The role of philanthropy in supporting Business for Good in South East Asia

Recommendations for global and local philanthropy prepared by SIX, supported by a private funder.

Written by Louise Pulford and Josiane Smith | 2022
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1. About the research

This 16-week piece of research covers the changing narratives around business in Asia, the business landscape across different Asian countries, the impact of new policies and targets inside and outside of the region, and key trends influencing Business for Good in Asia, and makes recommendations on where philanthropic funding might provide the most catalytic change within the private sector accountability landscape in South East Asia. This is a public summary of a larger final report. Our focus is on pain points and acupuncture centres for philanthropy to influence multinational corporations (MNCs), rather than SMEs, and on advancing environmental and governance issues, though we recognise that ‘social’ is often neglected from discussions around ESG and sustainable business performance.

Target counties/groupings
Since the region is so diverse, we grouped countries in the following ways: 1) South Asia - India and Bangladesh; 2) Capital markets of Hong Kong and Singapore; 3) Low income, emerging economies in South East Asia - Cambodia, Indonesia, Malaysia, Philippines, Thailand, Vietnam. We know there is more activity elsewhere, particularly in China and the more developed East Asian economies like Japan and South Korea, but these were outside the scope of this work.

Methodology
The research was based on an extensive literature review of over 70 reports, articles, news and press releases, 30+ interviews with foundations and relevant stakeholders based in or operating in South East Asia, 2x workshops with 14 foundations, and many NGOs worldwide.

Why philanthropy and Business for Good?
Without a doubt, the Asia region, and specifically the businesses operating within it, have an important role to play in transitioning our planet to a sustainable and green future. But the climate breakdown is an intersectional challenge - that means every sector needs to work together effectively, and for that to happen, people within different institutions need to understand the issues, their roles, and how to work better with other people/sectors.

Lack of education, trust and transparency are challenges which hinder progress: where there were new policies in Asia, businesses did not understand how or why to cooperate and comply, and where there were efforts amongst businesses to operate more sustainably, funders and NGOs were not actively involved in addressing the impact on local communities.
This is where philanthropy can play a key role, as a catalyst for systemic change and as a trusted bridge and convenor between sectors. This report offers three areas where philanthropy could advance the business for good movement in the region: through standards, accountability and field building. Philanthropy can partner with those developing the methods to measure and value the impact that companies have on people and planet, can work with key players to hold corporations to account and can ultimately incentivise businesses to become leaders for societal and environmental good, looking beyond just shareholder profit.

About SIX
Social Innovation Exchange (SIX) is a global organisation focussed on accelerating learning and exchange across borders and sectors, in order to help organisations respond more quickly and more effectively to the complex societal challenges we face. We have been working in the Asia region since 2010, and have been working with philanthropic foundations since 2015.
2. Context - Changing narratives and key trends influencing Business for Good in Asia

Narratives around the role of business in society in Asia are, in general, different to Europe and North America. Capitalistic business is still largely seen as the vehicle for more wealth and better living standards in many parts of Asia, particularly in less developed economies (though there are of course differences depending on the economic, political and cultural characteristics in each country).

The pandemic has without a doubt shifted the way businesses are operating in Asia, with almost half of business leaders in Asia Pacific now saying they are approaching sustainability issues more seriously than before. And as incomes are starting to rise across the region, questions about the wider role of business in society are emerging and ideas and narratives around Business for Good are becoming more mainstream.

In recent years, dozens of conferences focussing on business as a force for good are taking place (usually in Hong Kong and Singapore), several reports and new research on the topic (often produced by the Asian based consultancy firms) and business media are publishing more or focussing especially on the topic in Asia (for example Regulation Asia, ESG Investor, Eco-Business).

2.1 The business landscape

SMEs account for up to 97 percent of employment in the region and roughly 50 percent of output in Indonesia, Malaysia, the Philippines, Thailand, and Vietnam and so their engagement in the Business for Good movement in the region is important. However, as previously mentioned, this research focuses on influencing the MNCs operating in Asia. 35 percent of MNCs globally are in Asia and companies in Asia account for 43 percent of the world's largest companies by revenue and this is likely to increase.

