

Welcome to the Corporate Responsibility Research Conference 2011

This year's conference is organised by the Business and Organisations for Sustainable Societies group (BOSS), University of Leeds in association with Euromed Marseille Management School.

Corporate responsibility is a widely diverse topic and it is vital that in order to move both practice and theory forward we must acknowledge this diversity, create a community which shares its knowledge and work together to drive the agenda forward in a positive and sustainable way. This has never been so important as it is now; many of the world's economies are facing economic downturn and recession and the global economic and political balance is changing.

Within corporate responsibility it is important to recognise the role of all types of organisations and actors; of course we must understand and develop the internal mechanisms available to corporations but we must also understand and help drive forward the wider context in which corporations work. Similarity, with the increased growth of partnerships we must also work with other organisations in order to really understand and enhance corporate responses to sustainability.

The tradition of the CRRC is to focus on the participants and the debate, we aim to create an environment, which is welcoming and friendly yet challenges the existing knowledge base and drives the debate around corporate responsibility forward. We will be welcoming a wide variety of participants from across disciplinary backgrounds, from a variety of academic departments and from practitioners. We look forward to meeting you and hope you enjoy the conference.

Conference website: <http://www.crrconference.org>

Business & Organisations for Sustainable Societies group (BOSS)

The BOSS group is based at the Sustainability Research Institute, School of Earth and Environment, University of Leeds. It has 10 staff and 10 PhD students researching and teaching on how businesses (from small to medium to trans-national) and organisations (such as universities and the NHS) can help the move towards more sustainable societies.

BOSS is a trans-disciplinary group of researchers, who are focused on critically evaluating the role of businesses and organisations and how they can incorporate sustainability in their systems, including their activities and throughout their supply chains. In our work, we:

- Examine the implications of the approaches that businesses and organisations adopt in the global North and South, working on both local and global issues, and
- Analyse the interface between businesses and policy-makers, consumers and other stakeholders.

We have expertise in a wide range of sectors, for instance, the built environment, food and drink, agriculture, electronics, extractive industries, further and higher education, health care, retail, sports and textiles. As a group we seek to develop theories and approaches which enable businesses and organisations to tackle the challenges of sustainable development in a coherent, systematic, holistic and robust way.

Further information at: <http://www.environment.leeds.ac.uk/see/research/sri/specialisms/business-and-organisations-for-sustainable-societies/>

CONTENTS

(ALLEN, S.) CONSTRUCTING SUSTAINABILITY: WHEN MANAGERS' SELF-NARRATIVES BREAK DOWN _____	1
(ALT, E., DÍEZ DE CASTRO, E.P., LLORÉNS-MONTES, F.J.) THE IMPACT OF STAKEHOLDERS' INFLUENCE STRATEGIES ON ENVIRONMENTAL PERFORMANCE: A MODERATED MEDIATION MODEL _____	2
(ASHRAF, N., MESCHI, P., SPENCER, R. & M'CHIRGUI, Z.) EFFECT OF CARBON ALLIANCE NETWORK STRUCTURE ON EMISSION REDUCTIONS AND SOCIALLY RESPONSIBLE INVESTMENTS _____	3
(BAHTIĆ-KUNRATH, B.) "CORPORATE RESPONSIBILITY, HUMAN RIGHTS AND THE BALKANS. DO INSTITUTIONS MATTER?" _____	4
(BASTIN, C.) SUSTAINABLE DEVELOPMENT AND THE SHAPING OF LOW CARBON DEVELOPMENT _____	5
(BOTELHO, T. & MAGRINI, A.) ASSESSING OIL: A REVIEW OF SUSTAINABILITY RATINGS EVALUATION OF OIL COMPANIES _____	6
(CARREÑO, S.F., HAREL, T. & MACARIO,C.) A STRATEGIC SUSTAINABLE DEVELOPMENT APPROACH FOR VISION 2050 _	7
(DOUGLAS, C.H. & LAU, W.K.) SHARED VISIONS AND UNDERSTANDING FOR AN INTEGRATED FRAMEWORK APPROACH FOR CORPORATE SUSTAINABILITY _____	8
(ENE, T.) CSR MIRRORED ON CORPORATE WEBSITES OF COMPANIES OPERATING IN ROMANIA _____	9
(FAIRBRASS, J.) EMERGING GOVERNANCE OF CLIMATE CHANGE AND COP 15: UK BUSINESS PERSPECTIVES _____	10
(FRANKLIN-JOHNSON, E., & RICHOMME-HUET, K.) HOW DID COMPANIES FULFIL THE SOCIAL CONTRACT BETWEEN 2006 AND 2010? _____	11
(GARRONE, P., MELACINI M., PEREGO, A. & POLLO, M.) FOOD WASTE ASSESSMENT: EMPIRICAL FINDINGS FROM THE ITALIAN FOOD SUPPLY CHAIN _____	12
(GEBAUER, J.) "VARIOUS ACTORS - VARIOUS APPROACHES: HOW COMPANIES AND SOCIAL ENTREPRENEURS CREATE SHARED VALUE IN THE WATER SECTOR" _____	13
(GELBMANN, U., ANASTASIADIS, M. & ASCHEMANN, R.) SUSTAINABILITY REPORTING AS A MEANS OF PRO-ACTIVE STAKEHOLDER DIALOGUE IN ECOLOGICALLY ORIENTED WORK INTEGRATION SOCIAL ENTERPRISES (ECOWISES) _____	14
(GLASS, J.) THE FUTURE FOR RESPONSIBLE SOURCING IN CONSTRUCTION PROJECTS: INVESTIGATING THE NEED FOR A 'FAIR TRADE' SCHEME _____	15
(GOLD, S., HAHN, R. & SEURING, S.) SUSTAINABLE SUPPLY CHAIN MANAGEMENT AT THE BASE OF THE PYRAMID – ASSESSING PROJECTS FROM THE FOOD INDUSTRY _____	16
(GRAF, C.) EFFICACY OF ISO 14001 – A NEO-INSTITUTIONAL PERSPECTIVE _____	17
(HAHN, R. & GOLD, S.) SUPPLY CHAINS AT THE BASE OF THE PYRAMID AS CATALYSTS FOR BUILDING RESOURCES AND CAPABILITIES – EVIDENCE FROM MULTIPLE CASE STUDIES _____	18
(HAQUE, M.) ADOPTION OF CSR STRATEGY AT THE LEVEL OF SUBSIDIARIES OF MNCs _____	19
(HARMS, D.) SUSTAINABILITY AND INTERNAL SUPPLY CHAIN MANAGEMENT – A FRAMEWORK OF INTRA-ORGANISATIONAL KNOWLEDGE TRANSFER _____	20
(HARWATT, H., GOULDSON, A., ELLIS, L., AND KERR, N.) ACCELERATING THE LOW CARBON TRANSITION OF BUSINESSES THROUGH ENABLING POLICY OPTIONS _____	21
(HEIKKINEN, A.) STAKEHOLDER RELATIONSHIPS IN ENGAGING WITH CLIMATE CHANGE _____	22
(HEIKKURINEN, P. & BONNEDAHL, K.J.) DISTRIBUTION OF RESPONSIBILITIES FOR SUSTAINABILITY: THE ROLE OF THE CORPORATION AND OTHER ACTORS IN THE ECONOMIC SYSTEM _____	23
(HERNANDEZ MONTES DE OCA, P.) HOW SMALL AND MEDIUM COMMUNITY BUSINESSES PREPARE FOR CLIMATE RELATED EVENTS? CAN WE LEARN FROM PAST EXPERIENCES? _____	24
(HERRDORF, M.) BUILDING INCLUSIVE BUSINESS PORTFOLIOS – INSTITUTIONAL DIFFERENCES, DEGREE OF EXPLORATION AND MNCs' BOP STRATEGIES _____	25
(HETZE, K.) STAKEHOLDER DIALOGUE IN THE CONTEXT OF CORPORATE SUSTAINABILITY REPORTING. A COMPARATIVE	

