

# EXPERIENCE IN THE IMPLEMENTATION OF CSR CONNECTED WITH COMMUNITY DEVELOPMENT AND HUMAN RESOURCE DEVELOPMENT OF ENTERPRISES IN INDUSTRIAL ZONES AND LESSON LEARNED FOR ENTERPRISES IN THUY VAN INDUSTRIAL ZONE IN PHU THO PROVINCE, VIETNAM

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## Abstract

*The issue of corporate social responsibility (CSR) is increasingly attracting the attention of not only social organizations, governments, researchers but also enterprises and employees. It is increasingly argued that enterprises must be ethically responsible for their employees as well as for the whole society. In recent years, implementing corporate social responsibility has been a concern by enterprises in general and enterprises in Thuy Van Industrial Zone, Phu Tho province in particular. This article aims to study CSR activities of some foreign enterprises as well as enterprises in industrial zones in Vietnam that have been very successful in doing business and implementing CSR; on that basis, draw lessons for enterprises of Thuy Van Industrial Zone in Phu Tho province, Vietnam.*

**Keywords:** Corporate Social Responsibilities, community development, Thuy Van Industrial Zone, enterprise.

## 1. CSR of enterprises

Corporate social responsibility is now becoming the mainstream in the connection between sustainable development and core values in business activities of enterprises, in order to create a common value for enterprises and the whole society.

The concept of Corporate Social Responsibility (CSR) was first mentioned by H.R. Bowen (1953) in 1953, he stated that it "refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society". Since then, the term has been understood in different ways. Carroll (1979, 1991) asserts: "Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time". Maignan and Ferrell (2004) indicate that CSR designates the duty (motivated by both instrumental and moral arguments) to meet or exceed stakeholder norms dictating desirable organizational behaviors.

In fact, CSR is a broad category that can be understood and expressed in many different ways. The World Business Council for Sustainable Development defines Corporate Social Responsibility as the "continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large". Regardless of how it is expressed, the reflected content of CSR has something in common, that is, in addition to the benefits of the individual development of each enterprise under current laws, it must be associated with common development interests of the community, society and employees in the enterprise.

## 2. The role and content on CSR connected with the community development and human resource development

In the current integration context, the issue of corporate social responsibility towards the community and employees becomes more and more painful. Ngo Long (2010) said that when businesses participate in charity activities for local social organizations through farmers' associations and women's associations, they are more positively received by the people. Or Nguyen Ngoc Phu (2020), when studying the relationship between CSR for employees and employees' commitment to the organization, said that when enterprises perform their social responsibilities well with employees, they can increase the attractiveness of enterprises and increase employees' commitment to enterprises.

It can be seen that corporate social responsibility for the community and employees has a very important role. For the community, corporate social responsibility can contribute to hunger eradication and poverty alleviation through charity done by enterprises such as contributions to the Fund for the Poor, Fund for the disabled... The CSR policies of each enterprise such as equal treatment between men and women, old and new employees also bring about fairness in general. For employees, if businesses implement CSR well with employees, create a good working environment for employees through salary policies, working conditions, social security, etc., it will help businesses retain skilled employees, increase labor efficiency and even attract more qualified employees.

The implementation of corporate social responsibility can be summarized through the following contents:

Community development such as: Charitable activities; Medical care activities; Educational activities; Environmental protection activities.

Human resource development: Employee recruitment regime; Working conditions and occupational safety of the enterprise; Employees training; Working time; Salary regime; Collective bargaining agreement.

### **3. Experiences in the implementation of Corporate Social Responsibilities**

#### **3.1. CSR in the world**

##### *3.1.1. Code of Conduct and CSR Standards*

The Organization for Economic Co-operation and Development (OECD) defines the code of conduct of enterprise as: "Codes of conduct are voluntary commitments by businesses, associations, or other entities, set in standards and principles for conducting business in the marketplace." (Nguyen Dinh Tai, 2010)

Codes of conduct are divided into 3 main categories as follows:

Buyer's rule: used by a construction purchasing company in its supply system. The buyer pays the cost of internal supervision and hires an independent auditor; the supplier pays for repairs, adjustments, and upgrades as required.

Certificate program for enterprises: Companies want certifications to prove to customers that they meet labor standards. These programs allow manufacturers to demonstrate their commitment to labor standards.

Other types of rules: Ethical Trading Code (ETI), International Labor Organization (ILO) guidelines for multinational companies, and ICFTU, FIFA, and WFSG rules. These rules are not intended to provide supervision and are intended for guidance and sharing of experiences.