But there are specific challenges for businesses operating in the region: for Asian companies operating in Asia, there is confusion around different taxonomies in the region and what regulation is enforced or likely to be penalised (and how). This lack of clarity creates, at worst, impunity, and at best, compliance with the bare minimum standards. Meanwhile, for global companies based in Asia, there is often a discrepancy between what global companies say they are doing from global headquarters compared to what their business activities and supply chains look like on the ground in Asia.

3 https://www.investmentmonitor.ai/analysis/asian-companies-subsidiaries-home
But, with the help of more available data, new technologies, public pressure, and tighter environmental regulations, violations of environmental standards through core business operations and their suppliers are increasingly being exposed. In the long term, a stronger policy landscape and clearer guidelines on compliance will help to standardise mandates and requirements across all core business functions whether in or outside of Asia and help to create a better standard for business operations in the region for both global and domestic businesses.

2.2 Influence of global markets
Global markets also have a large influence in Asian countries, particularly on publicly listed companies. Global standards, principles, and frameworks (including GRI, the SBTi, the TCFD, CDP, UN PRI, and the WBA) are starting to be adopted by corporations in Asia. However, there are key differences in reporting standards across Asia compared to Europe. As Responsible Investor maintains, Asia is “often viewed as lagging behind Europe... while Europe is trying to shift from managing external risk on portfolios to managing portfolios that have a positive impact on society, Asia is still very much focused on risk management.” According to Tech in Asia (2021), only 9 percent of Asian investors ask for essential reporting metrics to evaluate the company’s progress against ESG goals, whereas 19 percent of European investors require key metrics.

2.3 New policies and targets and their impact
Currently, there is a wide range of policies affecting how businesses operate and are regulated, ranging from tax incentives to ‘comply or explain’ mandates, and several regulations in the region issued by stock exchanges, central banks or security commissions (most notably, the Monetary Authority of Singapore (MAS), and the Securities and Exchange Board of India (SEBI).

But the policy landscape around business for good in the region is fast changing, particularly in relation to ESG standards. Global movements and narratives are influential in the region, particularly in regards to sustainability. With widespread recognition that climate adaptation and mitigation will be critical for the resilience of the region, the recent COP26 in Glasgow sparked a wave of NDC targets and net zero commitments from Asian countries.

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5 https://www.techinasia.com/asia-worlds-lowest-esg-transparency-rate-report
6 Under the ‘comply or explain’ approach, companies have to comply with the general principles of the corporate governance codes under the stock market listing rules but non-compliance is allowed based on the premise of full disclosure (source: https://www.eastspring.com/insights/tracking-corporate-governance-in-asia)
Whilst the associated metrics with ESG mandates are becoming clearer and reporting mandates that hold companies to account are getting stricter, many of these targets have not yet become policies or laws, and new and emerging environmental policies have only been set within the last few years, so there has not been enough time for them to bed in. And in order for these new standards to be widely accepted, it is important to address perceptions that European policies are being ‘imposed’ upon Asia, through education, awareness raising and contextualising/localising efforts.

2.4 A growing middle class and awareness of climate issues
Changes in the population will also have an effect on the role of businesses in the region. According to UNDP’s People’s Climate Vote Report in 2021, 63 percent of people in Asia Pacific said climate change is a global emergency and by 2030, 70 percent of the ASEAN population will be middle-class. The middle-class boom will more than double consumption in the region, so the more that Asian populations care about climate related issues, the bigger influence it will have on the behaviour of companies.

2.5 Influence of young people - as consumers and as next gen leaders
The People’s Climate Vote Report states that over 70 percent of under-18s in Asia Pacific said that climate change is an emergency. As Gen Zers mature, they will make and spend more money and more so in line with their values, thereby having an influence on the ways companies behave.