ANALYSIS OF SELECTED EUROPEAN BANKING COMPANIES _____	26
(HEWLETT, D.) BEYOND THE RHETORIC OF COMMUNITY-BASED APPROACHES TO CSR AND IN THE MANAGEMENT OF NATIONAL PARKS AS TOURIST DESTINATIONS _____	27
(HOLCOMB, J.L.) GENERAL MANAGER'S PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY CULTURE OF FLORIDA HOTELS _____	28
(HOWARTH, R. & FREDERICKS, J.) SUSTAINABLE SME INTERVENTION; LEADING SYSTEMIC CHANGE _____	29
(HUGHES, A.) CORPORATE RESPONSIBILITY UNDER RECESSIONARY PRESSURE: THE CASE OF UK RETAILERS' PURCHASING PRACTICES _____	30
(IOANNOU, E.) RETAILERS AND PRO-ENVIRONMENTAL CONSUMER BEHAVIOUR: THE ROLE OF UK SUPERMARKETS' OWN-BRANDS IN PROMOTING CHANGE IN CONSUMPTION PATTERNS _____	31
(JALLOW, K.) A RADICALISATION OF SUSTAINABILITY: THE ROLE OF ECO-FEMINIST THEORISING _____	32
(JENKINS, H.) CSR IN SPORT: INVESTIGATING ENVIRONMENTAL SUSTAINABILITY IN UK PREMIER LEAGUE FOOTBALL CLUBS _____	33
(JEONG, D.G. & WEHRMEYER, W.) CARBON INDICES ACROSS VALUE CHAINS IN KOREA _____	34
(KASSEL, K.) CORPORATE LEADERS AND SUSTAINABILITY: THE ROLE OF VALUE ORIENTATION IN SUSTAINABLE CHANGE _____	35
(KETOLA, T.) RESPONSIBLE LEADERSHIP FOR SOCIAL ENTERPRISES OR SUSTAINABLE CORPORATIONS? _____	36
(LEBURA, S.) STAKEHOLDER RELATIONSHIPS: WHAT A GAME! _____	37
(LEUNG, C.H.) CORPORATE SOCIAL RESPONSIBILITY & THE GAMBLING INDUSTRY: AN EXPLORATORY STUDY _____	38
(LI, C. & LEHMANN, M.) SUSTAINABLE SUPPLY CHAINS IN CHINA: BUYER'S CAPABILITY BUILDING _____	39
(LITTLEWOOD, D.) CORPORATE SOCIAL RESPONSIBILITY (CSR), DEVELOPMENT AND THE MINING INDUSTRY IN NAMIBIA: CRITICAL REFLECTIONS THROUGH A RELATIONAL LENS _____	40
(LONG, T.B.) SUPPLY CHAIN DECARBONISATION: DRIVERS, BARRIERS AND STRATEGIES _____	41
(LOZANO, R.) MAPPING THE CORPORATE SUSTAINABILITY CONCEPT _____	42
(MARSH, C.) A CASE STUDY OF ACTION RESEARCH AS ORGANIZATIONAL STRATEGY FOR SD IN AN NHS TRUST _____	43
(MARTINEZ, F.) INVESTIGATING THE LINK BETWEEN CORPORATE ENVIRONMENTAL RESPONSIBILITY & BUSINESS ECONOMIC PERFORMANCE _____	44
(MATOLAY, R.) ASSURANCES FOR CSR IN CORPORATE DECISION MAKING IN RECESSION _____	45
(MERILAINEN, S., TIENARI, J., MATOLAY, R. & PATAKI, G.) HEADHUNTERS AND DIVERSITY. ETHNICITY IN MANAGEMENT RECRUITMENT - COMPARISON OF FINLAND AND HUNGARY _____	46
(NEUGEBAUER, F.) CORPORATE SUSTAINABILITY: MAKING A SOCIETAL CONCEPT APPLICABLE TO THE CORPORATE LEVEL _____	47
(OBARA, L.J.) BUSINESS AND HUMAN RIGHTS: A STUDY ON HOW COMPANIES DETERMINE THEIR HUMAN RIGHTS RESPONSIBILITIES _____	48
(O'RIORDAN, L., FAIRBRASS, J. & MCDONALD, F.) A CONCEPTUAL FRAMEWORK FOR MANAGING CSR STAKEHOLDER ENGAGEMENT IN THE PHARMACEUTICAL INDUSTRY _____	49
(PINZONE, M., LETTIERI, E. & MASELLA, C.) COPING WITH COMPLEXITY IN RESEARCHING SUSTAINABILITY IN HEALTHCARE: RESULTS (AND LESSONS LEARNT) FROM AN ACTION RESEARCH APPROACH _____	50
(PINZONE, M., LETTIERI, E. & MASELLA, C.) MAKING HEALTHCARE SUSTAINABLE: THE CHALLENGE OF CHANGING PROFESSIONALS' BEHAVIORS _____	51
(PINZONE, M., LETTIERI, E. & MASELLA, C.) SUSTAINABILITY IN HEALTHCARE: THE (UN)SOLVED QUEST FOR ALIGNING ORGANIZATIONAL AND ARCHITECTURAL LEVERS FOR CHANGE _____	52
(PLATTI, M., ARENA, M. & AZZONE, G.) ISO14001: WHICH IS THE RELATIONSHIP BETWEEN MOTIVATIONS FOR	

IMPLEMENTATION AND PERCEIVED BENEFITS? _____	53
(RATHNER, S.) THE PERFORMANCE OF SOCIALLY RESPONSIBLE INVESTMENT-FUNDS. A META-ANALYSIS _____	54
(RODGERS, C.) IVORY TOWERS AND RESPONSIBLE LEADERSHIP: A CHALLENGE FOR EDUCATION _____	55
(ROTTER, J., NURGÜL, O., ELIN, A. & CECILIA, M.H.) CSR IN SWEDISH FOOD RETAILING - DRIVING CHANGE THROUGH SYNERGETIC PARTNERSHIPS _____	56
(RUSSON, J.A.) MNC'S AND POVERTY ALLEVIATION: A CONCEPTUAL FRAMEWORK _____	57
(SCHLEER, C.) DO RESPONSIBLE COMPANIES OFFER BETTER PRODUCT QUALITY? _____	58
(SULLIVAN, R. & GOULDSON, A.) NON-STATE GOVERNANCE: CARBON REPORTING AND INSTITUTIONAL INVESTMENT _____	59
(TALLONTIRE, A.) BEYOND COMPLIANCE: LEGITIMACY AND LOCAL ORGANISATIONS IN ETHICAL SOURCING _____	60
(TIMMS, J.) COMPETING DISCOURSES OF CORPORATE SOCIAL RESPONSIBILITY AND THEIR ROLE IN CAMPAIGNS FOR WORKERS' RIGHTS _____	61
(TURTON, J.) SUSTAINING PRODUCTION OF LUXURY GOODS: THE CASE FOR CHAMPAGNE _____	62
(VAN ALSTINE, J.D. & PARKER, A.R.) NEW SPACES OF GOVERNANCE: COMMUNITY-DRIVEN ACCOUNTABILITY IN THE EXTRACTIVE INDUSTRIES _____	63
(WAIBEL, P.) THE BOTTOM UP DEVELOPMENT PERSPECTIVE IN BASE OF THE PYRAMID VENTURES: EVIDENCE FROM COMPANIES IN LATIN AMERICA _____	64
(WASILUK, K.L.) THE BUSINESS CASE FOR SUSTAINABILITY AND INTANGIBLES: CASE STUDY OF THE AUSTRALIAN PROPERTY AND CONSTRUCTION SECTOR USING THE SUSTAINABLE INTELLECTUAL CAPITAL FRAMEWORK _____	65
(WILLIAMS, S., SCHAEFER, A. & BLUNDEL, R.) "DOING MY BIT FOR THE PLANET": UNDERSTANDING THE ENACTED SENSEMAKING OF SME MANAGERS IN RELATION TO CLIMATE CHANGE _____	66
(YAWAR, S.A. & SEURING, S.) CORPORATE SOCIAL RESPONSIBILITY IN SUPPLY CHAIN MANAGEMENT: THE MISSING LINKS _____	67
(YOUNG, W., ELLIS, L. & FIGGE, F.) MOVING TO ECO-SUFFICIENCY TO CREATE A TRANSFORMATIVE SUSTAINABLE BUSINESS MODEL _____	68
(ZINENKO, A., ROVIRO VAL, M.M. & LEHMANN, M.) IN TIMES OF INTEGRATION: CAN THERE ONLY BE ONE? _____	69

Constructing sustainability: when managers' self-narratives break down

(Allen, S.)

Abstract

The complex interrelationships between social and natural systems reveal profound difficulties when we seek transition towards sustainable ways of organising society (Bateson, 1972). However, there is mounting scientific evidence that we need to take immediate action to avert ecological collapse (Rockström et al., 2009). This paper explores how managers within the UK energy and power industry are making sense of these challenges and how they are constructing and holding sustainability within their 'self-narratives' (Gergen & Gergen, 1997). This industry setting was chosen due to the tangibility of the sustainability issues facing it which include finitude of fossil hydrocarbons, carbon emissions and availability of material inputs for power generation equipment.

The engagement with managers occurred in two phases. The first involved semi-structured telephone interviews which appeared to reveal a variety of explicit and implicit tensions within their sense making of sustainability. These tensions occurred within their constructions of themselves as citizens and employees and between economic and ecological contexts. The second phase of face-to-face interviews tested these interpretations and also gave an opportunity for ethnographic observations which brought a richer texture to the data.

The findings show that the shape and content of manager's self-narratives have likely evolved significantly from earlier similar studies (Fineman, 1997). Whereby the tensions if interpreted in a modernist rationalist frame offer an array of disconnects as managers seek to preserve their 'identity' (Brown & Starkey, 2000). One manager's inability to continue to entertain these disconnects within his self-narratives leads him, between research phases, to leave his organisation citing his commitments to working towards a more sustainable society. Whilst predominant ways of doing business remain largely unchallenged this paper suggests a heightening 'green narrative' appears to be unsettling manager's identities and prompting them to act upon their commitments to sustainability (Starkey & Crane, 2003).

