

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

Towards Achieving Global Standards: The Role of Public Relations in Processes and
Outcomes of Corporate Social Responsibility Initiatives in Malaysia

A dissertation presented in partial fulfilment of the requirements for the degree of

Doctor of Philosophy

in

Communication

at Massey University, Wellington,

New Zealand

Nurul Ain Mohd Hasan

2013

Abstract

The overarching aim of this thesis is to explore the current corporate social responsibility (CSR) performance of Malaysian multinational corporations (MNCs). Specifically, CSR performance is measured against global best-practice standards and the role given to public relations in CSR is investigated. This thesis examines links between CSR and public relations in the context of Malaysian organisations. Research about CSR in Malaysia often focuses on management and accounting perspectives and little attention has been given to connecting public relations theories and concepts with CSR. This study fills that gap by applying public relations theories to help explain CSR practice and standards in Malaysia.

A qualitative mixed-methods approach was employed, within an overall interpretivist framework. An interpretive textual analysis of 45 annual reports and 10 stand-alone sustainability reports from selected Malaysian MNCs was conducted. Eight existing global best-practice guidelines commonly used in developing nations were collated into a single instrument which guided the analysis. Interviews with 11 public relations practitioners from six case-study MNCs with experience of the roles of public relations in CSR in Malaysia provided triangulation of data.

Results suggest CSR reporting by Malaysian MNCs falls short of global standards. Reporting tends to focus most on charitable donations and accountability and less on international certified standards and human rights. The case studies indicate Malaysian public relations practitioners tend to hold technical roles in CSR and lack leadership roles.

The research supports the contingency theory of public relations by suggesting that the current lack of thoroughness in CSR reporting is a consequence of companies accommodating themselves to local laws and requirements. It also suggests a relationship between technical public relations roles and sub-standard reporting. However, the research is complicated by factors such as reputational standing and ownership of companies.

This thesis recommends that future research expands these findings with a quantified evaluation of performance standards and public relations roles on a larger scale. It is also suggested that the best-practice instrument used in this research can provide a single comprehensive guide for CSR managers and future researchers.

Acknowledgements

Earning a PhD, for me, is brutally hard. Looking back at my journey, I did not realise I had so much patience and strength to face tremendous obstacles during my stint as a PhD student. Undertaking a PhD programme has validated my belief that to accomplish anything in life is possible if we set our minds to it and never give up.

I have God to thank first and foremost, for blessing me with generally decent health and good fortune to complete this thesis. The faith I have in God has also given me spiritual guidance that has provided me with optimism and inner strength which helped guide my PhD journey.

My thesis would not have been possible without a few people who have been my backbone throughout this journey. First, I would like to acknowledge my two very talented and humble supervisors, Dr. Elspeth Tilley and Professor Dr. Frank Sligo for their endless guidance, support and belief in my work. As my primary supervisor, Dr. Tilley's meticulous approach towards her feedback and guidance on my thesis shows a high standard of work ethics. She has truly inspired me. I can only hope to achieve the same level of work ethics when I embark on my academic journey as a lecturer and researcher. Professor Sligo's vast knowledge and expertise in his line of work have given me assurance that I am in good hands. Both of them have been kind and generous with their words of encouragement. I am very honoured to have had the opportunity to work with them and would not have wanted it any other way.

I am grateful to my sponsors, the Ministry of Higher Education of Malaysia and Universiti Putra Malaysia for giving me much-needed financial support to pursue my PhD. I would like to also extend my gratitude to the staff of Universiti Putra Malaysia, particularly the Dean of the Faculty of Modern Languages and Communication, Assoc. Prof. Dr. Abdul Muati, and the Head of the Communication Department, Muhammad Rosli Selamat, for allowing me the opportunity to complete my thesis in due course. Also, all my colleagues in the Communication department who have been giving me words of encouragement and support directly and indirectly.

My utmost gratitude to the public relations practitioners who were willing to dedicate a few hours away from their busy schedule to participate in the interview sessions for this research. Without their insights, a triangulation of data to create a possible link between Malaysian CSR standards and public relations roles may not have been possible. This research has been reviewed and approved by Massey University Human Ethics Committee for the interviews described in this thesis.

I would like to acknowledge the staff of the School of Communication, Journalism and Marketing at Massey Wellington campus as well as every staff member whom I have had the pleasure of meeting in Massey. My postgraduate

student advisor, Lois Burns, from the Teaching and Learning Centre, who worked closely with me every week to improve my proficiency in English writing and expressed genuine interest in my work. Every one of the staff members has played a role in making my life as a student here much more bearable by showing friendliness.