It is important to also remember that Asia’s young people will be the leaders of the future, but a new report by the Center for Creative Leadership (CCL) found that future Asian leaders are being held back by factors such as organisational culture (and a “hard-wired Asian culture”), lack of mobility and lack of internal alignment, which may lead to rethinking the priorities and strategies of their family businesses and foundations.

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8 https://www.undp.org/publications/peoples-climate-vote
10 https://www.asiapacificsecuritymagazine.com/outdated-myths-hinder-growth-of-next-generation-asian-leaders-new-research-finds
3. Levers for change

3.1 Overview of levers
We are using the concept of ‘levers for change’ to describe areas in which wide-ranging positive change can be achieved beyond an immediate focus area. In this case, the five levers we’ve identified show where philanthropic funding may make the most impact in advancing the Business for Good movement in Asia.

<table>
<thead>
<tr>
<th>Regulation and policy development around environmental standards</th>
<th>A principal driver for greening businesses is regulation and policy incentives. Across Asia, regulatory pressure can generate markets for environmental goods and services by raising demand, creating incentives, increasing innovation and competitiveness and mobilising investments for green technologies. Initiatives like Science Based Targets (SBTs) are increasingly being recognised and used in Asia as a tool to help companies and financial institutions align their operations and/or investment portfolios with Paris Agreement goals.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standards and frameworks</td>
<td>Standards and frameworks are a key way of helping companies comply with regulations and policy but without clarity on this, it makes it harder for companies to comply. As in Europe, the main challenge around standards and frameworks in Asia is harmonisation, but there is also a challenge of translating global standards into locally applicable/contextually appropriate standards.</td>
</tr>
<tr>
<td>Legal and litigation</td>
<td>Globally, as well as in the region, climate change litigation is burgeoning. But both hard and soft laws currently fall short of enabling strategic litigation around climate(^1). In addition, there may be even more cases in Asia than those we could find in this research, but it is difficult to get a true picture of how much climate related litigation is actually happening in the region. This is for two reasons: 1) many cases will not specifically mention ‘climate change’ as a disputed issue, or will be filed on the basis of other relevant laws so as to increase their chance of winning in the courts; 2) some of this work is not public, due to the dangerous nature of some of the cases, particularly for civil society groups.</td>
</tr>
</tbody>
</table>

\(^1\) "Philanthropy needs to be bolder. I read recently that only a very small percentage of environmental funders are engaging in more disruptive practices like strategic litigation. If we aren’t bold enough to come in where no-one else will, that’s a challenge.” - Leslie Johnston, Laudes Foundation (source: https://www.thefuturescentre.org/philanthropy-2050-catalysing-a-just-and-regenerative-future)
3. Levers for change

Supply chains and supporting organisations/ SMEs ‘upstream’

In an increasingly globally connected world, global supply chains play an important role in influencing how companies behave in relation to corporate sustainability in Asia. The adoption of international standards around environmental practices is often stimulated by demand from larger companies, particularly MNCs whose supply chains involve one or more countries in Asia.

Creating an enabling environment

Creating an enabling environment for change is important for the other levers to be effective. It will help relevant stakeholders in Asia, from policy makers to companies, adopt new ideas and practices, and ultimately help changes to stick. There are several different actors in every ecosystem, each with different motivations and resources. It is necessary to understand each element of the ecosystem and how they connect. We believe philanthropy can play an important role in creating an enabling environment, but a relational approach is needed - this means people within philanthropic organisations must be open, outward looking and able to build trust between actors, work in partnership and connect the dots.