The impact of stakeholders' influence strategies on environmental performance: A moderated mediation model

(Alt, E., Díez de Castro, E.P., Lloréns-Montes, F.J.)

Abstract

The present study examines the association between stakeholders' influence strategies and environmental performance, within a natural-resource-based view framework. We hypothesise that a firm's proactive environmental strategies will mediate the relationship between its stakeholders' influence strategies and its environmental performance, and that the suggested indirect effect will be conditional on the level of uncertainty in the natural environment perceived by firms, as well as of their organisational learning capabilities. Using survey data from a cross-country and cross-industry setting of 170 firms, we tested the proposed moderated mediation model with bootstrapping methods, based on CSR, environmental, and sustainability managers and directors ratings of suggested variables. Data included measures of three categories of stakeholders' influence strategies (withholding, customers' usage, and employees' usage influence strategies), five categories of perceived uncertainty in the natural environment ('government environmental policy', 'environmental resources and services', 'environmental products and services, markets and demand', 'the behaviour of environmental stakeholders', and 'major environmental issues'), and three categories of organisational learning capabilities (absorptive capacity, commitment to learning, and shared vision). We controlled for financial performance, industry effects, size measured as the number of employees, and country development level. Results revealed that firms' proactive environmental strategies acted as a mediator between stakeholders' influence strategies and environmental performance only when employees' usage influence strategies was the independent variable. Specifically, firms' proactive environmental strategies mediated the indirect effect when learning capabilities were high but not when they were low, and perceived uncertainty in the natural environment did not moderate the effect. In sum, our findings demonstrated that firms' environmental strategies and learning capabilities are key mechanisms in explaining how employees' might advance the green corporate agenda and ultimately impact firms' environmental performance.

Key words: environmental performance; learning capabilities; moderated mediation; perceived uncertainty; proactive environmental strategies; stakeholders' influence

Effect of Carbon Alliance Network Structure on Emission Reductions and Socially Responsible Investments

(Ashraf, N., Meschi, P., Spencer, R. & M'Chirgui, Z.)

Abstract

This article explores the effect of network structure on sustainability performance of focal actors (ego networks). We focus on alliances between market and non-market actors to reduce emissions under the "Clean Development Mechanism" – CDM. We hypothesize that the alliance network structure in the CDM market affects emissions reductions of focal actors. Alliance networks in the CDM market (Schneider et al, 2010) are proposed to be less "dense" with small network size, due to the presence of "non-market actors" (Rivera-Santos and Ruffin, 2010) in the carbon market. Also, structural holes are less present in this market due to specialist intermediaries. Furthermore it is hypothesized that network density and network centrality affect focal actors' emissions positively.

Buying carbon from the market by developed countries' actors is usually not considered as an innovative activity (Kolk & Pinkse, 2005). This stream of literature ignores, however, the evolving role of social networks in which organizations are embedded. We postulate that network structure, in which market and non-market actors are embedded, not only affects host firms' emissions, but also influences carbon buyers to become innovative as social entrepreneurs by investing in CDM projects that have added social benefits. CDM market structure transforms carbon buyers into social entrepreneurs by opening up opportunities to forge ties with non-market actors for social projects. Motive of market actors evolves from cost saving compliance, to profit making social entrepreneurship. Theoretical frameworks of structural embeddedness (Granovetter, 1985; Uzzi, 1996) and social capital (Burt, 1992) underscore improved understanding of these relationships. To test our various hypotheses, data was accessed from CDM Pipeline, UNFCCC and IGES relating to "network-level" variables, emissions and the CDM market. "Firm-level" data is obtained from MintGlobal, and OSIRIS databases.

“Corporate Responsibility, Human Rights and the Balkans. Do Institutions matter?”

(Bahtić-Kunrath, B.)

Abstract

The PhD project “Corporate Responsibility, Human Rights and the Balkans: Do Institutions Matter?” discusses corporate human rights responsibility (CHRR) in companies in Bosnia and Herzegovina from an institutionalist perspective. In comparing a three-fold company sample of Austrian, Dutch and Bosnian firms the author examines the (assumed) differences regarding CHRR between the samples and analyses the institutional factors that generate the variation. The aim of the research is to understand institutional drivers of CSR in general and of CHRR in particular. The emphasis thereby lies on the impacts of governmental programmes, the social capital of civil society, and the organization of the national business system on CHRR.

The proposed paper focuses on the theoretical conceptualization and operationalisation of the project’s dependent variable CHRR, raising a range of methodological problems regarding the measurement of CR. The paper discusses how we can identify human rights holders in the corporate sphere of influence and the rights they are entitled to; it then develops a contextsensitive human rights catalogue that is relevant for companies operating in Bosnia. Finally, the paper discusses how a concept like human rights can be operationalized for companies in translating the human rights catalogue into concrete corporate policies. These policies will form an additive CHRR index which will be capable to measure the CHRR of an individual company with a standardized questionnaire. The paper aims to contribute to the methodological discussions in CR research from a political science perspective, particularly in raising the issue of context sensitivity of a measurement tool and in addressing various problems that emerge when such a tool is applied. Discussing such questions is particularly important, given the fact that empirical research on the drivers of CR is still underdeveloped. The dissertation should be finished by 2013, which means that only preliminary results can be presented.

Sustainable development and the shaping of low carbon development.

(Bastin, C.)

Abstract

This paper considers the social acceptance of a key low carbon development – the combination of coal and Carbon Capture and Storage (CCS). Coal use in UK power plants has been steadily increasing since 1999 (DECC, 2011); greater demand for electricity, higher gas prices and the need for energy security may continue to stimulate growth in coal use. However, this must be seen in the context of EU/UK targets for carbon emissions. Clearly this is a difficult circle to square, but low carbon developments such as CCS are seen as potentially enabling continued use of coal, whilst simultaneously lowering carbon emissions from coal use (DECC, 2011).

CCS technology is not yet fully tested, and although many demonstration plants are testing different aspects of the process, major issues relating to the sustainability or social acceptability of new low carbon developments remain. It is not clear whether there is social acceptance of CCS as a sustainable low carbon development and attitudes towards demonstration projects differ around the globe. Within the debate, there are key distributional issues which link to justice debates; global to national to local, short to long term, the impacts of business and different social groups and power dynamics for example.

Based on initial findings from a review of the literature, this paper presents a set of issues relating to CCS demonstration projects: technological; economic and financial; risk related (especially environmental); governance of energy sector; and societal issues. The paper then presents a proposal for how to test the significance of these issues in terms of their impact on social acceptance of CCS projects. The starting point for this research is that the *form* of CCS development is not fixed; developments can be shaped in various ways to make them more sustainable. It aims to contribute to wider discourses by addressing and framing some of these unanswered questions.

Assessing Oil: A review of Sustainability Ratings Evaluation of Oil Companies

(Botelho, T. & Magrinni, A.)

Abstract

As oil becomes scarcer and its extraction more complex, the social and environmental risks of exploration and production progressively intensify. The sustainability indexes and ratings are an increasing popular tool to assist investors in making decisions about these risks in oil and gas companies. The swelling importance of ratings in the investment decision-making process combined with increasing risks of the O&G business requires a rigorous analysis of the criteria used to classify companies in the industry.

Using Deepwater Horizon accident as a backdrop, the aim of this study is to identify the differences in methodologies of selected sustainability indexes and how that reflects in their ranking of the oil and gas companies. A literature review and document research was performed and found that categories varied depending on the objective of the agency: whether it focused on materiality issues or seeks to be encompassing. A ranking comparison is not trivial, mainly due to irregular assessment intervals and lack of transparency. Total is the only company included in all ratings followed by Shell, Repsol, Petrobras and ENI. It is noteworthy to mention that BP ranked above fifth place before the Gulf accident in all reviewed ratings; however, only one maintained the position after the Deepwater Horizon incident. Operational safety may be diluted among the other criteria; thus, a company that has a low score in safety may still score high in the overall mark. Investors and society must understand the limitations of the methodologies of the rating before making an investment decision.

A Strategic Sustainable Development approach for Vision 2050

(Carreño, S.F., Harel, T. & Macario,C.)

Abstract

All levels of society, individuals, businesses and governments, must be involved in order to reverse the unsustainable path that society is currently on. Though much has been written about what needs to be done, less has been written on how exactly that needs to be done, this study attempts to start filling that gap. The focus of this study is at the business level, based on the *Vision 2050* report released by the World Business Council for Sustainable Development. The report explores the current reality business is facing and the opportunities that are available for them to incorporate sustainability into the mainstream of their business. The study examines how businesses can begin to integrate sustainability into their company's operations and services, using the report for inspiration and the Framework for Strategic Sustainable Development as guidance. A suggested approach is presented in the form of an implementation guide, which can be used by business to help them navigate their organization, collaborate with others and to develop an action plan as they work to integrating sustainability into their operations.

