

October 3, 2025

School Club

Presented by Lydian

# 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



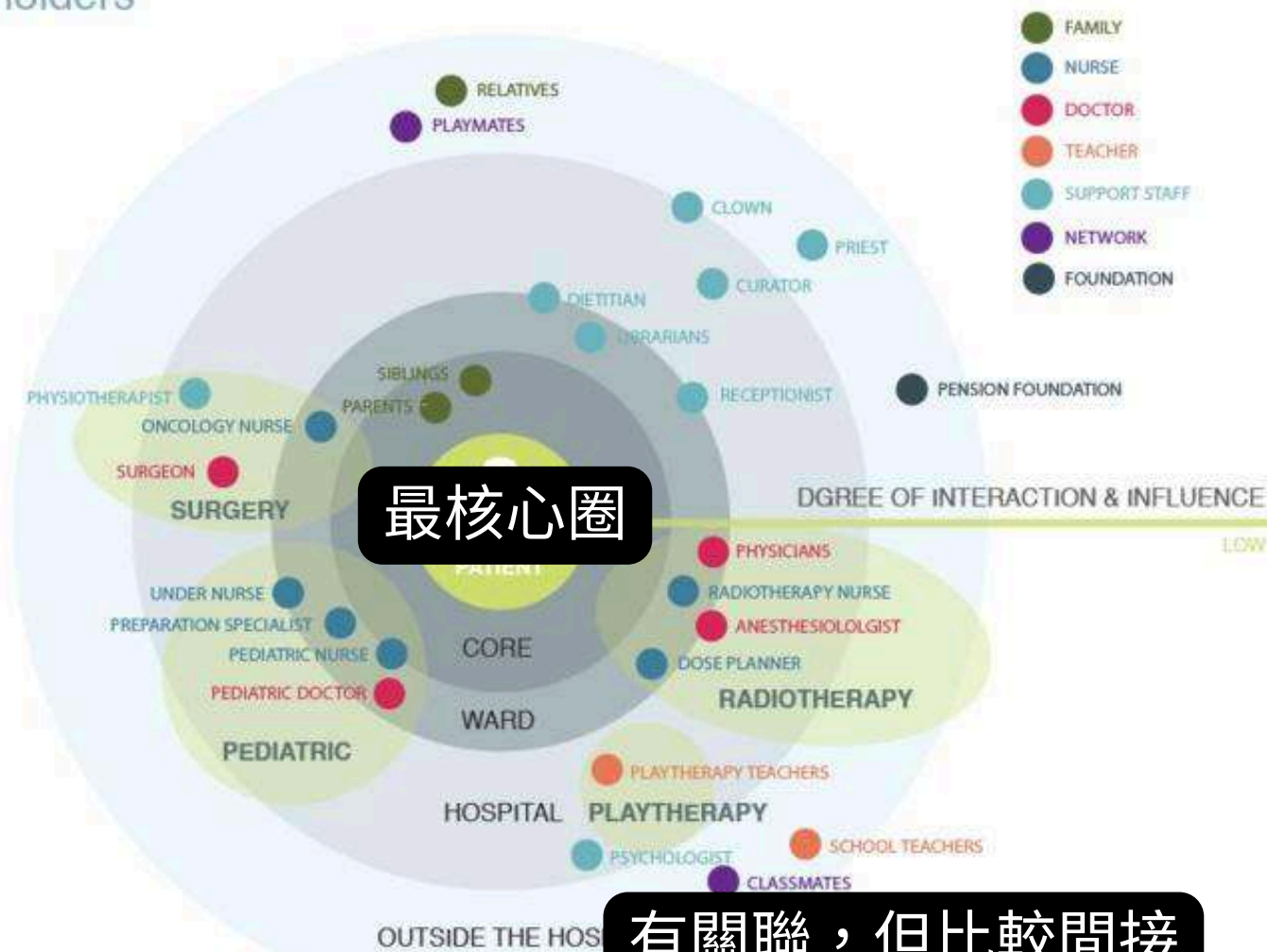
## ONION DIAGRAM

- 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」

Stakeholders



權力

高權力，低關注

Engagement with these stakeholders to satisfy them that their voices are being heard on key issues, but avoid low value contact so they do not lose interest in the proposed change or initiative.

高權力，高關注

in. These are the stakeholders with whom you must fully engage and make the greatest effort to satisfy their concerns and requirements for information.

低權力，低關注

Keep them informed, but do not overload them with excessive communication or superfluous information.

低權力，高關注

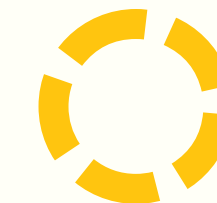
Keep this group regularly informed and talk to them to maintain their interest and monitor any issues or concerns that may arise. These stakeholders can often be very helpful with the detail of your programme/project.