According to statistics, there are currently more than 1000 codes of conduct in the world showing corporate social responsibility related to the following contents: occupational safety and health, taking care of employees' health and protecting the environment... such as SA 8000 - labor standards in manufacturing factories; WRAP- global responsibility in the garment manufacturing industry; FSC- sustainable forest protection; ISO 14001 - environmental management system in enterprises... of which two main standards are SA8000 and WRAP.

##### *3.1.2. Implementation CSR of enterprises in the world*

###### a) Honda Motor Company

The Honda Motor Company Ltd is a Japanese public multinational conglomerate manufacturer of automobiles, motorcycles, and power equipment. Honda Motor Company manufactures automobiles and motorcycles, trucks, scooters, robots, jets and jet engines, ATV, watercraft, electrical generators, marine engines, lawn and garden equipment, and aeronautical and other mobile technologies. Honda's line of luxury cars is branded "Acura" in North America and China. More recently Honda has ventured into mountain bikes.

Honda is a world leader in producing motorcycles, but the majority of its annual sales comes from automobiles, which the company began manufacturing in 1963. Honda is the fifth largest automobile manufacturer in the world and the largest engine-maker, producing more than 14 million internal combustion

engines each year. Currently, Honda is the second largest manufacturer in Japan, behind Toyota and ahead of Nissan

Besides business development, Honda is very interested in implementing social responsibility, for example, Honda has invested in a factory in Vietnam and has well performed its social responsibility in Vietnam such as:

Efforts to protect the environment:

With the slogan "Together with Honda to preserve the green of Vietnam", Honda Vietnam has sponsored the first afforestation project under the clean mechanism (AR-CDM) recognized by the United Nations in Hoa Binh. This 319ha forest has been covered with green and is developing very well. In addition, Honda Vietnam also supports VND 4.9 billion for the project of afforestation for production in 8 years from 2013-2020 in Bac Can. These projects not only raise awareness and contribute to environmental protection but also help alleviate poverty in the localities. People receive 100% of the project's benefits (about VND 50 billion from 73,500 m<sup>3</sup> of timber).

- Supporting educational development:

With the "Children's Ideas" contest for primary school students across the country, Honda has created a playground for children to express their dreams and creativity. After 7 years of implementing the program, the contest has attracted more than 420,000 paintings, bringing the total number of ideas each year to more than 1.3 million. This is also the year that received the highest number of valid paintings with 215,314 paintings and Honda appropriated 10,000 VND for each painting to Honda's Charity Fund. This fund also brought in more than 2.1 billion VND in 2014 to award 700 scholarships to poor students nationwide and 10 national standard libraries in 5 provinces: Son La, Dak Non, Phu Yen, Quang Ngai, Tra Vinh, bringing the total number of libraries awarded to 26.

b) Ford Motor Company

Ford is an American automobile manufacturing corporation - a world-famous corporation - that has invested in production and business development in many countries around the world, including Vietnam. Ford has invested in an automobile factory in Hai Duong province, Vietnam.

Founded in September 1995, Ford Vietnam Company is a joint venture between Ford Motor Group based in Michigan, USA (75%) and Song Cong Diesel Company (25%) with a total capital of private to date is 125 million. Ford Vietnam's assembly plant in Hai Duong province was opened in November 1997 with a capacity of 14,000 vehicles a year. Ford was the first automobile manufacturing company in Vietnam to receive ISO 9001, ISO 14001, and QS 9000 certificates and ISO / TS16949 - 2002 certification for quality management. The total number of employees at Ford Vietnam is over 600 employees with offices in Hanoi, Ho Chi Minh City office, and Factory in Hai Duong[13].

Ford's notable figures are not just in terms of economic development but also its contribution to the sustainable development of the Vietnamese community. On August 6, Ford's "Driving Skills for Life" was held in Danang, to provide knowledge and skills on safe driving. In this program, Ford Vietnam sponsored eight drunk suits for training activities in Hanoi, Danang, and Ho Chi Minh City, as well as 40 cameras for the 0511 Smart Camera System in Danang. These cameras will be installed at traffic junctions near schools and densely populated areas to protect people, especially children on their way to school.

Targeting children, Ford has organized numerous events in 2017 to raise awareness of "green" consumption and skills development among children. Some highlights include "Green days" (March), "Green Inventor" (April), "A day on the farm" (August), "Planting" (September), and "Visiting the Children in Hoa Binh Village" (September).