Shared visions and understanding for an integrated framework approach for corporate sustainability

(Douglas, C.H. & Lau, W.K.)

Abstract

Over the last decade, the corporate responsibility research literature has discussed issues about governance and embedding CSR into management systems and operations. Some authors consider integration as a degree of alignment in an organisation while others suggest that it means linking two or more systems in a way that results in a loss of independence of one or all but it will lead to a stronger and more comprehensive management system. Companies implement their corporate social responsibility, business practice operations and environmental management, individually and do not take advantage of the overlap between the associated management systems. In this paper we consider issues and approaches to integration in local organisations in Manchester, UK. We investigated local organisations' experiences in engaging CSR and environmental management and their visions of integrating them under on management administration. In the study we interviewed representatives from six local organisations and followed up with twelve case studies selected from a sample of companies who responded to a larger questionnaire survey. The results presented discuss the difficulties that companies face in implementing a joined up approach. The result of which is that the management system falls short in delivering sustainable development goals. The findings also show that environmental management systems is becoming part of standard corporate practice and many companies have positive visions of integrating CSR into other areas of operations and environmental management. In terms of contribution, the research developed an integrated management system based on the findings for supporting shared corporate visions and understanding for corporate sustainability, which is presented in the paper

Key words: CSR, integrated system, corporate sustainability, environmental management

CSR mirrored on corporate websites of companies operating in Romania

(Ene, T.)

Abstract

The growing number of multi-nationals located in Romania and the different Western business models used have impacted the way that Romanian managers also do business. More recently, these executives and management teams are thinking about the importance of CSR and how to include it in their organizations functioning. Through this paper we should see if and how this step is performed. The paper is based on a study of the 174 corporate websites of the biggest companies operating in Romania, out of which half belong to multi-nationals while the rest are Romanian companies.

The list of companies was comprised by using information from a series of business yearbooks that was cross referenced with financial information ensured from other several sources. There was a need to establish a couple of filters in order to ensure that certain counties and regions will not be overrepresented to the detriment of other counties.

The main hypothesis was that a higher number of multi-nationals corporate websites will have a better structured CSR section and provide details about the different CSR projects developed over time or ongoing in comparison with the Romanian websites and the objectives set for the next period of time. In addition to that, the study showed that there is quite a confusion regarding the type of information that should be included in such sections on the Romanian corporate websites; about how often the information should be updated or not. The study illustrated that for some companies either Romanian or multi-nationals, CSR is part of the management thinking, for others it is just a new trend or worse just an image exercise that is performed in order to attract unaware potential business clients or partners.

Emerging governance of climate change and COP 15: UK business perspectives

(Fairbrass, J.)

Abstract

Employing a multi-disciplinary approach, this paper combines concepts from two bodies of literature. Drawing on political science and public policy analysis, the first is concerned with the notion of governance and modes of governance. The second, located within management studies and business ethics, involves the notion of corporate social responsibility. Specifically, the paper explores the roles of, and relationships between, three sets of societal actors (business, government and the third sector) in the area of climate change public policy. The paper takes as its focal point the Copenhagen summit in December 2009. The primary research conducted for this paper, a large scale postal survey of UK-based firms, collected data to answer the following questions. What role do UK-registered firms see themselves as having with regard to challenge of climate change in comparison to other policy actors? Did the surveyed firms participate in national and international climate change policy formulation with regard to COP 15 (and how)? What were their main objectives with regard to national and international climate change policy and COP 15? Were these objectives met? What were their assessments of COP 15 in terms of the content of the policy that emerged and the processes by which it was formulated? The data suggests that the majority of those surveyed were able to articulate clear objectives and had taken steps to try to shape the policy but that a significant percentage were dissatisfied with the processes and outcome of COP 15. Many of the respondents recognised a business case for a low carbon economy and preferred a mode of governance that offers a well-designed, clear, and long-term policy and legislation for investment purposes. Many pointed to the deficiencies of the governance process but acknowledge the complexity of the issues and the difficulty of reconciling so many interests.

How did companies fulfil the social contract between 2006 and 2010?

(Franklin-Johnson, E., & Richomme-Huet, K.)

Abstract

Companies are facing a crisis of confidence, even more so following the financial crisis. We examine how twelve companies from France and the UK have fulfilled the social contract during a five year period which included the crisis (2006-2010). Through CSR reports we consider the actions that surround increasing the wellbeing of society as well as responding to stakeholder interests. French companies, which have legal obligations, report more (quantitative) CSR information than their UK counterparts (who find themselves in a more voluntary and less legally bound country), and overall we see a general increase in CSR behaviour. However, despite the engaged behaviour of companies concerning wellbeing, we find that they concentrate on stakeholders who linked directly to the company (that is to say employees and not society as a whole) and that wellbeing is linked to health and safety actions and initiatives (which are legal obligations), often with the objective of increasing performance. The fulfilment of stakeholder objectives appears to be proactively engaged in, however the companies fail to mention just what the stakeholder's objectives are. Although companies ensure they are working in the best interests of stakeholders, it appears that for the time being it is the companies who ultimately decide what these objectives are and how they will be addressed. Our selected companies are engaged in the social contract but we conclude that for the time being it is the companies who dictate to their stakeholders just what this social contract should be.

Key words:

Corporate social responsibility, financial crisis, social contract, France, UK.

Food waste assessment: empirical findings from the Italian food supply chain

(Garrone, P., Melacini M., Perego, A. & Pollo, M.)

Abstract

Our research explores the Italian food supply chain with focus on the analysis of "Surplus Food" (SF), i.e. the edible food that is produced, manufactured, retailed or served but for various reasons is not sold to/consumed by the intended customer. The Italian food industry provides the empirical setting.

The paper will add to research on sustainable management of the food supply chain and food security in developed countries in two ways.

First, it addresses the multifaceted concept of the sustainable management of food supply chain by developing a conceptual model of the integrated food supply chain. The conceptual model relies upon three main elements.

- It distinguishes food scraps (non edible food) from edible food, which in turn is classified in SF and food delivered through traditional markets (see also Kantor *et al.*, 1997).
- It proposes a hierarchy of SF from a food security perspective.
- It defines a sector-specific "Recoverability Degree" (RD), i.e. the extent to which SF can be recovered for human consumption.

As a result, the model determines two industry-level SF indicators: the sum of SF quantities and the sum of recoverable SF quantities.

Second, it uses the model to empirically analyze (i) how SF is generated and managed throughout different supply chain stages and sectors (see also Mena *et al.*, 2010), and (ii) how large SF is from the food security point of view. To this aim, the Italian food industry is investigated through a multiple case study methodology. The current sample consists of about 25 cases, i.e. 20 manufacturers and 5 large retailers. Our preliminary findings show that at the industry-level, sum of SF quantities amounts to 835.688 tonnes/year, instead the sum of recoverable SF quantities amounts to 406.841 tonnes/year. These results demonstrate the model validity in distinguish SF according to the RD.

Our preliminary findings show that at the industry-level, sum of SF quantities amounts to 835.688 tonnes/year, instead the sum of recoverable SF quantities amounts to 406.841 tonnes/year. These results demonstrate the model validity in distinguish SF according to the RD.

"Various actors - various approaches: How companies and social entrepreneurs create shared value in the water sector"

(Gebauer, J.)

Abstract

Corporate social responsibility (CSR) and Social Entrepreneurship (SE) are highly traded approaches when it comes to foster social change towards sustainability by entrepreneurial means. CSR is directed to the established economic actors and calls for internalizing social and environmental costs and benefits of a company's pursuit of profit. Social Entrepreneurship focuses on rather new entrepreneurial players of hybrid organizational structure, who start explicitly with the ambition of creating social value via innovative solutions to social and environmental problems. Both approaches center on integrating societal requirements and economic value creation. They thus expand traditional economic perceptions of value creation along the value chain and with regard to various stakeholders. Yet the difference is in the details.

The paper therefore discusses various entrepreneurial approaches to blending economic with social value. We find these approaches both in the CSR and SE discourse but hold that they are rarely systematically compared. Conceptually, the paper refers to approaches such as double/triple bottom line; blended, shared or co-generated value resp. integrated value creation. Empirically, it draws on cases of social entrepreneurs and CSR oriented transnational companies in the beverage industry. Our work explores motives, participants, processes and outcomes of SE- and CSR-projects which aim at improving the access to safe drinking water and sanitation thus contributing to the UN millennium development goals.

To better understand the different perceptions of value and value creation, we refer to the capabilities approach and the concept of strong sustainability as a normative framework. To analyze the selection of actors involved, the quality of their relations as well as the forms of interaction in negotiating and generating value we relate to the stakeholder view and qualitative network analysis as analytical and methodological concepts. The presentation will give an overview on the results of a literature review on shared value creation, the normative framework and analytical concept for our comparative empirical analysis as well as first findings of two case studies.

Sustainability Reporting as a Means of Pro-active Stakeholder Dialogue in Ecologically Oriented Work Integration Social Enterprises (ECOWISEs)

(Gelbmann, U., Anastasiadis, M. & Aschemann, R.)