I would like to acknowledge my PhD friends and office mates who have constantly reminded me that I was not alone in this journey. Everyone has played a part in making my life as a student more enjoyable. I have made some wonderful friends, learned new cultures and built unforgettable memories throughout my PhD years because of them. I would also like to express my appreciation to all my closest and dearest friends from all over the world, they have given me constant support and encouragement I needed to get through those tough times.

My family is the reason I am who I am today. To my full-spirited and loving mother, Ramlah Astar, who has taught me to seek inner strength and peace during hardship. She was my most loyal supporter when I have made a conscious decision to pursue my PhD as a temporary single mother in New Zealand with my daughter who was barely two years old at the time. My beloved father, Assoc. Prof. Dr. Muhammad Hasan Abdul Rahman, has led me to this path. I am eternally in debt for his belief in what I can accomplish because I would not have discovered my interest in research and teaching without him guiding me. I may have inherited his passion for teaching but I can only hope I have his boundless energy for life. My brother and confidant, Azrul Helmi Mohd Hasan, who would always express humorous outlooks in life even at times of hardship and sadness, and I have learned to seek humour out of my PhD ordeal.

To my extended family, my father and mother in law, Mr. and Mrs. Ho, who were very understanding and supportive even when I took away the only grand-child they have and left their son for a few years to pursue my PhD in a different country, miles away. My sisters in law, Wendy Ho, who was always so loving and kind, and Dr. Susan Ho, who has cajoled me with words such as, “you’re almost done!” (even when I was not quite near to the end yet). Those words have helped me tremendously especially at the last phase of my thesis.

Finally, this thesis is dedicated to two most important people in my life. To my husband, my soul mate and my life partner, Adam Ho (Billy). You were always finding solutions in times of hardship, financially and emotionally, and telling me that everything will be fine. Never once did you complain about my decision to pursue PhD overseas. To my daughter, Aisha Ho, you are the main reason for my determination to complete this thesis. Without you, I would not have had the willpower to push myself to complete this thesis in due course. My life would not have been complete without you both and I love you with all my heart and soul.

Table of Contents

Abstract	ii
Acknowledgements	iii
List of Tables and Figures	ix
List of Acronyms	xii
CHAPTER 1	1
Introduction	1
1.1 Research aim and scope	8
1.2 A note on terminology	11
1.2.1 Corporate social responsibility and sustainability	11
1.2.2 Publics	12
1.2.2.1 Affected publics	13
1.2.3 Corporate philanthropy	13
1.3 Research approach and structure	14
1.3.1 United Motor Works Toyota	16
1.3.2 Nestlé Malaysia	17
1.3.3 Shell Malaysia	17
1.3.4 Telekom Malaysia	17
1.3.5 Honda Malaysia	18
1.3.6 Malaysian Cooperative Insurance Society Zurich	17
CHAPTER 2	21
Review of the literature	21
2.1 Evolution of CSR	22
2.2 The development of different research approaches to CSR	25
2.2.1 Making CSR economically viable: A business management perspective	27
2.2.2 Transnational corporations and CSR reporting	28
2.2.3 CSR reporting and standards in Malaysia: Empirical perspectives	31
2.2.4 In the interest of the publics: Merging views of ethics in CSR with public relations in business	37
2.3 Public relations in CSR	42
2.3.1 The nature of public relations roles in CSR in Malaysia: Since its inception to today	50
2.4 Concepts, theories and guidelines framing the research questions	56
2.4.1 Global level: Best-practice guidelines and standards	56
2.4.2 Organisational level: Public relations roles, theories and concepts	70
CHAPTER 3	80
Methodology	80
3.1 The research assumption: Interpretive framework	80
3.2 Limitations of using interpretivist paradigm in this research context	86
3.3 The researcher's own limitations and strengths in using an interpretivist approach	89