More than 100 Ford employees devoted 2,230 hours to create a "green" experience for the future generations in Vietnam. Especially, in September, within the framework of the "Green Trees Planting" project, 100 children under the instruction of Ford's volunteers decorated their lunch space with wall paintings regarding the topic of "The Future City."

In Hai Duong city, Ford also cooperated with Toa Tau, an educational organization, in a charity trip across the country featuring numerous art activities. On September 8 and 9 in Hai Duong, Ford organized an event for nearly 200 workers and their families to participate in various activities, such as Origami folding and Photovoice (telling stories through photographs).

Ford encourages the youth to bring alive their creative side and contribute their views on the current traffic situation in Vietnam via the two campaigns "No Honking" and "No Alcohol"

First held in 2012, “No Honking” marked the success of Ford towards raising awareness of better traffic culture. The campaign received more than 50,000 follow-ups on its fan page. With its creative approach, the “No Alcohol” campaign also received positive feedback, especially from the younger generation.

As part of the “No Honking” campaign, young composers and singers created numerous songs about daily traffic situations regarding accidents or excessive use of horns. These songs depict a genuine picture of daily traffic in Vietnam, with a glimpse of chaos, fright, and especially the pain of those whose beloved has been involved in traffic accidents.

Notably, “Coi to cho vuot,” a mobile phone game created by Phong Duong Comics, introduced a unique way to approach traffic issues in Vietnam. Besides, on its social networks, Ford Vietnam also launched another meaningful campaign with the participation of famous and influential singers, composers, and MCs.

Starting from a story of unsafe driving experience, followed by a safe driving message and videos on the consequences of traffic accidents, “Distracted Driving” inspires the community to tell their own stories and spreads the message of driving safety.

“Global Care Month” is annually held by Ford Motor Corporation in many countries around the world, including Vietnam. Every year, each Ford employee is encouraged to contribute 2 working days to participate in community activities organized by Ford or directly participate and organize activities in his or her locality. Ford Vietnam and its partners have built and completed playgrounds for children in suburban areas so that children will have a space to play and develop physically in a healthy way.

Having been honored as the “Ethical Company of the Year” for eight consecutive years, Ford is striving to maintain its efforts to reach sustainable development and become a pioneer not only in business but also incorporate social responsibilities.

“Our responsibility is to create a better world and repay nature for what it has given to humanity. Every enterprise shares a mission, which is to bring about a better life for mankind,” said Bill Ford, chairman of Ford Motor Company.

#### c) Toyota Motor Corporation

Toyota Motor Corporation is the world’s largest automobile manufacturer, with many factories in countries around the world.

As one of the leading automakers in the Vietnamese market, Toyota not only focuses on developing high-quality products and enhancing services to meet the demand of customers, but it also attaches importance to the country’s sustainable development by rolling out various corporate social responsibility (CSR) programs. “Tomorrow must be better than today” is a philosophy Toyota Vietnam has been pursuing for 25 years since its inception in Vietnam.

“Besides business and production activities, Toyota Vietnam regards CSR as a mission and has put social responsibilities on the front burner. With the hope to bring great values to the community, Toyota Vietnam has been launching a wide range of community programs in collaboration with State agencies and organizations, schools, and locals,” says a representative from Toyota Vietnam’s board of directors.

“Toyota will strive to become a prestigious company which brings a better life for Vietnamese people,” the executive added.

Since early 2020, the coronavirus outbreak has heavily affected many countries in the world, including Vietnam. With the desire to join hands with the Government and people to fight Covid-19, the disease caused by the coronavirus, Toyota Vietnam has gifted VND10 billion to the Vietnamese Fatherland Front and VND1.1 billion to the northern province of Vinh Phuc where its production base is located.

Moreover, the automobile manufacturer is still maintaining its social activities in many fields such as culture, education, sports, and the environment.

#### Environmental protection

For greener schools, Toyota Vietnam and its dealership network have been implementing a tree-growing program at schools for four years, contributing to raising the young generation’s awareness of environmental protection. The firm has grown a total of 5,000 trees at 35 schools nationwide.

To minimize the use of plastic items and take advantage of used tires, as well as to protect the environment, Toyota has built playgrounds for children by reusing tires to make colorful swings, seesaws and planters, bringing much enjoyment to children.

Furthermore, reusing tires to build playgrounds for children has created a campaign calling on the young nationwide to protect the environment.