Abstract

Social enterprises have always stressed economic and social aspects of sustainability, whereas business and environmental aspects have lagged behind. Yet, the special form of "Ecologically Oriented Work Integration Social Enterprises" (ECO-WISEs) adds to social AND ecological sustainability: They integrate people furthest from the labor-market by providing them with antipollution jobs which require labor, not so much know-how (e.g. electronic-scrap-recycling).

ECO-WISEs report specifically to the authorities they get funding from. As public funding has become highly competitive and as they realize the exigency to address others than their typical stakeholders, ECO-WISEs need help to use sustainability performance reporting for strengthening their stakeholder relationships.

A transdisciplinary research project at the University of Graz investigates ways of reporting on ECO-WISEs sustainability performance in a stakeholder-oriented way

- addressing crucial differences between „common“ and ECO-WISE stakeholders
- adapting sustainability tools to their needs and
- helping ECO-WISE managers to introduce their enterprises into mainstream CSR debate.

Our paper presents the conceptual basis and results of a project on sustainability reporting in eight ECO-WISEs in the Austrian province of Styria. Starting from a stakeholder analysis and expanding on previous research concerning both measuring sustainability in SMEs and a structural survey of ECO-WISEs we devise an instrument for measuring and reporting on sustainability performance in ECO-WISEs. Thus we compare different sustainability indicator sets (e.g. Global Reporting Initiative) and have a distinct look at ecologically motivated services which are at the bottom of ECO-WISEs endeavors. Particularly, we resort to the expertise of our partnering ECO-WISEs concerning indicator based social sustainability signals like the official Austrian "Quality Label for Social Enterprises".

As a result, according to the ECO-WISEs' expertise the eight sustainability reports emphasize CSR performance towards employees. In a next step we will apply these results to other enterprises to report on their internal social performance more precisely.

Keywords

SMEs, Social enterprises; Sustainability indicators; Sustainability Reporting;

The future for responsible sourcing in construction projects: investigating the need for a 'Fair Trade' scheme

(Glass, J.)

Abstract

Building and civil engineering companies are subject to growing stakeholder expectations on accountability, transparency and legitimacy, arising from a range of environmental and social concerns, e.g. energy use, labour and welfare conditions, bribery and corruption and global materials supply chains (i.e. sourcing from countries with poor records of human rights). One solution is responsible sourcing (RS), which provides a means to manage and ensure the attainment of sustainability objectives by procuring materials with a certified provenance. RS sits within an organisation's procurement policy and purchasing practices, and addresses a range of environmental, economic and social considerations. Hence, a client or contractor organisation can make use of RS as a means to publicly demonstrate its sustainable and ethical sourcing credentials. The UK government requires that 25% of construction products shall be from RS schemes by 2012; major contractors have also agreed an aspirational target of 100% for materials like aggregates, metals, steel, concrete, bricks and glass, by 2015.

In fact, RS mirrors the development of voluntary ethical trading initiatives (VETI) witnessed in other sectors, such as food and fashion, in which similar concerns, i.e. child labour, pollution and working conditions, propelled companies to move towards fairer, safer and better production. Now, thousands of products from these sectors are certified with globally-recognised VETI schemes, such as FairTrade and Rainforest Alliance. This paper will identify the particular stimuli influencing the construction sector to seek out VETI schemes, through a review of literature and results from an industry questionnaire survey and interviews. It will map out the VETI development paths experienced in other sectors and discuss the utility and validity of these in the context of the construction industry. The paper will conclude with a set of lessons for possible future VETI schemes in construction.

Sustainable Supply Chain Management at the Base of the Pyramid – Assessing Projects from the Food Industry

(Gold, S., Hahn, R. & Seuring, S.)

Abstract

When the Base of the Pyramid (BoP) first entered the realm of business concepts, the focus was mainly on the provision of tailored goods to poor communities; in the meantime a more holistic view of doing business with and for the BoP has developed that also involves poor communities in production activities. Bridging the research streams Base of the Pyramid (BoP) and Sustainable Supply Chain Management (SSCM), three case studies of BoP projects in the food industry (Grameen Danone Foods, BASF Micronutrition Initiative, Nestlé Milk Districts) elucidate the question how supply chain management concepts can be applied to appropriately integrate the BoP population into sustainable value creation. Data collected through ten semi-structured interviews is analyzed by means of qualitative content analysis based on a pattern of analytic categories derived from SSCM theory. The results indicate that the application of SSCM on BoP projects is empirically valid and conceptually fertile and thus calls for further-reaching integration of these two streams of research. While SSCM may help to complement the current focus of BoP with the so far neglected ecological dimension of sustainability, BoP projects show viable paths of how to further integrate the social/humane domain into general SSCM theory and practice. Major characteristics of BoP supply chains are their unusually broad scope of actively involved actors and their distinctly localized approach, i.e. local communities are included as producers and, partly, as consumers of the food products. Further findings point to the simultaneous need and chance of BoP businesses to instigate radical innovations that may imply leapfrogging to sustainable consumption and production patterns.

Efficacy of ISO 14001 – A neo-institutional perspective

(Graf, C.)

Abstract

ISO 14001 is the dominant environmental management standard with more than 200,000 certified organizational units. It is an auditable process--based standard resting upon a "Plan-Do-Check-Act" (PDCA)-cycle and the demand for continuous improvement. Despite the widespread diffusion of ISO 14001 its efficacy as a tool for corporate environmental management is challenged (Hertin et al. 2008, Nawrocka/Parker 2008). It is argued that ISO 14001 has only a minor impact on the environmental performance of companies.

In answer to this critique the paper shows that the efficacy of ISO 14001 can be enhanced by linking the standard with other ecological, performance-based standards, like for example the FSC in forestry. This result is derived from a case study analysis based on neo-institutional theory, especially focusing on the process of theorization (Strang/Meyer 1993, Tolbert/Zucker 1996, Greenwood et al. 2002). The criteria for assessing the efficacy of ISO 14001 are considered to be socially constructed in this approach. Moreover, in addition to technical demands for advancing ISO 14001, the paper also considers explicitly requirements concerning the legitimacy of ISO 14001. The approach of Djelic and Sahlin-Andersson (2006) on transnational governance explores empirical information on requirements related to the content of legitimate standards and the characteristics of a legitimate process of standardization.

The paper advances the work of Rasche (2011) and Dyllick (2007) who argue that stand---alone standards do not reflect the complexity and dynamics of a developing global governance.

Keywords: ISO 14001, Environmental Management System, New Institutionalism, Standard

Supply chains at the Base of the Pyramid as catalysts for building resources and capabilities – Evidence from multiple case studies

(Hahn, R. & Gold, S.)

Abstract

Previous research on business at the Base of the Pyramid (BoP) shows that taking a capabilities perspective can be a fruitful endeavor to shed light on the relevant success factors (e.g. Seelos & Mair, 2007): Ex-ante endowment with resources/capabilities as well as constant readiness and ability of all actors – multi-national companies (MNCs), local partners, stakeholders – to consolidate and develop their resources/capabilities seems crucial for successfully implementing BoP projects. Borrowing from resource-based view (RBV), dynamic capabilities (DC) and relational view (RV) theory (e.g. Teece et al., 1997; Barney, 1991; Duschek, 2004) four modes of capability development can be distinguished: (1) in-house transfer or development of necessary resources/capabilities (2) supplier development through one-directional knowledge transfer, (3) creation of inter-organisational resources/capabilities through collaboration, and (4) development of higher-order resources/capabilities apt to continually upgrade and adapt an organization's capabilities through inter-organizational exchange. One may evaluate these resources/capabilities according to their value, rareness and imitability/substitutability as well as according to the scope of application, i.e. whether they are transaction-specific or can be re-deployed for alternative uses (Mesquita et al., 2008). Seven case studies of BoP projects from different industries are used for identifying and subsequently evaluating crucial resources and capabilities that various actor groups contribute to as well as develop in the course of BoP projects. Data collected through 22 interviews is analyzed by means of qualitative content analysis based on a pattern of analytic categories generated from RBV, DC, and RV. Preliminary results from this analysis indicate that learning processes, particularly in terms of developing omni-deployable resources/capabilities, represent core rationales for MNCs to engage in BoP projects and major long-term benefits for local BoP actors. Moreover, NGOs, universities and development agencies are important facilitators of supply chain collaboration as well as valuable sources of capabilities.

Adoption of CSR strategy at the level of subsidiaries of MNCs

(Haque, M.)

Abstract

This conceptual paper offers a new perspective to the CSR research and introduces a theoretical framework that aims to investigate the adoption of CSR strategy at the level of subsidiaries of MNCs. It also highlights parent-subsidiary relationship in the context of a developing country. Although McWilliam *et al.*,(2006) mapped out several unresolved theoretical issues in relation to strategic implications of CSR such as motivation behind CSR initiatives, effect of CSR on firm performance, describing CSR strategy, measuring demand for CSR , this paper sets out to advance knowledge by addressing one of the key issues has been overlooked in the CSR literature. The current literature does not adequately address issues of the adoption of CSR strategy, specifically environmental CSR strategy at the subsidiary level in a developing country. The purpose the research is to investigate the internal and external factors of the organisation in adopting CSR strategy in a developing country context and its implications on the overall MNC firm.