3.4	Research methods	92
3.4.1	Qualitative mixed-methods approach: An overview	96
3.4.2	Limitations of qualitative mixed-methods approach	99
3.4.3	The mixed-methods techniques and procedures	100
3.4.4	Triangulation process	102
3.4.5	The best-practice guidelines: The instrument	103
3.4.5.1	Human rights macro-category	104
3.4.5.2	Labour rights macro-category	105
3.4.5.3	Environmental stewardship macro-category	105
3.4.5.4	Fighting corruption and bribery macro-category	106
3.4.5.5	Social reporting macro-category	106
3.4.5.6	Financial necessity macro-category	106
3.4.5.7	Compliance with certified international standards macro-category	107
3.4.5.8	Community driven macro-category	108
3.5	Sample and sampling procedures	109
3.5.1	Textual analysis sample and sampling procedure	109
3.5.2	Interview sample and sampling procedure	111
3.6	Data collection: Textual analysis of annual reports and stand-alone sustainability reports	113
3.6.1	Data analysis of annual reports and stand-alone sustainability reports	114
3.7	Data collection: Interviews	115
3.7.1	Data analysis of interview transcripts	118
3.8	Data management of interviews	121
	CHAPTER 4	123
	Findings	123
4.1	Public documents: Annual reports and stand-alone sustainability reports	127
4.1.1	Breakdown of the annual report coding results	128
4.1.2	Breakdown of the stand-alone sustainability report coding results	132
4.1.3	Comparative coding results from a range of perspectives	134
4.2	Human rights	139
4.3	Labour rights	145
4.4	Environmental stewardship	154
4.5	Fighting corruption and bribery	160
4.6	Social reporting	165
4.7	Financial necessity	169
4.8	Compliance with certified international standards	174
4.9	Community driven	179
4.10	CSR best-practice documentation in stand-alone sustainability reports	183
4.11	Results from the stand-alone sustainability reports.	184
4.12	Results from the interview transcripts: An introduction	190
4.12.1	The case-study organisations and interviewees	190

4.13	Public relations roles and functions: Themes detected	193
4.13.1	Media and newspaper monitoring function	195
4.13.2	Public relations tasks that drive nation building and government policy	198
4.13.2.1	Philanthropy: Education, health and the environment	198
4.13.3	Public relations role as defined by Malaysian MNCs' practitioners: Mixed worldviews	200
4.13.4	Gradual shift towards reputational management roles among public relations practitioners in Malaysia	201
4.13.5	Perceptions of public relations roles in Malaysian companies	203
4.13.6	CSR involvement, processes and outcomes: Long-term sustainability outcomes	204
4.13.7	Employee involvements and relations role	207
4.14	Factors influencing public relations value in CSR: Themes detected	212
4.14.1	The degree of expertise given to the role of CSR affects the perception and degree of CSR standards and outcomes	212
4.14.2	Relationships with the dominant coalition affect how they perceive their public relations value	215
4.14.3	The role of public relations is influenced by departmental size, establishment and the length of time employed	218
4.15	Practising international standards: Mixed views	223
4.16	Involvement in annual reports and stand-alone sustainability reports	231
CHAPTER 5		236
Discussion		236
5.1	Current performance reported by MNCs in a range of sectors and ownership in Malaysia measured against global best-practice standards	239
5.1.1	A discussion to compare findings found in annual reports and stand-alone sustainability CSR reports	239
5.1.2	MNCs' CSR performance when measured against international and Malaysian best practices by ownership	247
5.1.2.1	Discussion of human rights to measure CSR standards under ownership types	249
5.1.2.2	Discussion of labour rights standards to measure CSR standards under ownership types	252
5.1.2.3	Discussion of environmental standards to measure CSR standards under ownership types	254
5.1.3	MNCs' CSR performance when measured against international and Malaysian CSR standards by sectors	255
5.2	Types of roles given to public relations in CSR	259
5.2.1	The role of the communication technician in CSR	260
5.2.2	The role of relationship management in CSR	265

5.2.3	The role of crisis and issues management in CSR	267
5.2.4	The role of sustainability management in CSR: A leadership role that is lacking in public relations in Malaysian MNCs	273
5.3	Reasons for the role public relations plays in contributing to CSR in Malaysia	277
5.3.1	Philanthropy or nation building: An explanation of CSR performance and role of public relations in CSR.	277
5.3.2	Lack of company's knowledge and awareness of the worth of public relations roles in CSR	280
5.3.3	Ranks and financial resources of a company and the size of its public relations department may explain reasons for the current CSR roles given to public relations	282
5.4	Other themes detected outside the scope of the research questions	285
5.4.1	Lack of governance of CSR reporting may increase the chances of an organisation's CSR efforts being seen as merely window-dressing the organisation's image.	285
5.4.2	Boundary crossover: Public relations roles vs. marketing roles in CSR	287
5.5	Chapter conclusion	289
	CHAPTER 6	293
	Conclusion	293
6.1	Summary of the approaches and processes used for the study	295
6.2	Summary of the findings	300
6.2.1	Current standards of CSR in a range of sectors and ownership in Malaysia	300
6.2.1.1	MNCs CSR reporting by ownership types	300
6.2.1.2	MNCs' CSR reporting by sectors	302
6.2.2	Interpretations of the results found from analysis of the public documents	302
6.2.3	Interviews	305
6.2.3.1	Types of roles given to public relations in Malaysian MNCs in CSR in relation to ideal roles in public relations	305
6.2.3.2	Understanding the reasons for the role public relations plays in contributing to CSR in Malaysia	306
6.3	Implication and contribution	308
6.3.1	Size matters when it comes to CSR reporting standards	308
6.3.2	CSR reporting standards in Malaysia may be influenced by the responsibilities given to public relations in CSR	309
6.3.3	CSR reporting in Malaysia is focused towards corporate philanthropy	313
6.4	Limitations of study	316
6.5	Contributions and suggestions for future research	319