3.2 Enablers and barriers around each of the levers

To help us understand which factors help or hinder each lever’s successful adoption, we’ve used an analytical framework of ‘enablers’ and ‘barriers’ (in table below). Most of the barriers are largely ‘systemic’ in nature and bigger than a solo funder could hope to fully address in the whole region. These barriers are largely around corruption, embedded cultural behaviours and perceptions around business and wealth, and authoritarian regimes. The enablers, however, are mainly ‘low hanging fruit’ types of activities that could be more easily executed to facilitate action around the levers by key stakeholders. So, there is clear opportunity for funders and NGOs to make an impact, regardless of the barriers in place.
### 3. Levers for change

<table>
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<tr>
<th>Lever</th>
<th>Barriers: What are the challenges around this lever in Asia?</th>
<th>Enablers: What would enable the adoption of this lever in Asia?</th>
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</thead>
</table>
| **Regulation and policy development** | - ESG policies are new and regulation is not yet aligned.  
- Isolation/disconnect between policy makers and regulators, limiting scope for harmonisation and holistic strategy  
- Limited incentivise to enforce environmental laws or to mandate companies to integrate environmental activities into financial or risk analyses for shareholders.  
- Limited guidance, education, skills/resources for staff within businesses around how to do reporting, which leads to a lack of clarity and lower levels of compliance  
- Greenwashing - compliance becomes a tick box exercise/culture, rather than companies, or people in them, shifting their mindset to understanding the importance of this exercise and actually complying. | - Training and dialogues for policy makers, together with business leaders and civil society groups to understand the issues and push for policy development that encourages better private sector practice.  
- Better guidance and training for companies to comply with policies which creates a feedback loop/ informing policy makers about compliance challenges and helps to improve existing policy mandates.  
- International investors in the region can act as an enabler by requiring integrated reporting and definitions of the metrics from the companies themselves, but also putting pressure on governments to encourage companies to follow international standards (with some degree of scepticism). |

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| **Standards and frameworks** | - No common taxonomy for countries in Asia, lack of reliable, comparable data.  
- Lack of linking activity between countries who are already developing/or who have developed their own taxonomies.  
- Perceptions amongst business leaders and limited effectiveness of localising efforts around international standards  
- One-sided conversation between the West and Asia - classification systems; business leaders do not see immediate relevance to the context and uncertainty about how these classification systems may impact businesses in the region differently | - Inviting Asian businesses to be part of global working groups to help businesses in the region understand standards/frameworks  
- Influence of global standards/frameworks and the creation of a new ISSB, where local requirements can be layered onto the global baseline (KPMG 2021), but they need someone to bridge the gap between global and local, and to do the translation piece to make European frameworks relevant.  
- Domestic/regional support organisations who can help global players (like ISSB, GRI, CDP, WBA) to engage the business sector, translate and adapt frameworks to the local contexts, priorities, norms, and so on. |
3. Levers for change

Legal and litigation

- Powerful interests/corruption - more recently, COVID 19 financial support could be used to cover for bribery, corruption, or other forms of improperly influencing officials.
- Climate change laws, policies/legal provisions are not in place or not enforceable, which limits likelihood of winning court battles.
- Risky, costly, long and dangerous work, need for protection and compensation.
- Not enough capacity across several groups in society:
  - Amongst citizen groups - many are young people
  - Not enough knowledge or understanding of the climate crisis inside courts and other legal institutions
- Not a big enough precedent for climate legal action and legal provisions yet, so more cases need to be filed against companies (not just governments) for their actions in the region
- Lack of data and transparency around business operations and their impact.

Enablers:

- Supporting climate policy developments (recognising climate as an issue specifically)
- Making use of law-binding agreements such as the Paris Agreement or frameworks like the UN Framework Convention on Climate Change.
- Legal support, training and protection to plaintiffs, especially young people
- Building climate narratives in legal forums, particularly around (1) the links between human rights/climate; (2) causation between business operations and environmental destruction; (3) economic benefits of climate litigation (e.g. through Loss and Damages) in order to incentivise/increase more climate litigation.
- Human rights due diligence particularly in Europe, is gaining traction and putting pressure on international companies whose supply chains are in Asia.