The paper critically reviews existing frameworks developed from institutional perspective (Husted and Allen, 2006), political behaviour perspective (Jamali, 2010), and international business perspective (Muller, 2006; Christmann, 2004). Characteristics of subsidiary's initiatives, determination of global/country-specific CSR strategy, understanding and managing multiple stakeholder's preferences are extensively discussed to establish the link between CSR strategy and its adoption in the organisation. Further, this paper contributes to the discussion by incorporating stakeholder's theory (Freeman, 1984; Clarkson, 1995) and resource-based-view of the firm (Barney, 1991). Stakeholder's theory addresses issues relating to MNC-CSR orientations within varied and differentiated stakeholder environment focusing on the host-country demand, in this case a developing country. On the other hand, the resource-based-view of the firm offers understanding about subsidiary's role in the whole MNC network in relation to achieving strategic objective by adopting CSR strategy via standardisation or localisation. The main contribution of the paper is the presentation of a theoretical framework to add new dimension to the knowledge of this complex phenomenon that underpins strategic management and international business perspective to address parent-subsidiary relationship.

Sustainability and internal supply chain management – A framework of intra-organisational knowledge transfer

(Harms, D.)

Abstract

The purpose of this paper is to discuss levels and mechanisms of intra-organisational knowledge transfer within sustainable supply chain management (SSCM). By using a conceptual approach the focus is on the transfer of SSCM associated information and knowledge between functional units.

SSCM, understood as the integration of supply chain management and environmental, social, and economic issues, gains increasing interest in research and in corporations (Carter & Rogers, 2008; Seuring & Müller, 2008; Sarkis et al., 2011). On the one hand, companies are facing challenges because of a high interest by actors and organisations to take responsibility not just for their own corporation but also for environmental and working conditions across their entire supply chains (Roberts 2004, 3; Piplani et al., 2008). On the other hand, sustainability topics can also create business opportunities by fulfilling the demand for socially responsible products and services (Geffen & Rothenberg, 2000; Kassinis & Soteriou, 2003; Carter & Jennings, 2004).

To deal with these challenges and opportunities, the purchasing department is not only involved in an ongoing dialogue with its suppliers but also with other functional units such as the environmental department, R&D, or marketing (Lambert et al., 1998; Seuring & Müller, 2008). Since the gathering, sharing, and discussing of sustainability related information and knowledge is sometimes difficult because of competing aims of the different functional units the following question arises: *How do different mechanisms of knowledge transfer play a role in intra-organisational sharing of SSCM relevant information and knowledge?*

To answer this question the knowledge-based theory (Grant, 1996) and a model of a company's knowledge transfer and conversion (Sveiby, 2001) is used in order to study a company's ability for knowledge sharing. Building on this, the paper will concentrate on practices and tools which are beneficial for intra-organisational knowledge transfer to achieve SSCM goals.

Keywords: Sustainability; Sustainable supply chain management; Knowledge transfer; Knowledge-based theory; Conceptual paper

Accelerating the low carbon transition of businesses through enabling policy options

(Harwatt, H., Gouldson, A., Ellis, L., and Kerr, N.)

Abstract

Are companies embracing the transition to a low carbon economy? Is business practice keeping pace with the need for change? How can policy facilitate and enable? This paper reports on new research that provides an insight into business realities today, whilst looking ahead at potential low carbon pathways for 2020 with a focus on policy options.

Based on a nationwide survey of over 400 of the larger and more active and engaged companies, some unique insights into business perspectives and sensitivities on energy and carbon management are provided. There are some positive findings: businesses have faith in climate science, they are highly aware of the options for reducing energy use and carbon footprints, and there is confidence in the economic opportunities associated with doing so. But there are also some causes for concern: confidence in government targets is low, there is restricted access to capital and management time, and the networks for learning are at times poorly developed. Similarly, whilst some businesses expect to excel along low carbon pathways, there is also some evidence of stagnation and missed opportunities. Together this provides a mixed picture: the prospects for incremental change are good, but the prospects for radical change are much lower. The firms that expect to accelerate most along the carbon reduction pathway seem to have some characteristics that separate them from the firms that expect lower levels of change. Within the context of the low carbon agenda, the implications of these findings are discussed together with potential policy options.

Stakeholder Relationships in Engaging with Climate Change

(Heikkinen, A.)

Abstract

Climate change has become one of the most topical issues of the 21st century. Climate change drives companies to consider the sustainability of their operations, products and services, as the constraints of the environment and customer demands become increasingly pressing. However, as it is a relatively new phenomenon, companies might not yet have processes, knowledge, or other resources to engage with it. Thus, a starting point of this paper is that companies need to collaborate with other companies, individuals and organisations to gain resources for creating and producing innovative responses to climate change.

Stakeholder framework is used in this paper to analyse these relationships. In corporate sustainability literature stakeholders are often presented as actors that demand corporations to engage with sustainability issues, such as climate change. However, discussions about stakeholder engagement in order to respond to climate change are still scarce. Recent studies on stakeholder relationships suggest that related to complex issues, the stakeholders' interests might not be only linked to the focal company, but also to the issue at hand. Stakeholder relationships are examined in the context of a Finnish three-year low-carbon economy project "Peloton". The project aims to encourage companies to create products and services that lower the energy need of the Finnish lifestyle. Within this project, this paper focuses on the companies that actively engage with climate change by developing economically and environmentally sustainable services and products.

The empirical part is based on an exploratory, qualitative study. The objective is to identify the involved stakeholders and analyse their roles in the process of developing environmentally friendly products and services. The research data consists of interviews and participant observations.

The impending results discuss the role of stakeholder relationships in the process of engaging with climate change. Especially, stakeholder collaboration, drivers for it and its challenges are discussed.

Distribution of responsibilities for sustainability: The role of the corporation and other actors in the economic system.

(Heikkurinen, P. & Bonnedahl, K.J.)

Abstract

Today there is a growing consensus on the problems of sustainability. Ecosystem degradation, resource scarcity, climate change, poor labour conditions and unfair business threaten the modern welfare society and eventually life on Earth. Altogether, these undesired consequences of organised human action call for an increased responsibility over environmental and societal well-being.

This paper dissects responsibility in the business context. The purpose is to examine the expected and necessary distribution of responsibilities between the corporation and other actors in the economic system. Departure is taken in one set of theory representing conventional business, a theory of market orientation (MO), and in an inchoate theory of corporate responsibility (CR), which is emerging to address environmental and societal concerns. While MO accentuates the role of markets and aims at transforming business around the customer, the mainstream version of CR adduces broader distribution of responsibilities among different stakeholders and aims at transforming business around people, planet and profit.

We infer from the literature that MO and mainstream CR hold conceptual similarities and as an emerging in-practice combination form an approach for sustainability that can be referred as market oriented CR. This approach distributes responsibility around the focal firm in-between the customer and other stakeholders, and is based on economic rationale and assumptions of 'weak sustainability'. We discuss why market oriented CR cannot transform business around the problems of sustainability and propose an alternative, sustainability oriented CR that is based on the assumptions of 'strong sustainability'. This approach can be viewed as a new theoretical lens for responsibility distribution emphasising the focal actor and capable of creating the needed transformation towards sustainability as the limits of natural and human resources are taken into consideration. As a conclusion, firms that aim at solving the problems of sustainability have to move from market oriented CR to sustainability oriented CR.

How small and medium community businesses prepare for climate related events? Can we learn from past experiences?

(Hernandez Montes de Oca, P.)

Abstract

Small and medium enterprises are the most vulnerable group within the business sector to extreme climate hazards and, consequently, are the most threatened by climate change impacts. If these firms, as an integral and vital component of the economic and social system, are unable to acquire not only the ability to withstand future climate events, but also the aptitude to adapt, then development could be compromised in developing nations. The aim of this paper is to identify the coping and adapting mechanisms adopted by SMEs in a developing context, and examine which business characteristics and proactive attitudes constrain or facilitate the adoption of those preparedness measures. Moreover, it investigates how the different types of damages experienced by businesses influence the nature of the measures implemented to protect them from tropical cyclones. Data was obtained by means of a face-to-face survey, which was carried out in two prone coastal areas in Mexico. Expanding on previous studies on businesses and natural disasters, this paper presents two quantitative models to derive its results. The findings suggest that direct damages (e.g. structural damage) increase as the events grow in magnitude. The enterprises that have experienced these types of damages are the ones that have adopted more adaptive measures (e.g. installed hurricane shutters). Meanwhile, indirect related damages (e.g. access in roads) drive the adoption of coping measures (e.g. store equipment). Proxies for strategic thinking and business environment prove to be good predictors in the adoption of both reactive and proactive measures. Overall, this work contributes to identify some elements that should be targeted in order to build the capacities that SMEs need to adopt in a developing context so as to be in a better position to overcome an increase in the magnitude of tropical cyclones due to climate change.