6.6 Concluding summary	322
References	325
Appendix A: Descriptors of micro-categories employed in the best-practice instrument	344
Appendix B: Interview guide	347
Appendix C: Sample of consent form	348
Appendix D: Sample Managerial participant information sheet	349
Appendix E: Sample Non-managerial participant information sheet	352

List of Tables and Figures

Tables

Table 1	Best-Practice Instrument to Measure CSR Reporting by MNCs	69
Table 2	Summary of the Micro-Categories Presented in 45 Malaysian MNCs' Annual Reports and Stand-Alone Sustainability Reports	125
Table 3	Summary of the Total of MNCs Reporting CSR Best-Practices in 45 Annual Reports for each Macro-Category	128
Table 4	Micro-Categories Ranked from the Most Reported to the Least Reported Among Malaysian MNCs' 45 Annual Reports	130
Table 5	Summary of the Total of MNCs Reporting CSR Best-Practices in 10 Stand-Alone Sustainability Reports for each Macro-Category	132
Table 6	Micro-Categories Ranked from the Most Reported to the Least Reported Among Malaysian MNCs' 10 Stand-Alone Sustainability Reports	133
Table 7	Summary of 45 Companies Listed by Sectors, Ownership, Ranks (Based on Forbes Global 2000), and Companies that Produce Stand-Alone Sustainability Reports	135
Table 8	Stand-Alone Sustainability Reports of the Selected 45 MNCs	137
Table 9	Number of Best-Practice CSR Micro-Categories Reported in Annual Reports by Sector	138
Table 10	MNCs Reporting on Human Rights	139
Table 11	Comparison Between Foreign-Owned and Locally Owned Reporting of Human Rights Micro-Categories in Annual Reports and Stand-Alone Sustainability Reports	141
Table 12	Human Rights Communicated in Annual Reports by Sectors	143
Table 13	Human Rights Communicated in Stand-Alone Sustainability Reports by Sectors	144
Table 14	MNCs Reporting on Labour Rights	145
Table 15	Comparison Between Foreign-Owned and Locally Owned MNCs Under Labour Rights Micro-Categories	146
Table 16	Labour Rights Communicated in Annual Reports by Sectors	152
Table 17	Labour Rights Communicated in Stand-Alone Sustainability Reports by Sectors	153