Supply chains and supporting organisations/ SMEs ‘upstream’

- Increase in South to South supply chains which are not influenced by global investors.
- Influence of global markets is limited to larger companies, and doesn't necessarily trickle down
- Supply chains are complex (sometimes involving hundreds or thousands of smaller businesses and often those working in the ‘informal’ sector), so difficult to track.

Enablers:

- New tools are being developed to improve environmental reporting across supply chains, e.g. Salesforce announced in April 2021 that it will introduce climate obligations in its supplier procurement contracts, and released a new platform aiming to help companies to streamline how they track and measure supply chain carbon emissions.
- Data platforms to publicly expose bad practice across supply chains, for example Blue Map App by IPE (in China)
- Human rights due diligence legislation is increasing in Europe and has implications for supply chains in the region
- New programmes, e.g. the SWITCH.EU Asia Program to promote sustainable processes and consumption patterns and improve relations between Asian suppliers and European organisations.
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| Creating an enabling environment | • ‘One size fits all’ doesn’t work - understanding the differences and nuances across Asian economies takes time and requires a tailored approach.  
• Impacts are not immediately visible, or measurable, so are unlikely to yield clear results in a 3-5 year timeframe.  
• Lack of trust across actors in different sectors; hard to bring them together. Philanthropy can play a key role as a neutral convenor who can connect business, NGOs and governments.  
• Absence of philanthropy in business and government forums around climate - if you aren’t at the table, it is hard to make change.  
• Resistance to change, new policies and lack of incentives across society. | • Coalitions help build narratives through events and sharing of knowledge and insights.  
• Domestic funds, civil society help to keep the pressure on businesses and raise awareness/cultural understanding of key issues.  
• Business schools and programmes, like Asia’s First Technology/Green Finance MBA.  
• Green finance can catalyse climate positive large scale infrastructure and incentivise businesses (particularly in environmental protection, energy efficiency, clean energy, green transport and construction).  
• Global and peer learning - demonstrating new ways of doing things, for example using European examples sensitively to demonstrate change within companies and philanthropy. |
4.1 Philanthropy’s unique positioning in Asia in relation to B4G

Asia has a vibrant and active philanthropic landscape, but the number of funders working in Business for Good is relatively small. Few foundations have a named ‘Business for Good’ or ‘Purposeful Business’ programmes in the region, so we included foundations whose programmes involved human/migrant/labour rights (which are still quite few) or environmental pressure/campaigns (which are more common) as they often also involve business leaders and address the role of business. Since we are interested in systemic approaches, this research does not include foundations whose programmes were CSR projects, or did not take a broader ecosystem approach.

Unlike in Europe, philanthropy and business in Asia are often more closely linked through family relations. This proximity however, does not seem to affect how and/or whether Asian philanthropy works towards the Business for Good movement in the region. In fact, global foundations are doing more work on Business for Good in the region, because they are more likely to perceive corporate sustainability and accountability as critical priorities, have the resources and acumen to address them, and are more willing to invest in work that carries some risk in relation to holding powerful corporate and governmental interests to account.

4.2 Overview of the philanthropic landscape in South East Asia

We identified and mapped 36 foundations who are working on Business for Good in the region. 19 of the funders are global, based in Australia, Europe and the USA. Some of these include Asia in their core/global programming activities, but others have specific programmes in and for the region. Below is a summary of the philanthropic landscape across the countries:

- Singapore has a wide and active funding ecosystem, with a range of funders from VCs (Open Space VC, Tembusu Partners) to philanthropies and funds (DBS Foundation Community Foundation of Singapore, Temasek, Militrust International’s Climate Impact Asia Fund) to philanthropy support organisations (Asia Philanthropy Circle, AVPN).

- In Indonesia, several local and global foundations operate here. There were several projects being supported by Coca Cola Foundation, Ford Foundation or local offices of international companies (Yayasan Unilever Indonesia), and one main philanthropy organisation, coordinating activities and acting as a network (Filantropi Indonesia).
4. B4G Philanthropic and NGO landscape in Asia

- In the Philippines, our mapping reveals mainly corporate philanthropy with Ayala Foundation being the most prominent, alongside Asia Development Bank. On the other hand, many smaller NGOs and international projects are based here, supported by Coca Cola Foundation.