Building inclusive business portfolios – institutional differences, degree of exploration and MNCs' BoP strategies.

(Herrdorf, M.)

Abstract

Theories on 'Base of the Pyramid' (BoP) (Prahalad 2004) or 'inclusive business' initiatives by businesses have mostly been developed on a project- or country basis. This paper closes this gap by developing a model capturing the impact of institutional differences in the target market on MNC strategies and the resulting role distribution between headquarters and subsidiaries. The material used stems from participatory, ethnographic research on two leading MNCs in the financial services industry with large and diversified BoP portfolios.

The model summarises the impact of institutional differences in BoP markets and the degree of exploration in BoP portfolios on MNCs' strategy in BoP markets. It explores the impact of institutional differences that are highly present in BoP markets and of the degree of exploration found in the different BoP projects on the way in which resources are developed, and on the respective roles that headquarters and subsidiaries play in the development of the BoP projects. A last section deals with the attention paid to multiple objectives in the BoP portfolios, especially to social vs. financial objectives, and how this balance is impacted by institutional differences and the degree of exploration.

Based on the model, the article discusses the sometimes paradoxical relationship between the BoP activities located between classical 'charity-driven' CSR and the core business of the company, as well as learning challenges in building a stable BoP portfolio beyond philanthropic pilot projects and experiments.

Stakeholder dialogue in the context of corporate sustainability reporting. A comparative analysis of selected European banking companies.

(Hetze, K.)

Abstract

Stakeholder dialogue is a tool of corporate sustainability communication that is used frequently by (large) companies. My doctoral thesis investigates how selected European banking companies communicate on stakeholder dialogues in their sustainability reports. The sample consists of the largest European banking companies; it includes 24 banks from 10 Western European countries. The thesis's methodological approach includes a literature review as well as a two-folded empirical step consisting of a quantitative pre-study and a content analysis of the selected sustainability reports' information on stakeholder dialogue. This paper shows results from literature review and pre-study.

The topic of CSR communication has a practical and theoretical relevance. From an entrepreneurial point of view it is an issue that is both: part of the CSR agenda and of the communication agenda. Results of a literature review are that issues of communication science - and notably corporate communication - can thus be seen as most relevant and applicable. Public relation is part of corporate communication that deals with external communication towards publics; PR literature can thus be one main link for such external communication towards stakeholders.

First results of this pre-study show on the one hand the trend that information about dialogue with stakeholders generally increases in the long-run. It can be stated, however, that country specific differences between companies' reports exist regarding the degree of information. Some banks provided a lot of information already in their first sustainability report, while others gave very little information. Thus, in some current reports the topic has already become a central theme – while there is still little information given in other reports. A qualitative content analysis (according to Mayring) of the selected banks' print and internet documents has to show more detailed results.

Beyond the rhetoric of community-based approaches to CSR and in the management of National Parks as tourist destinations.

(Hewlett, D.)

Abstract

In the context of National Parks and their management as tourist destinations, notions of and strategies for the area-wide design of projects related to Corporate Social Responsibility (CSR) result from tri-sector partnerships. These are led by the public sector in their legislative and enabling roles and critically comprise a community of representatives of SMEs and of local residents. Participatory forums recognise that through a community's engagement, strategies can be designed at a local level and according to the community's identification of their local priorities and needs within the legislative context provided for these environmentally sensitive areas. In addition, and in recognition that CSR is as much an ethos as a practice, a further advantage of community engagement is asserted that through such forums a community's understanding of CSR can be developed with the potential of creating their ownership of strategic objectives, in itself an activity theorised to sustain a responsible business ethos in the long-term.

Whilst the practice of collaborative working is endorsed, there are many issues, challenges, and risks to be taken. Collaborative partnerships require adherence to governance principles and equally an empowered and willing civic community, argued to derive from enhancements in social capital. However, although protected areas are argued to exude social capital, in reality the community's engagement tends to be the pursuit of the typical few and can never be assumed.

Degrees of community disengagement at the least question the reams of prescriptive policies, literature and best practices that assume community engagement. Therefore, a commonly recognised rhetoric is reported negating aspirations for increasing the numbers of participants required to progress area-wide projects designed on community-based approaches.

Such concerns have invariably resulted in research in the areas of governance, social capital, and community participation in decision-making. However, the majority of this work has concerned the general socio-political context. Surprisingly limited reviews exist specific to the protected area context where theory infers that participation should be higher as also is considered the risk of not engaging with communities.

This paper contributes to addressing this gap in research by exploring the practice of community engagement in the protected area context. Reasons for community engagement and disengagement are discussed which call into question best practice and traditional collective forms of networks, associations and partnerships. It finally introduces recommendations based on research in the UK context, to encourage wider community engagement in the design and progress of CSR strategies and action plans.

Key words: governance, social capital, CSR, local decision-making, reasons for engagement and disengagement, best practice, wider community, tourism destination management.

General Manager's Perception of Corporate Social Responsibility Culture of Florida Hotels

(Holcomb, J.L.)

Abstract

The objective of the study was to identify hotel general manager's (GM) perceptions of their corporate level Corporate Social Responsibility (CSR) culture. These perceptions were hypothesized to be a function of a number of personal characteristics of the (GMs) coupled with the organizational profile of the hotel.

The data were collected via an online survey based on a CSR scale developed by Turker (2009) in combination with other original and previously used smaller scales. The study's population consisted of 564 GM's of hotels that were managed by a corporate office and were members of the Central Florida Hotel and Lodging Association and the Florida Restaurant and Lodging Association. A total of 123 surveys were returned which equated to a 22% response rate.

The overall results indicated that GM's had a positive perception of their corporation's CSR culture. However, there were two areas that corporations in this survey could improve upon; GM's perception of their corporation's flexible policies towards work life balance and the corporation's concern with employee's needs and wants. Notwithstanding the above, the results supported two hypotheses as follows; there is a correlation between the GM's positive personal attitude toward CSR and their positive perception of their corporation's CSR culture, and a correlation between the GM's perception of their hotels financial resources and their corporate CSR culture. Results also indicated that there was a correlation between GM's of larger hotels tended to have a more perception of the corporation's CSR culture and hotel size, ownership, the number of volunteer hours a GM spends.

This study and its ensuing results were of significant importance to the general CSR body of knowledge and unique in terms of their contribution to CSR in the hotel industry, providing a number of benchmarks for CSR in the industry. Although the results of this study provided indication that overall, GM's perceive their corporation's CSR culture in a positive light, we can glean that there are areas that corporations could improve upon.

Sustainable SME Intervention; Leading Systemic Change

(Howarth, R. & Fredericks, J.)

Abstract

The importance and role of Small and Medium Sized Enterprises (SMEs) to the economy is clear but the sector is considered a problem when it comes to the environment.

The problem of SMEs and the environment is primarily grounded in:

- the large cumulative impact of the sector on the environment;
- their responses to this impact, including the nature and formality of response(s);

The problem of SMEs outlined above offers a clear reason for consideration of the sector in both research/theory and practice. However, and although SMEs and the environment have been discussed, and their behaviour addressed, for some time the body of work is not vast and progress made by the sector is not significant.

This paper, therefore, considers the definition of the 'SME problem' and it's (re)solution. In doing so, and through reference to case study activity and material as necessary, we (re)consider the landscape of SME environment related change and, as a result, the nature of and approach to intervention(s) here.

Keywords: SMEs, Visioning, Engagement, Change

Corporate responsibility under recessionary pressure: the case of UK retailers' purchasing practices

(Hughes, A.)

Abstract

This paper investigates the effects of an economic downturn on corporate responsibility, with a focus on how UK food and clothing retailers responded to recessionary pressure between 2008 and 2009 in their strategies for ethical trade. In particular, it evaluates the pressure placed by recession on the corporate purchasing practices of these retailers, including strategies for their responsible management. The paper begins by charting the ethical trading agenda that emerged to counter and modify retailers' global supply chains during a period of relative economic prosperity from the mid-1990s. While the main focus has been on labour codes applied to own-brand producers, the paper also documents the growing critical attention since the mid-2000s paid by civil society organizations and consultancy firms to the powerful commercial buying practices that place producers under so much pressure in the first place and which serve frequently to undermine corporate responsibility efforts. However, the onset of global economic crisis posed challenges for retailers' purchasing practices, both economically and ethically. Critical and corporate perspectives reveal, first, the stress placed by the economic downturn on retail structures, supply chains and multi-stakeholder projects set up to foster more ethical corporate buying practices. And yet, in contrast to fears that corporate responsibility would contract in scale during recession, the paper also shows how retailers' ethical trading strategies responded in more nuanced ways. So while the ethical agenda promoted by NGOs concerning retailers' purchasing practices did not disappear altogether, it is shown to have adapted in line with broader recessionary-shaped shifts in which ethical trade became more tightly linked to corporate efficiency targets and an emerging 'value for values' strategic discourse. The empirical material derives from a project, funded by The British Academy, involving 30 in-depth interviews with retailers and ethical trading advocates between September 2009 and May 2010.

