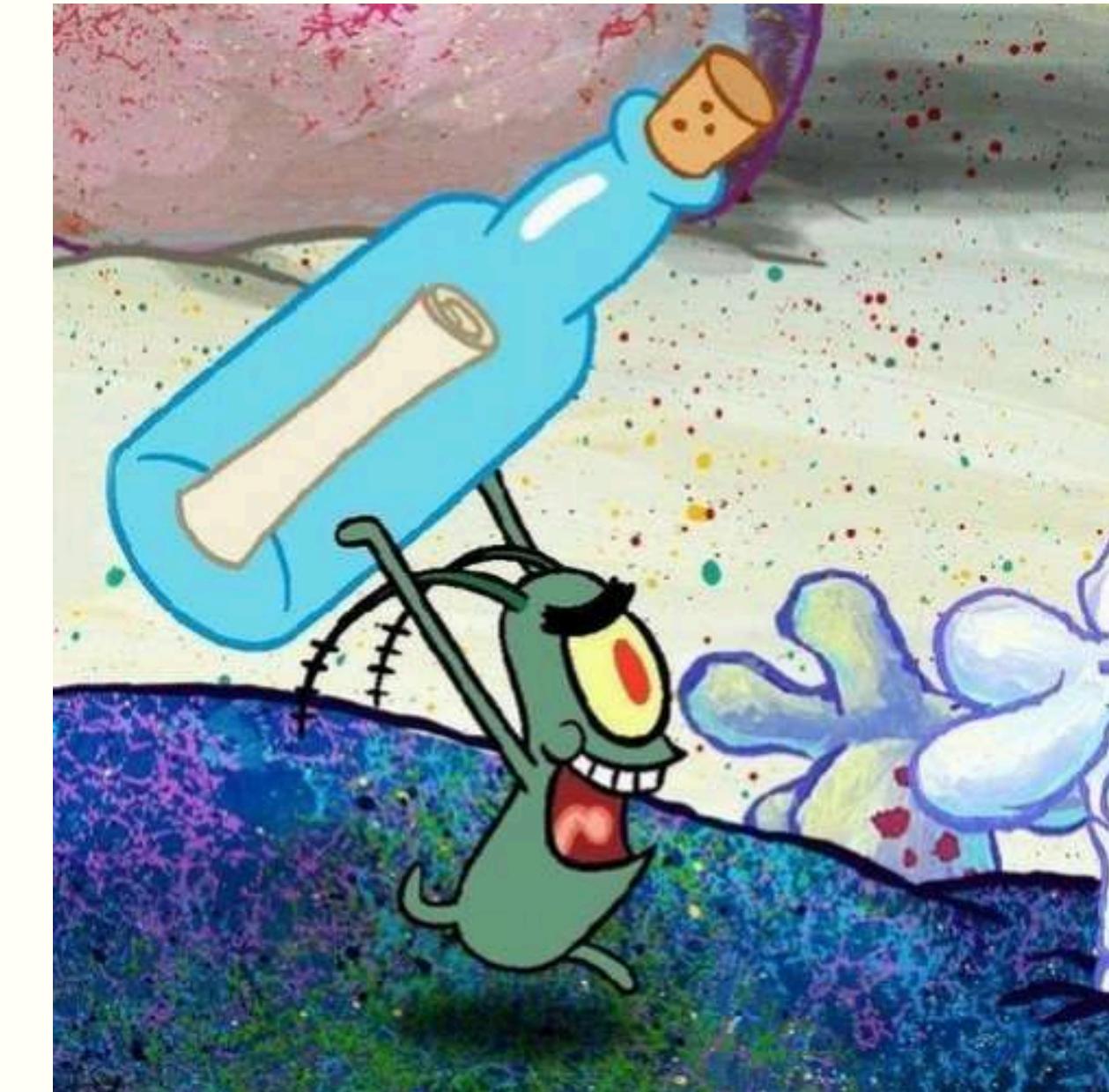
Means of utilization

4R 策略

- Reduce 少買
- Repair 免費維修
- Reuse 二手衣平台
- Recycle 回收舊衣做新衣

表面上數量變少，但賣更貴 + 成本更低

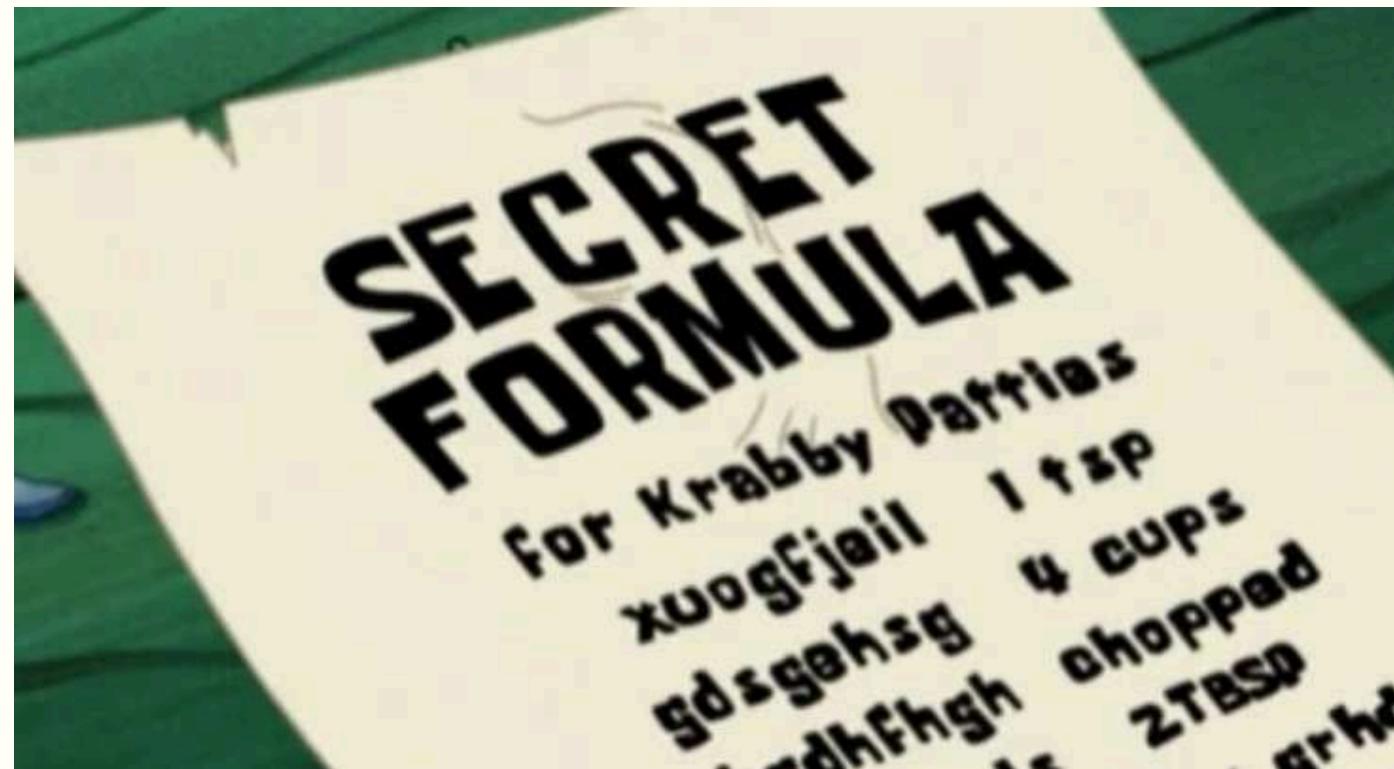
核心問題 2 : Why would you share your unique technology with others? (Brainstorm Time!!)



核心問題 2 : Why would you share your unique technology with others?

Normal logic:

Develop new technology and sell it to make huge profits



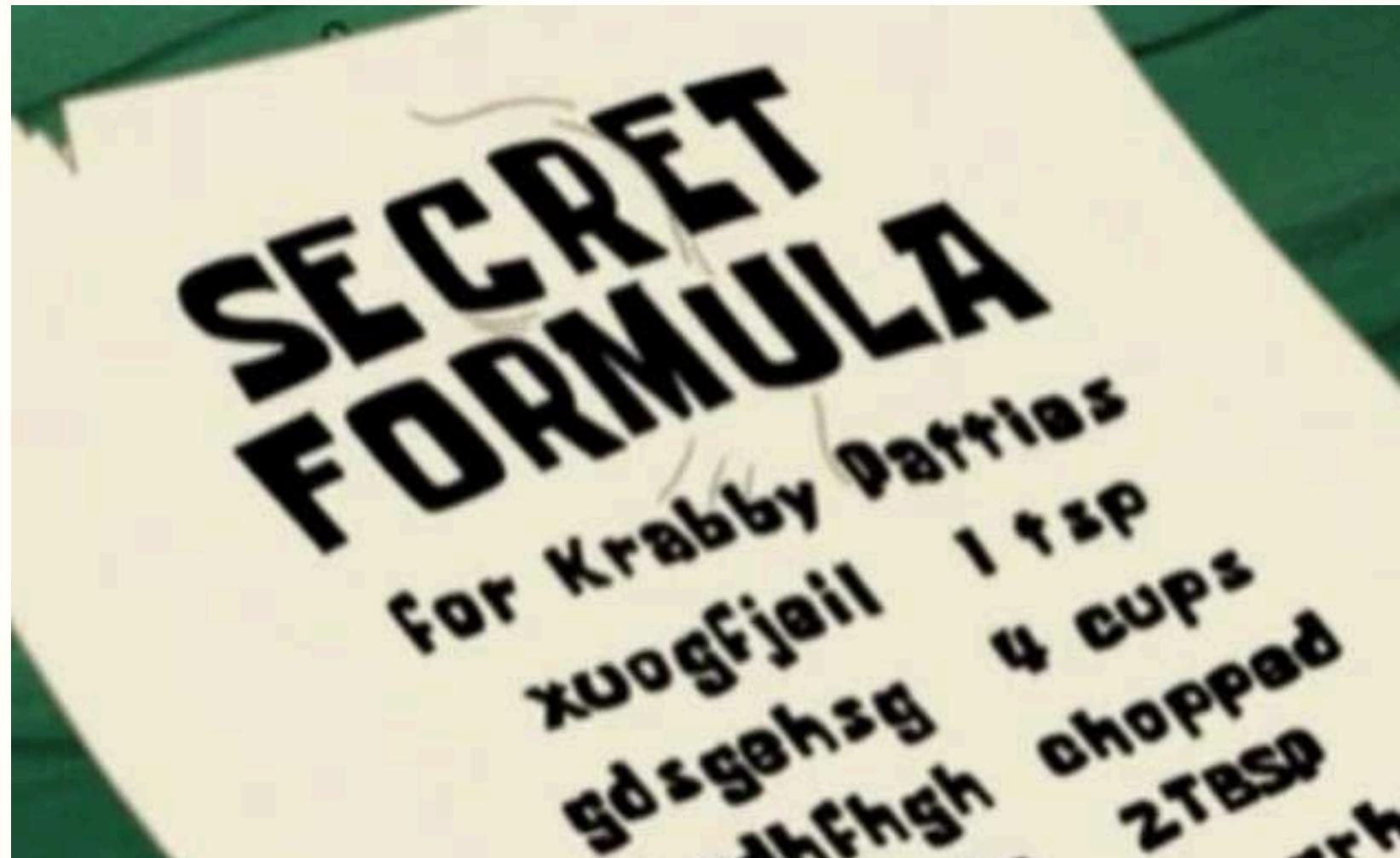
But!!

Patagonia doesn't have this kind of capital..



核心問題 2 : Why would you share your unique technology with others?

Solution: expand the market



Make the technology fully open:

- More and more manufacturers join → more raw materials → lower prices
- The market shifts from niche to mainstream
- Patagonia moves from “fighting alone” to becoming a “leader” – the brand becomes more valuable, and its clothing can be sold at even higher prices!



Game theory

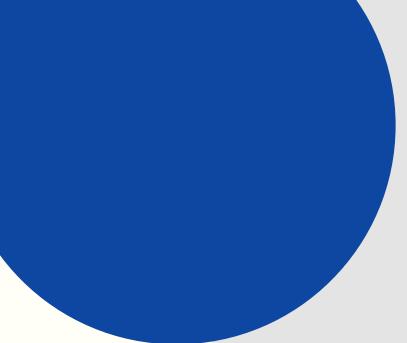
The police apprehend two suspects, A and B, and interrogate them separately. If one confesses while the other refuses to admit guilt, the one who confesses is released without punishment, while the other receives a heavy sentence of 30 years. If both confess, each is sentenced to 15 years (confessing in exchange for a reduced sentence). If neither admits guilt, each is sentenced to 1 year (because the evidence of the crime is clear).

The suspects care only about their own self-interest.

Although the best outcome is for both to refuse to admit the crime, each suspect fears that the other might confess, so both end up confessing. As a result, this game becomes a “dilemma.”



		囚犯A	
		不認罪	認罪
囚犯B	不認罪	囚犯A：1年 囚犯B：1年	囚犯A：無罪 囚犯B：死刑
	認罪	囚犯A：死刑 囚犯B：無罪	囚犯A：5年 囚犯B：5年



As long as the business model is designed correctly, ideals and reality can be combined, making ESG practically implementable.