- India, Hong Kong, Thailand and Malaysia have more local philanthropies working on Business for Good (e.g. India Climate Collaborative/Edelgive Foundation, RS Group, Yayasan Hasanah respectively), but less globally funded projects (except for Rockefeller Foundation in Thailand and MacArthur in India).

There are also several funder collaborations and alliances in the region, mainly dominated by global funders (rather than local ones who often do not have capacity for such projects). These collaborations often use blended finance to catalyse greater investment and work together with a range of private, government and philanthropic actors to finance large scale infrastructure projects. Some focus on accelerating new technologies and markets for a net-zero future in targeted sectors like energy, the circular economy, transport and more broadly ‘climate and legal infrastructure.

4.3 NGOs operating in Business for Good in Asia

As is the case with the philanthropic scene in Asia, there is a vibrant scene of NGOs working in environmental and social issues in Asia, but only a small number of them work on Business for Good related work. An even smaller number work on the levers for change we identified.

- We identified 59 NGOs/initiatives that are working on Business for Good in Asia, specifically around the identified levers for change.
- 20 of these NGOs are funded by the philanthropic foundations we identified in our mapping. This means 39 of the NGOs are funded by other means (either governments, multilateral organisations, or local/small funders supporting a one off project).
- Of those NGOs who are supported by foundations identified in our mapping, most of them are working across the region and supported by global funders. This is another indication that there is not enough support to scale locally based organisations from non Asia funders.
4.4 How is philanthropy supporting Business for Good in Asia?

**Hotspots**
Singapore is a hub both for philanthropy and business with active and established networks like APC that are bridging the two; it also has a range of different funding models (VCs, community foundations, corporate philanthropy, etc.,) and an advanced policy landscape. Coordinating bodies and networks are strong and established and useful for building the enabling environment but are often sector agnostic (i.e. will work with oil and gas money) and do not explicitly challenge business-as-usual operations of the corporate philanthropy organisations that become members.

Philippines and Indonesia are two counties with the potential to influence the region based on the funders’ landscape - Philippines which has two strong, longstanding and well-known examples of corporate philanthropy known across the region and Indonesia is a hotspot for different international philanthropies, which shows a precedent for global philanthropy to work in the country.

Funders working in the region are working on issues around supply chains and policy and regulation, as well as working to support the enabling environment. Global funders are more likely to be working across most or all of the levers, though they often work on the levers under other programmatic or thematic areas - for example, they work on supply chain through labour rights or migration. This helps to build up capacity in civil society and work across silos or outside of programme titles and remits. Local philanthropy does not yet work across levers or on many levers at once, partly due to limited capacity or to being more risk averse.

**Gaps**
Many global funders don’t have regional offices which enables them to be more agile in volatile contexts, fund riskier/more disruptive projects and to work through local civil society organisations/community foundations/networks instead.

Specifically, a domestic/local foundation is less likely to be disruptive, and where it does pose some challenges, is less likely to be vocal about its work or work on multiple levers at once. This could be driven by the need to maintain good relations with the governmental and business communities due to having long-standing personal relationships with people at the top, having different priorities to a global/Western funder, or being aware of the threat to their work and staff if they are perceived as too disruptive.
Legal/litigation is mainly funded by global funders, and pooled around two key NGOs (Earth Rights and ClientEarth). While this is the least commonly supported lever by foundations in the region, it is difficult to tell whether that is because it is privately/anonymousy funded or not funded at all.