#### Scholarships to excellent students

Considering education one of its top priorities in the process of doing charity, Toyota Vietnam annually grants 85 scholarships to excellent students at some music training schools and 115 other scholarships to students majoring in automobile, technology, engineering and environment from 16 universities across the country.

Until now, there have been some 2,500 scholarships awarded to university students. The annual scholarship program is aimed at encouraging the learning spirit and creativity of students, contributing to the human resources development of the auto industry and Vietnamese society as well.

Besides giving scholarships, Toyota Vietnam has offered the annual Monozukuri course since 2005, which helps enterprises improve labor productivity and achieve optimal business efficiency.

#### Contributor to traffic safety education for children

Traffic accident remains a headache in Vietnam and traffic safety is a top mission during the country's development process. Being aware of the importance of traffic safety and paying more attention to the safety of children, Toyota Vietnam runs the "Children Learn Traffic Safety with Toyota" program every year for higher awareness to help reduce traffic accidents.

Through this year's program, Toyota is presenting 10 models of traffic safety valued at VND100 million each to 10 provinces to support traffic safety learning in schools. Thanks to the models comprising crossroads, traffic lights, traffic signs, traffic control kiosks, uniforms of traffic police, and kid bicycles, students can easily acquire crucial road safety knowledge and skills while driving.

At Toyota Vietnam, the effort to improve the quality of life for underprivileged people is ceaseless and tireless as the auto producer has lent a big helping hand to some remote and mountainous areas by constructing schools, providing primary schools with clean water, and awarding scholarships to students who are victims of traffic accidents.

#### 3.2.2. Implementation of CSR in Vietnam

a) CSR in Vietnam is implemented in the following areas:

- Community development:

+ Humanitarian charity programs: In Vietnam, today's corporate philanthropy has had many positive changes, enterprises have attached their benefits to sharing with the community.

Charity programs such as One Heart-One World, Light Up Dreams, Dream Wings... aiming to raise money to help disadvantaged people have attracted the attention and contributions of a large number of enterprises.

+ Environmental protection programs: The issue of implementing CSR for the environment of enterprises is always a "hot" issue that needs attention. Currently, there are 283 industrial operating zones quality, of which 228/283 industrial zones have centralized wastewater treatment systems (accounting for 80%). Among them, there is a centralized wastewater treatment system that has been built synchronously, however, there is a wastewater treatment system that has not been built synchronously; so the amount of industrial wastewater discharged into the environment every day is about 500,000-700,000 m<sup>3</sup>, mostly raw, polluting the water environment[11].

Pollution in some rivers such as To Lich river, Nhue river, Day river, Cau river, Dong Nai river, Saigon river, Thi Vai river... has reached an alarming level. In addition, industrial parks lack environmental protection measures during construction, so when conducting production, solid and liquid wastes have no place to be buried, nor are they treated, making the environment even more tarnished.

+ Ensuring the quality of goods and products: In addition to businesses with strong brands such as Vinamilk, Vissan, Vinacecook, Kinh Do, Tuong An, Vifon, Trung Nguyen, Hapro...; which have paid attention and supplied quality products to the market, and received the satisfaction and trust of consumers; many enterprises are not aware, ignore or violate their properly social responsibilities towards the market and consumers. The most obvious manifestation is a series of incidents related to agricultural and food products that have not ensured food hygiene and safety in recent years such as foods preserved with formaldehyde, vegetables are irrigated with growth stimulants, fish raised in a tarnished environment, processed agricultural products using toxic preservatives...

Developing the workforce in the enterprise:

+ policy: Today, with the recruitment help of the growing internet, the recruitment notices and recruitment processes of enterprises are increasingly being disseminated to the public. During the recruitment process, most enterprises do not charge any fees. However, in the recruitment process, due to the lack of knowledge of employees, many people still lose costs for "brokers" or "intermediaries".

+ Working conditions of enterprises: According to a survey by the Ministry of Labor - Invalids and Social Affairs (MOLISA), large enterprises have made good progress in improving the working environment for workers; and small and medium enterprises (SMEs) due to lack of financial resources to improve technical equipment or due to insufficient awareness, factories are still narrow and lack light, machinery is old and outdated, leading to substandard working conditions for workers.