Table 18	MNCs' Reporting on Environmental Stewardship	154
Table 19	Comparison Between Foreign-Owned and Locally Owned Reporting on Environmental Stewardship	155
Table 20	Environmental Stewardship Communicated in Annual Reports by Sectors	157
Table 21	Environmental Stewardship Communicated in Stand-Alone Sustainability Reports by Sectors	159
Table 22	Results of 45 MNCs' Annual Reports and 10 MNCs' Stand-Alone Sustainability Reports Reporting on Fighting Corruption and Bribery Macro-Category	160
Table 23	Results Divided Between Foreign Owned and Locally Owned for Corruption and Bribery Reporting	161
Table 24	Fighting Bribery and Corruption Communicated in Annual Reports by Sectors	163
Table 25	Fighting Bribery and Corruption Micro-Categories Communicated in Stand-Alone Sustainability Reports by Sectors	164
Table 26	Results of 45 MNCs' Annual Reports and 10 MNCs' Stand-Alone Sustainability Reports Reporting Under Social Reporting Macro-Category	165
Table 27	Annual Reports and Stand-Alone Reports by Ownership Under Social Reporting Micro-Categories	166
Table 28	Social Reporting Communicated in Annual Reports by Sectors	168
Table 29	Social Reporting Micro-Categories Communicated in Stand-Alone Sustainability Reports by Sectors	169
Table 30	Results of 45 MNCs' Annual Reports and 10 MNCs' Stand-Alone Sustainability Reports Reporting on Financial Necessity Macro-Category	170
Table 31	Annual Reports and Stand-Alone Sustainability Reports by Ownership Under Financial Necessity Micro-Categories	170
Table 32	Financial Necessity Communicated in Annual Reports by Sectors	173
Table 33	Financial Necessity Micro-Categories Communicated in Stand-Alone Sustainability Reports by Sectors	174
Table 34	Results of 45 MNCs' Annual Reports and 10 MNCs' Stand-Alone Sustainability Reports Reporting on Compliance with Certified International Standards Macro-Category	175
Table 35	Comparison Between Foreign-Owned and Locally Owned MNCs Under Compliance with Certified International Standards Micro-Categories	175
Table 36	Compliance with Certified International Standards Reported in Annual Reports by Sectors	177
Table 37	Compliance with Certified International Standards Micro-Categories Communicated in Stand-Alone Sustainability Reports by Sectors	178
Table 38	Results of 45 MNCs' Annual Reports and 10 MNCs' Stand-Alone Sustainability Reports Reporting on Community Driven Macro-Category	179
Table 39	Comparison Between Foreign-Owned and Locally Owned MNCs Under Community Driven Micro-Categories	180
Table 40	Community Driven Micro-Categories Communicated in Annual Reports	

	by Sectors	181
Table 41	Community Driven Micro-Categories Communicated in Stand-Alone Sustainability Reports by Sectors	182
Table 42	Number of Companies Reporting on Best-Practice Micro-Categories in Stand-Alone Sustainability Reports of 10 out of 45 Selected MNCs by Sectors	185
Table 43	Ten Companies' Reported Micro-Categories in Stand-Alone Sustainability Reports by Ownership Types	187
Table 44	Practitioners' Roles and Daily Function	194
Table 45	The Ranking and size of Company, Establishment of Public Relations Department and Practitioner's Tenure in the Department	219
Table 46	Public Relations Roles in Company's Public Documents: Annual Reports and Stand-Alone Sustainability Reports	231
Table 47	Best-Practice Instrument Employed to Measure Annual Reports and Stand-Alone Sustainability Reports	237
 Figures		
Figure 1	Carroll's revised pyramid of global CSR and performance.	57
Figure 2	Foreign-owned MNCs vs. locally owned MNCs' annual reports and stand-alone sustainability reports under the human rights macro-category	141
Figure 3	Annual reports for foreign-owned MNCs vs. locally owned MNCs under the labour rights micro-categories	148
Figure 4	Stand-alone sustainability reports for foreign-owned MNCs vs. locally owned MNCs under the labour rights micro-categories	150
Figure 5	Annual reports and stand-alone sustainability reports by ownership under the environmental stewardship micro-categories	155
Figure 6	Foreign-owned MNCs vs. locally owned MNCs' annual report under the corruption and bribery micro-categories	162
Figure 7	Foreign-owned vs. locally owned MNCs' annual reports under the financial necessity micro-categories	166
Figure 8	Foreign-owned vs. locally owned MNCs' annual reports under the financial necessity micro-categories	171
Figure 9	Forty-five MNCs' annual reports and 10 MNCs' stand-alone reports by ownership types under the compliance with certified international standards micro-categories	176
Figure 10	Forty-five MNCs' annual reports & 10 MNCs' stand-alone sustainability reports by ownership types under community driven micro-categories	180
Figure 11	Practitioners' roles in case-study MNCs on a daily basis.	208
Figure 12	Daily tasks mentioned by practitioners interviewed from six of the selected case-study MNCs	210
Figure 13	Public relations' role in CSR based on the case-study MNCs	215
Figure 14	Public relations participants' relationships with top management perceived as potentially affecting their roles in CSR	218
Figure 15	A summary of the trends of CSR reporting measured against the best-practice CSR macro-categories in annual reports and stand-alone reports	241
Figure 16	CSR initiatives in annual reports by sectors	256