Standards and frameworks are the second least commonly supported lever, and those that are involved in it are often doing so in four ways: 1) as an inherent part of their work (e.g. a VC who has embedded ESG across its portfolio); 2) by creating their own index; 3) by funding initiatives rather than trying to bring different initiatives together; 4) by advocating for data-driven and evidence-based policies and research.
5. Recommendations

5.1 Three interventions for funders interested in supporting Business for Good

Although there are many ways that funders could support the Business for Good movement, there are three overarching categories of interventions which we think foundations should consider supporting: standards, accountability and field building. We developed tailored recommendations for the private funder who are considering which direction to go, but the recommendations below are more broadly for the role of philanthropy in the Business for Good movement in the region.

**Standards**

- Foundations can support locally appropriate standards to be implemented widely across the region. We recommend that foundations:
- Work with benchmarking, indexing, standards and disclosure frameworks to localise and harmonise in the region
- Educate business leaders and staff on how to internalise / implement specific standards and frameworks in their operations and along their supply chain
- Educate business leaders and next generation leaders more broadly on climate change and double materiality
5. Recommendations

Accountability

- Accountability: Foundations can hold companies to account through legal, policy, reporting and disclosure. We recommend that foundations:
  - Protect, support, incentivise and provide adequate core funding/compensation to grassroots groups and watchdogs who are often undertaking highly risky and disruptive activities working on holding companies and governments to account for violations of environmental standards in their operations and in their supply chains
  - Educate/engage legal professionals, e.g. judges and lawyers; advocate for legal reform
  - Fund data-gathering initiatives to influence companies and build public knowledge, increasing trust and transparency between businesses, public and governments, and develop evidence-based policies about business practices along value chain

Field building

- Field building: Foundations could help introduce and shape narratives around Business for Good, and build connections, credibility and positioning for funders to be working in this space. We recommend that foundations:
  - Partner with aligned philanthropic organisations by co-funding specific initiatives or pooling funds, particularly to support policy research and companies focussed on delivering positive climate solutions
  - Host events and get to know the ecosystem, encourage active engagement from different sectors and develop a regional profile
  - Support campaigning organisations who can stimulate public dialogue on supply chain issues, build narratives on environmental issues and shift perceptions on the role of business in society
5.2. Questions for philanthropy working in this space

Philanthropy can play many roles and support many different kinds of activities to advance the Business for Good movement in different parts of the world. But philanthropy cannot do everything. Here are a few key questions and prompts to help funders consider some of the trade-offs and possible pathways, and to make sense of where there is the most opportunity to catalyse the greatest impact.

**How have you accounted for risks?**

- How risky/disruptive (to business as usual) are you willing to be and what are the unintended consequences of doing work in this field? Who could this potentially harm and how? In what ways can the enabling environment be better built to support this change and associated risks?

**What role do you want to play?**

- What is the best use of your capacity? How can your assets be used to advance this movement? What assets do you perceive others to have and how can you use these to work effectively together? How can you learn from, translate and sensitively adapt what is happening between global/European programmes and local/regional programmes?

**At what level do you feel your intervention would be most valuable?**

- Do you want to build on existing momentum (working with existing/big funders and alliances, civil society players and technologies which dominate this space but have demonstrated traction), or do you want to build a new field (with local foundations and civil society organisations, new technologies and ideas)? Asia holds possibilities for both of these options and they are not mutually exclusive.
5. Recommendations

**How and where do you want to build relationships with others?**

- What do you want to initiate and what do you want to join? Would you rather invest in alliances, co-funds and collaborations, or lead alone? Do you want to work at a local, national or regional level - where can you help the most? How and where do you need to invest in local teams to ensure better buy-in from key stakeholders?

**How quickly do you wish to see results?**

- Are your programmes bound by a funding cycle or can you allow for this work to take shape over a longer period of time? Are you willing and able to invest in the groundwork, which yields more learning and ideas but takes longer and doesn't always produce a measurable result, or would you rather build on what's already been done by others and see more tangible results?

**Who do you wish to amplify in these conversations?**

- Whose voices are missing from global discussions? What needs to be translated and localised? What can Europe and the USA learn from what's happening already in Asia and how can you help to amplify this?