

Business Transformation for a Just and Sustainable World

BSR is a sustainable business network and consultancy focused on creating a world in which all people can thrive on a healthy planet.

With offices in Asia, Europe, and North America, BSR provides its 300+ member companies with insight, advice, and collaborative initiatives to help them see a changing world more clearly, create long-term value, and scale impact.



Check out our About BSR video >>

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Mission

30+

Years of
experience

300

Member
Companies

150+

Global Staff

5

Focus
Areas

20+

Collaborative
Initiatives

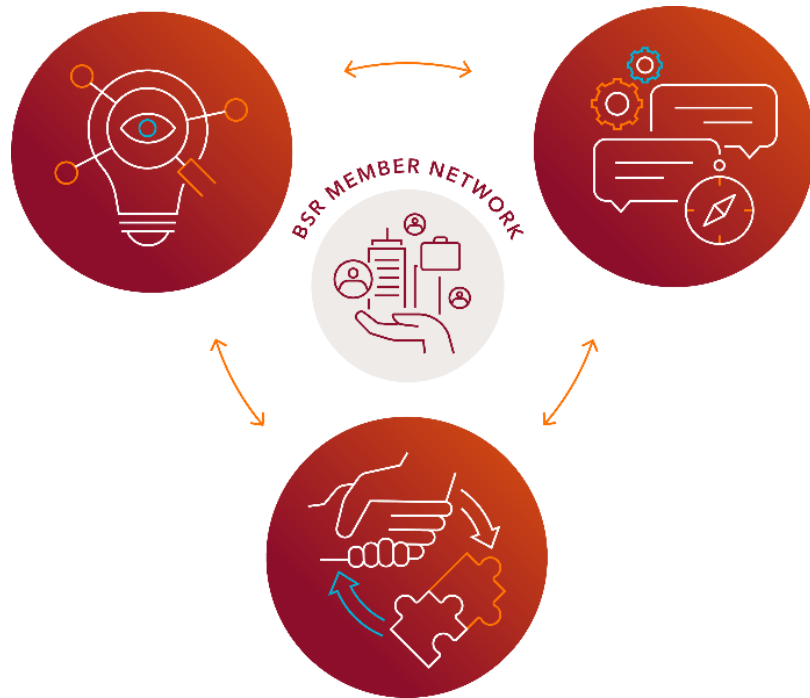
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Locations

Copenhagen
Guangzhou
Hong Kong
London
New York
Paris
San Francisco
Shanghai
Singapore
Tokyo
Washington, D.C.

How BSR Works With Companies

BSR equips its member companies, of which there are more than 300, with insight to see a changing world clearly. Our members have preferential access to BSR's insight, advice, and collaborative opportunities, while joining a powerful global network of like-minded companies, thought leaders, peers, and stakeholders.



MEMBERSHIP

Join a global network of more than 300 influential companies dedicated to building better businesses through innovative sustainability solutions. [BSR Membership >>](#)

INSIGHTS

BSR issue and industry experts help you to understand our changing world more clearly, keeping you informed about key developments in sustainable business and emerging trends critical for your strategic decision making. [BSR Insights >>](#)

ADVICE

BSR's sustainability advisory services help companies to achieve impact and create long-term business value. [BSR Advisory Services >>](#)

COLLABORATION

Collaborate with peers and partners to address systemic and sector-specific challenges, share best practices, and scale impact. [BSR Collaborative Initiatives >>](#)

From Corporate Social Justice to Social Impact in the New Ab/Normal

In 2020, many believed we were entering an “era of corporate social justice,” with business commitments to equity, climate action, and racial justice accelerating. Looking back, the pendulum swing toward *visible* corporate activism may have made the eventual pushback since 2023 somewhat inevitable. Today, companies are navigating a much more contested environment where actions can invite retaliation, retribution or spiraling communications.

- **From visible activism → to reputational risk:** What was once seen as a reputational advantage has become a lightning rod.
- **From ‘offended’ to ‘affected.’:** Paying too much attention to who is “offended” by corporate policies/stances, vs who is actually affected by economic, social, and environmental inequities – and the long-term outcomes.
- **From trust as expectation → to trust as deficit:** Stakeholder trust remains fragile—especially among workers and customer segments who still expect bold action.

A majority of employed Americans (60%) say their employer should not communicate a stance to employees on current events. - Bentley-Gallup Business in Society 2025 Report

Trends Driving Social Impact Landscape

Social impact is being reshaped by a set of abrupt shocks and ongoing transformations. The uncertainty and volatility created by these colliding forces presents a different operating context from just a few years ago.

Economic Inclusion as Core Impact

Companies are shifting **from** symbolic commitments **toward** operational changes—supply chain, workforce inclusion and community investment.

Government as Threat and Enabler

Political pushback has increased.
Some companies admit overcorrection. Businesses must weigh legal/regulatory risk alongside business case.