List of Acronyms

Acronym	Full title of acronym	Brief description
AA	AccountAbility	A global organisation helping multinational corporations, nonprofits and governments in developed and developing countries instil ethical practices and accountability in their businesses
ACCA	The Association of Chartered Certified Accountants	Works closely with the Malaysian government and finance organisations. One of the responsibilities ACCA is to report on companies' transparency initiatives as well as recent financial and sustainability development of the country.
AMLA	Anti-Money Laundering Act	A Malaysian law enacted in 2001 which acts as preventive measures against money laundering and terrorist financing.
CERES	Coalition for Environmentally Responsible Economies	A US-based non-profit organisation that has developed voluntary standards for sustainability worldwide.
CIC	Central Industrial Corporation	A publicly listed manufacturing company in Malaysia.
D&O Greentech	Dominant Opto Greentech	A publicly listed company in Malaysia.
EON	Edaran Otomobil Nasional	A governmental-linked company which manufactures Malaysia's first national cars sold worldwide.
EPF	Employees' Provident Fund	A statutory requirement which the government provides to employees on a monthly basis as a way to prepare Malaysian employees for retirement years (myGovernment, 2012).
FDI	Foreign Direct Investment	A concept which opens doors for opportunities for both foreign and locally owned companies to invest overseas focusing on the economic development of a nation.
GEF	Global Environmental Facility	An international organisation that pulls together both non-profit and private sectors to develop and sustain the global environment.
GLC	Governmental-Linked Companies	Companies operating in primary commercial industry with the government having direct control over companies' shares (see Atan, Mohd Razali & Mohamed, 2010).
GRI	Global Reporting Initiatives	A non-profit organisation that developed a globally accepted sustainability framework in which companies can adopt for transparent reporting of economic, environmental and social sustainability.
IIP	Investors in People	An organisation which collaborates with UK-based businesses to create a framework that assists with an organisation's improvement of quality and standard of corporate responsibility performance.
ILO	International Labour Organisation	Created based on an idea to protect labour from social, political and economic instabilities during the First World War.
ISO	International Organisation for Standardisation	An established worldwide source for governance standards at an organisational level.
KLD Index	Kinder, Lydenberg, Domini and Company Index	A socially responsible companies' stocks index.
KLSE	Kuala Lumpur Stock Exchange	Malaysia's main platform for foreign and local investors' stock exchange.

(continued)

List of Acronyms (continued)		
Acronym	Full title of acronym	Brief description
KPMG	Klynveld, Peat, Main and Goerdeler	A Swiss entity, and has established its business in Malaysia since 1928. KPMG provides audit, tax and advisory services.
MCIS	Malaysian Cooperative Insurance Society	A Malaysian company insurance providing financial services to customers. The society is affiliated with European insurance companies.
MERCY	Malaysian Medical Relief Society	A non-profit organisation in Malaysia which provides medical relief and various volunteer work throughout the Malaysian community.
MNC	Multinational corporation	Companies with investments overseas and practise separate goals in businesses abroad. An MNC typically has a strong impact to the economic development, particularly in a developing nation.
MSC	Multimedia super corridor	A hub that allows Malaysia access to the World Wide Web, launched in 1996.
NEP	National Economic Policy	Malaysian government's initiatives to improve national unity with its main objectives are to reduce poverty, improve living standards and restructure society.
NGO	Non-governmental organisation	An organisation with less or no affiliation with the government, and works under a non-profit oriented environment.
OECD	Organisation for Economic Co-operation and Development	An international guideline which covers generic international issues consisting of human rights, labour rights, the environment and anti-corruption.
OHSAS	Occupational Health and Safety Assessment Series	An international standard, developed by US-based Occupational Health and Safety Administration to assist organisations achieve global standards in the safety and health of workers.
PINTAR	Promoting Intelligence, Nurturing Talent and Advocating Responsibility	A government-affiliated foundation which works closely with GLCs and private companies to improve academic and non-academic performances of under privileged children in Malaysia.
SA	Social Accountability	An international standard, developed by Social Accountability International (SAI), a non-governmental organisation aimed at promoting human rights of workers worldwide.
SCGM	Seng Chai Guan and Meng	A publicly listed manufacturer of plastic packaging in Malaysia and abroad.
SIRIM	Standards of Industrial Research Institute of Malaysia	A government affiliated institute for the development of research and technology in Malaysia's private sectors.
SRI	Socially Responsibility Investment	A CSR area which looks at companies' CSR initiatives and sustainability as well as acts as companies' long-term profitability.
UMW	United Motor Works	A global industrial enterprise which specialises in automotive, manufacturing, engineering, as well as oil and gas businesses.
UNDP	United Nations Development Programme	An international organisation which focuses on rebuilding economic-torn nations and assists with sustaining the environment and unity of a given nation.
UN Global Compact	United Nations Global Compact	An international guideline which covers generic international issues consisting of human rights, labour rights, the environment and anti-corruption.