+ Occupational safety of the enterprise: Safety in labor and production is always a rather inadequate problem for Vietnamese enterprises. The situation that production and business enterprises do not ensure safe working conditions is still common in our country. According to the MOLISA, in 2017 there were more than 8956 occupational accidents nationwide, of which 928 people died. In 2019 and the first 6 months of 2020, this number has decreased, but there are still many occupational accidents. Nationwide, there were more than 3349 occupational accidents, of which 274 died[13].

+ Employees training: The issue of employee training in general and technical training in occupational safety and health, in particular, does not occur frequently in enterprises.

+ Salary policy: In State-owned enterprises, the issue of salary transparency is quite well implemented. State-owned enterprises that comply with management requirements have regulations or public salary schemes, which are mandatory for all enterprises. In non-state enterprises, especially in joint ventures and foreign-invested companies, the publicity and transparency in wages are still low, employees do not know about each other's wages. When formulating the salary regulation, employees are rarely involved, salary is mainly decided by the owner.

+ Discrimination: Although Vietnam is one of the pioneering countries in gender equality, women's position in society is respected, but discrimination between men and women in the working process still occurs in some places. Female workers are often disadvantaged in the recruitment process due to family reasons and responsibilities for childbirth and child-rearing. According to the General Statistics Office, currently, the income level of female workers is only 87.6% of male workers.

+ Freedom of assembly and the right to collective bargaining: At present, the development of mass media has helped employees better understand the community organizations that will represent their rights and interests, therefore, the percentage of employees who are allowed to freely assemble and use their collective bargaining rights is increasing, but this rate is still low.

+ Social Security: To attract and retain employees, many enterprises in industrial zones now have attractive social security policies from subsidies, allowances to arranging shuttle busses and housing for employees, organizing activities to take care of employees' spiritual life. However, large enterprises have done this quite well, while small and medium enterprises have not done well.

#### b) CSR of enterprises in Thai Nguyen industrial zones

As of October 2020, enterprises in industrial zones in Thai Nguyen province have attracted 92,800 employees (sometimes up to 120,000 employees). In which, the number of employees working at Samsung Electronics Vietnam Thai Nguyen Company Limited is 61,000 people. Currently, the average income of employees working in industrial zones is 6.8 million VND/person/month[4].

Samsung Electronics Vietnam Thai Nguyen Co., Ltd. has invested in building 9 dormitory blocks, providing accommodation for about 30,000 workers. The company has also implemented many programs to support local social activities such as supporting the poor, supporting policy families... Clinics Vietnam Thai Nguyen Co., Ltd. also spends an area of land to build housing for workers, which is expected to meet the accommodation needs of about 2,000 workers after completion... Most enterprises have registered their labor rules and collective bargaining agreements as prescribed. Taking care of the health and spiritual life of workers is also concerned by enterprises. Enterprises well implement policies on salary, social insurance, and health insurance, issue of labor books.

#### c) CSR of enterprises in the Vung Ang Economic Zone

Currently, the total number of employees in enterprises in the Vung Ang economic zones is more than 4,000 people, the living standards of workers in the economic zone in recent years have been significantly improved. The average salary of employees has increased steadily over the years. Most enterprises have

registered labor rules and collective bargaining agreements under regulations. Taking care of health and spiritual life for workers in economic zones is also done quite well by enterprises. Some enterprises have built fields for employees to play sports such as football and volleyball... Leaders of enterprises regularly coordinate with unions to encourage officials and workers to participate in cultural, artistic, physical training and sports activities, etc. In particular, a draft of mechanisms and policies on housing for workers and employees working in the Vung Ang Economic Zone is being implemented and consulted with relevant ministries and branches to submit to the Prime Minister. This is a good sign for workers and employees in the Vung Ang Economic zones.

In general, the mechanisms and policies related to labor issues in Industrial Zones and Economic Zones promulgated in the past time have come into practice, brought into full play their effects, creating an important legal basis for state management agencies as well as enterprises in the implementation process. As a result, in the past time, enterprises in Vung Ang Economic Zones have attracted a large number of employees, contributing to socio-economic development and increasing local budget revenue.

The Management Board of Vung Ang Economic Zone has regularly monitored and urged businesses in the Economic zone to strictly comply with the provisions of the Labor Code; issued many documents guiding and directing enterprises to well implement policies on salary, issue of labor book, social insurance, and health insurance. Besides, they regularly coordinate with trade unions and enterprises to build a harmonious labor relationship at enterprises in the economic zone, at the same time, taking care of the material and spiritual life and interests of employees.