Quiet Progress vs. Public Declarations

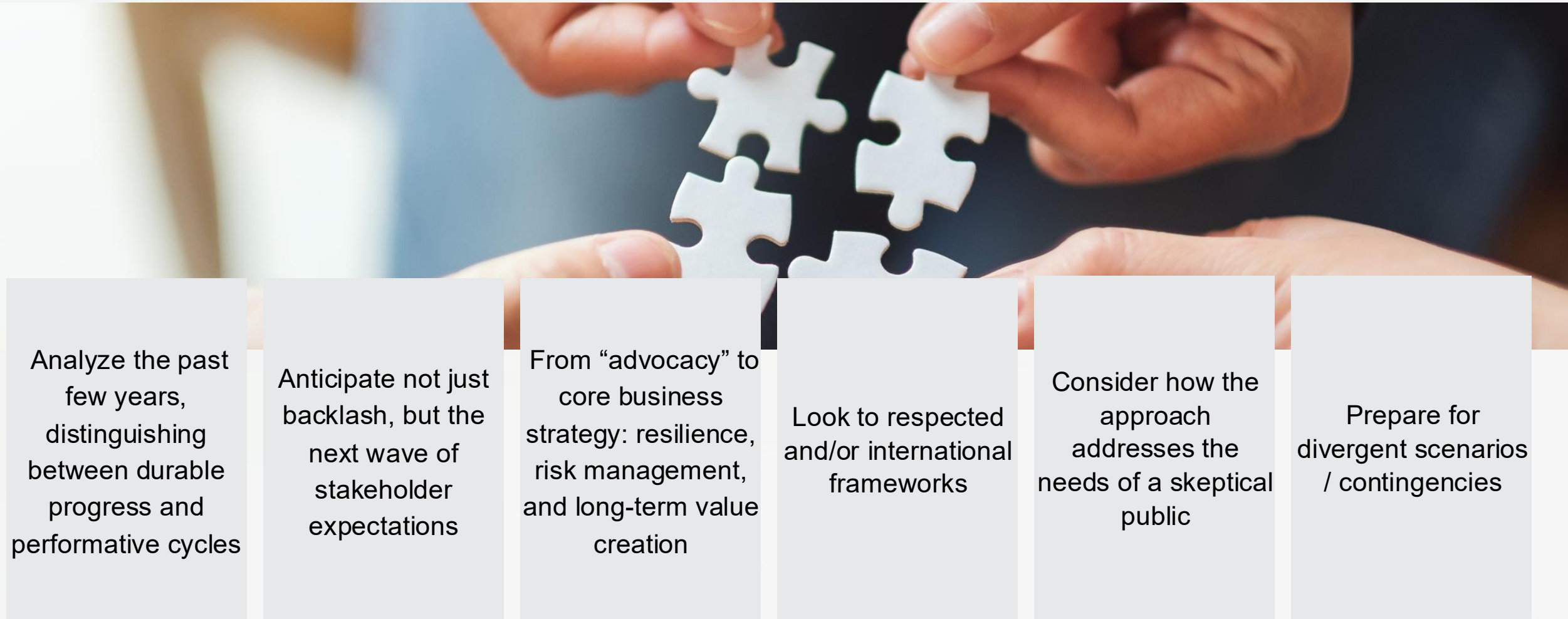
Most companies scaled back on high-visibility statements but continue with quieter initiatives in climate and workforce readiness. However, it is much harder to verify progress.

Global Divergence

What is seen as controversial in the U.S. may be baseline expectation elsewhere. Multinationals face a balancing act across markets.



What to do when it seems each step in any direction is fraught?



Considerations Going Forward

Companies will have to navigate this challenging landscape and several related considerations.

**Refocusing on the
impact on people**

**Addressing
local/regional divergence**

**Preparing for the effects of
shifting financing priorities for
education, scientific research,
healthcare, safety nets, etc.**

**Helping
employees/communities
manage the
effects of climate change**

**Helping
employees/communities
manage effects from the
proliferation of AI**

**Building employee
engagement, inclusion,
and belonging in a
shifting context**

Source: BSR Analysis

New Ways to Think About Social Impact

Out

- Writing \$\$ checks and presenting them for quick PR
- Performance then silence/ no meaningful progress
- Oversimplified purpose campaigns with little follow through or structural changes
- Crisis-driven purpose
- Employee perks that don't acknowledge the unmet gaps
- Box-ticking and statements

In

- **Promoting credible voices** and helping audiences navigate digital spaces safely – and respect for **expertise**
- Supporting **local media** and **journalism**, **especially in the states**, to counter disinformation
- Offering **financial literacy** as part of a broader wellness/employee wellbeing
- Demonstrating that **the brand doesn't stereotype** customers and that they see the whole person, not a demographic
- **Relief** for communities harmed by disruptions
- **Living wage**, respect for human rights and dignity