關注

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



※此表由CSRone永續智庫翻譯與製作



Patagonia



## A dark gray, quilted jacket with a high collar and a diagonal seam running across the front. The jacket appears to be made of a heavy, insulated material, possibly down or synthetic fill, and has a simple, functional design.

## REDUCE

REPAIR

## REUSE

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

© 2004 Blackwell Publishing Ltd *Journal of Internal Medicine* 255: 103–110

1000

© 2004 Blackwell Publishing Ltd, *Journal of Internal Medicine* 255: 103–110

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DOI: 10.1002/for

1999

**Abstract**



100

**TABLE 1**

**participating**

100

# 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



$$\begin{array}{r} \text{Price consumers are willing} \\ \text{to pay} \\ - \text{Opportunity cost of raw} \\ \text{materials} \\ \hline \text{Value created} \end{array}$$

\*「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



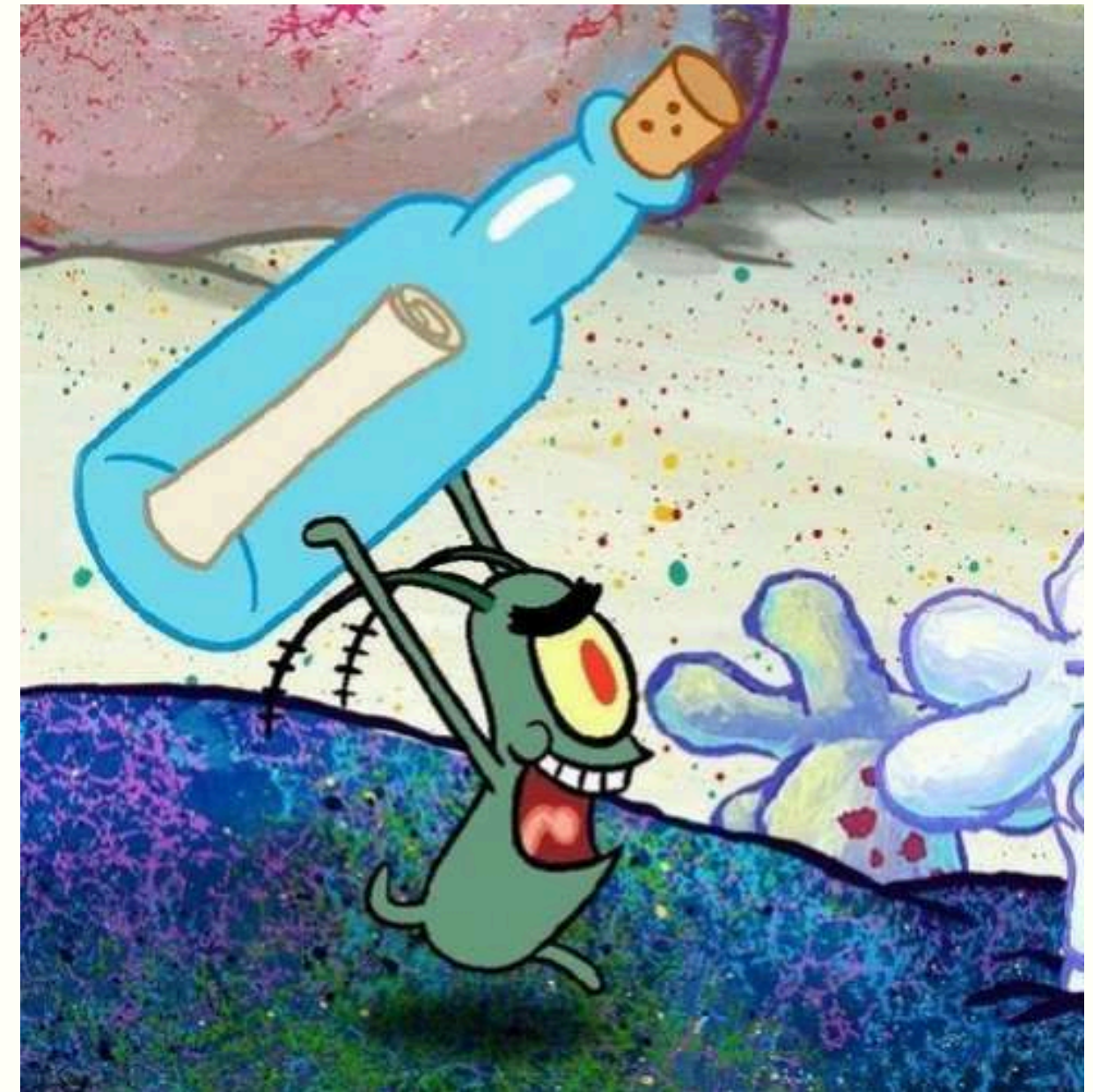
Means of utilization

## 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!!**

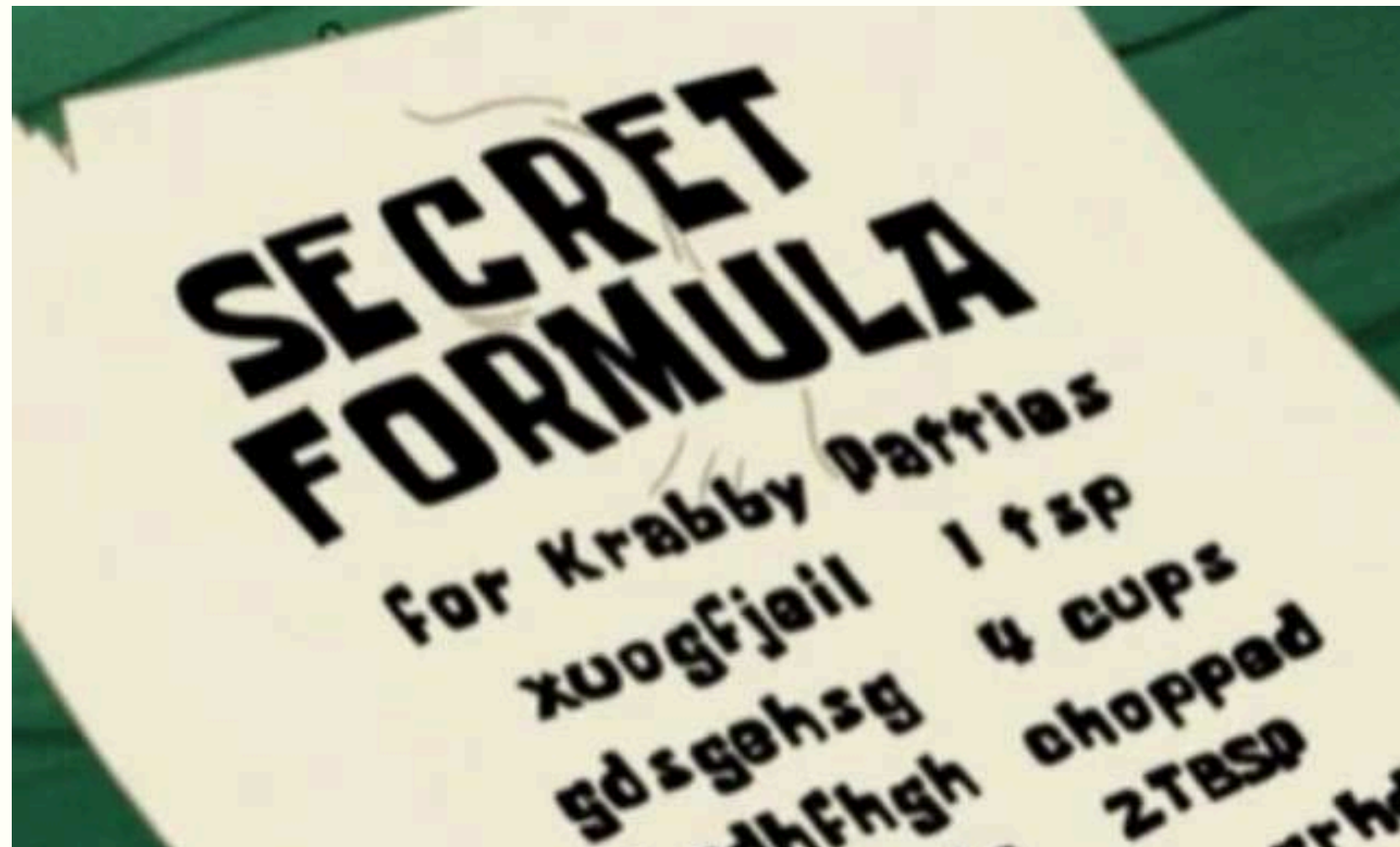
Patagonia doesn't have this kind of capital..





# 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              |                  |
|-----|-----|------------------|------------------|
| 囚犯B |     | 不認罪              | 認罪               |
|     | 不認罪 | 囚犯A：1年<br>囚犯B：1年 | 囚犯A：無罪<br>囚犯B：死刑 |
|     | 認罪  | 囚犯A：死刑<br>囚犯B：無罪 | 囚犯A：5年<br>囚犯B：5年 |





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