Thus, the regular monitoring and urging of Vung Ang Economic Zone Management Board along with the coordination with trade unions of enterprises have helped enterprises well perform their social responsibilities, significantly improve the lives of workers and communities around Vung Ang Economic Zone, and at the same time bring continuous growth in enterprises.

#### d) CSR of enterprises in Economic Zones in Bac Giang province

In Bac Giang province, there are 5 industrial parks with 213 enterprises operating in production and business, creating jobs for 89,438 employees. The construction of social housing for employees of enterprises in Bac Giang province is still limited, so far, only 2 enterprises have built houses for workers and experts, typically Foxconn Hong Hai Corporation(Taiwan).

Foxconn Hong Hai Bac Giang Group is an enterprise with 100% FDI capital. Currently, the company has more than 3,000 employees, the main product is still a popular phone line with about 50 million products. Enterprises always perform well in social responsibility for employees and local communities. For example, employees in an enterprise are entitled to a meal and accommodation allowance of 1,066 thousand VND/employee, 150,000/month attendance allowance, and 200,000 VND for seniority; other responsibilities such as paying overtime pay under state regulations, paying full benefits for employees such as social insurance, health insurance... For the locality, the enterprise always participates in supporting local policies fully and proactively.

### **4. Lessons learned for enterprises of Thuy Van Economic Zone in Phu Tho province**

#### *4.1. On the side of State management Agencies*

- Strengthen propaganda for businesses about the obligations and benefits of implementing CSR. Propaganda can be carried out through many forms, such as through the mass media, mandatory training sessions for enterprise leaders, scientific conferences, and seminars... Moreover, this propaganda needs to be extended to relevant state management agencies, managers, macro policymakers... At the same time, the content of CSR implementation, the updated information on the Code of conduct, standards related to corporate social responsibility must be fully and communicated to enterprises.

- Clearly, delineating the responsibilities of state management agencies and related entities in policymaking, propaganda, inspection, and handling violations of enterprises on issues related to CSR in general; responsibilities to the market, consumers, and environmental protection in particular. The coordination between state management agencies and other relevant entities also plays a very important role, because corporate social responsibility is only appreciated and becomes urgent when there is a synchronous supervision mechanism with the combination of government and civil forces in society, especially associations, NGOs, media, and newspapers.

- Promulgate policies to encourage and support enterprises to implement social responsibility. In particular, it is necessary to pay attention to supporting enterprises trading in agricultural products and food in ensuring standards on environmental protection and production according to clean technology.

- It is necessary to take strong measures to handle violations of enterprises in the implementation of social responsibility, especially for enterprises producing agricultural products and food with substandard quality, affecting the health and life of consumers and polluting the environment. At the same time, it is necessary to strengthen forms of encouragement and reward for enterprises that are self-aware and well perform on corporate social responsibilities, such as social responsibility awards, "green" brands, certificating enterprises that ensure the requirements related to social responsibility standards in the applicable codes of conduct...

#### **4.2. On the side of enterprises**

- It is necessary to change the perception of CSR implementation, especially for senior managers in the enterprise. The implementation of social responsibility is not simply a matter of business ethics or charitable activities in the traditional sense, not activities that require enterprises to spend costs without bringing economic benefits; on the contrary, implementing CSR will help enterprises gain many competitive advantages in the market.

- Enterprises need to have a long-term strategy in developing and implementing corporate social responsibility standards. The implementation of CSR is not a simple problem and is within the immediate ability of most enterprises to solve, because of the limitation of awareness and resources, including financial, technical, and highly qualified human resources. Therefore, enterprises need to build an appropriate roadmap in implementing social responsibility content that is not only consistent with common standards but also accepted by relevant stakeholders, contributing positively to the development of Vietnam's economy in the process of deeper integration into the regional and global economy[1].

- Strengthening charitable and humanitarian activities
- Strengthening environmental protection measures;
- Raise awareness and responsibility of enterprises in paying taxes in full and on time;
- Creating a favorable working environment for employees;
- Construction of social housing or dormitories for workers;
- Enhancing the negotiating capacity of trade unions and building strong trade unions;
- Raise awareness of corporate social responsibility.
- Divide work shifts reasonably so that employees do not have to work for too long.
- Strengthen the organization of cultural, artistic, and sports activities for employees after working hours to improve the spiritual life of employees.
- Have a long-term strategy in building and perfecting standards of corporate social responsibility with appropriate steps.
- Strengthen medical activities in the enterprise as well as regularly organize for employees to have periodical health check-ups.

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