Retailers and pro-environmental consumer behaviour: The role of UK supermarkets' own-brands in promoting change in consumption patterns.

(Ioannou, E.)

Abstract

As the impact of current consumption patterns on the natural environment becomes increasingly evident, there has been a growing interest by both public and private sectors in the UK, in developing strategies that promote pro-environmental consumer behaviour. The UK retail industry, and the supermarket sector in particular, can have a central role in this collective effort due to the influence they have on consumers' lifestyles: big grocers provide consumers with a number of everyday products and services to satisfy their needs and wants. Through the development of their own-brand ranges, UK supermarkets not only have the opportunity to offer a variety of environmentally friendly products to their customers but also to promote pro-environmental behaviours through associated marketing strategies.

This paper forms part of an ongoing research project investigating the relationship between UK supermarkets' corporate social responsibility (CSR)/sustainability strategies and pro-environmental consumer behaviour, within the context of sustainable consumption. The study seeks to understand how this relationship is influenced by pro-environmental corporate decision-making and marketing activities associated with the supermarkets' own-brand products. The paper will particularly examine whether UK top grocers' CSR/sustainability strategies lead to corporate decisions aiming to reduce the environmental impact of own-brand products through promoting appropriate consumer behaviour.

The paper will initially provide a literature review on the link between supermarkets' CSR/sustainability and own-brand strategies, and pro-environmental consumer behaviour. It will proceed to present initial data collected through qualitative methods and will use this data to reflect on the findings of the literature review. Based on the preliminary findings, the paper will assess whether UK supermarkets promote and facilitate pro-environmental consumer behaviour through their own brands. In this way, the paper will extend the debate around retailers' role in moving current consumption patterns to an environmentally sustainable level.

A radicalisation of sustainability: the role of eco-feminist theorising

(Jallow, K.)

Abstract

If we are to close the sustainability gap – moving from the current unsustainable consumption and production levels implicated in social and environmental injustice to a fairer, greener world – then we need transformative practices. These in turn need a rigorous theoretical underpinning that explains such practice. This paper presents current thinking on sustainability argues that much of the thinking is not sufficient to close the gap. It then discusses the characteristics of ecofeminism, which it considers to be a transformative approach to allow business organisations to achieve sustainability. It then provides a framework adapted from Martin (1990) which allows evaluation of business activity; it suggests that this may be applied to member organisations of the social enterprise movement to enable transformative activities to be revealed.

Keywords: ecofeminism, organisations framework, social enterprise, sustainability

CSR in Sport: Investigating environmental sustainability in UK Premier League Football Clubs

(Jenkins, H.)

Abstract

Despite the growing propensity of sport organisations to engage with CSR, there has been little academic analysis of the role of sport and social responsibility. Little is known about which elements of CSR are being addressed and which aspects can be most successfully addressed by sport organisations. Sport is demanding on the physical environment. Environmentally responsible business practices are an element of CSR in that they are often initiated for reasons other than to make a firm money (but sometimes do), they are not (always) required by law, and they benefit society (Babiak & Trendafilova, 2011).

This paper uses research undertaken in the UK Football Industry to explore how Premier League Football Clubs are addressing issues of environmental sustainability in the context of CSR. Professional football clubs certainly recognize that they are an important part of the community and alongside this comes certain relationships with and responsibilities to the community- be it the local population, local authorities, other businesses or the environment. How clubs discharge these relationships and responsibilities and how they manage the inevitable conflicts with the club's commercial objectives is not well understood. This research seeks to understand the nature of these relationships and explores which responsibilities UK Premiership Football clubs are addressing and how. Environmental practices in professional sport are driven by two important considerations – the desire to achieve legitimacy and the strategic or competitive advantages that these types of activities might provide (Babiak & Trendafilova, 2011). This research seeks to investigate what motivates clubs to achieve such legitimacy and how they may benefit from and seek opportunities arising from better environmental performance.

The paper is based on extensive web based research, and semi-structured interviews with key managers at UK Premier League Clubs and football associations.

Carbon Indices across value chains in Korea

(Jeong, D.G. & Wehrmeyer, W.)

Abstract

In 2009, the Republic of Korea (ROK) announced its national goal to reduce its carbon emissions by 30% from the business as usual scenario by 2020. To support this, the ROK has already established the Low Carbon, Green Growth Act which will force the business sector to change its products, services, and processes to create more economic value with less carbon impacts. To do this effectively, the entire value chain and an individual company's efforts must be reviewed and improved.

This research developed a new carbon index to represent the carbon equity of across value chains numerically. The index describes the distribution of carbon impacts and economic benefits across a value chain, one of the main factors to assess the current profile and scope for change towards a low carbon economy. This index can show changes to the carbon performance of companies or sectors over time and across short value chains in South Korea. Other approaches do not allow a dynamic analysis of a number of value chains with the same ease of use and explanatory power.

Further, this research developed carbon indices to rank firm's carbon reduction efforts of a business within a value chain. However, the problem of normalisation for company size is a persistent one, where it is not clear whether physical, economic or manpower size would be most suitable as a normalisation denominator. Using national data on Korean paper, cement, and steel sectors, the relationships of the raw material companies in the ROK between business metrics and carbon emission are compared using the Index. In addition, the choice of denominators is discussed as well.

Corporate leaders and sustainability: The role of value orientation in sustainable change.

(Kassel, K.)

Abstract

How might the interests of self and organization, global humanity, and the biosphere be balanced in the cultures of organizations that pursue sustainable practices? The focus of this research study was the relationship between the value orientations of US-based Fortune 1000 CEOs and their organizational sustainability practices (OSP) using data collected in surveys. Data on environmental concerns, awareness of consequences, social value orientations, CEO perspectives on sustainability initiatives, and OSP were used to explore the salience of such factors in the diffusion of sustainability practices in industry. The theoretical frameworks of Stern and Dietz's value-belief-norm theory and Schwartz's social value orientation were employed, and an instrument created by Hansla, Gamble, Juliusson, and Gärling which assesses self-oriented, other-human-oriented, and biospherically-oriented preferences was utilized. The data from this instrument was compared with CEO participants' open-ended answers to questions including personal views of corporate sustainability initiatives, reasons for pursuing such efforts, alignment of personal values with organizational identity and sustainability performance, and comparison to other popular corporate programs to generate qualitative and contextual information. Finally, these data sets were then analyzed against each CEO's OSP, as measured against the Global Reporting Initiative's G3 performance indicators. While value orientations as measured by the instrument did not bear a significant relationship to OSP, the qualitative data on CEO perspectives do offer notable patterns. Those CEOs in firms with strong OSP incorporated more environmental, moral, and positive economic reasoning to their answers, whereas CEOs in firms with weaker OSP more often cited negative economic reasoning and social pressure as motivation for OSP.

Responsible leadership for social enterprises or sustainable corporations?

(Ketola, T.)

Abstract

Responsible leaders look after the wellbeing of all humans and nature. Corporations and business communities outsource responsible leadership to social enterprises and ecopreneurs. Social enterprises prioritize social sustainability goals and ecopreneurs environmental sustainability goals – and neither group aims at great profits. Some of them are financially independent and sound, others are not. There is more to economic sustainability than financial indicators, but corporations have insourced them to mean a sustainable business. The acquisitions of The Body Shop, Ben & Jerry's and Stonyfield Farm by L'Oreal, Unilever and Danone, respectively, strengthen this view as these major corporations have thereby insourced responsible leadership into separate subsidiaries but outsourced responsible leadership from their major lines of business.

Are corporations inherently irresponsible, or could they become responsible leaders? This question will be answered by reinterpreting the primary values presented by S.H. Schwartz: power, achievement, benevolence and universalism. For Schwartz power means social status and prestige, and control/dominance over people and resources; achievement means personal success through demonstrating competence according to social standards – both representing self-enhancement. In Schwartz's framework benevolence means preserving and enhancing the welfare of those with whom one is in frequent personal contact; universalism means understanding, appreciation, tolerance, and protection for the welfare of all people and for nature – both representing self-transcendence. Corporations and their leaders tend to score high on power and achievement. The most responsible a corporation/leader has become is benevolent – and then they are considered softies. This state of affairs illustrates their moral developmental stage. Corporations attract low moral level leaders, and leaders reinforce the low morals of their corporations by favouring likeminded colleagues. This paper will turn the scales through reinterpretation of primary values.

STAKEHOLDER RELATIONSHIPS: WHAT A GAME!

(Lebura, S.)

Abstract

The debate on what role business is supposed to play in society while carrying out its day to day activities has been on the front burner of business discussions, with various scholars taking sides with either the shareholder value maximisation or stakeholder consideration views. This has led to an increased interest in the area in recent times and has opened new areas of research, one of such being the exploration of stakeholder relationships.

This paper is a part of an ongoing research into Stakeholders Relationships in the Nigerian Oil Industry, with a view to understanding the nature of these relationships. There have been the application of diverse theories to the study of stakeholder issues, but there seems to be little done in the use of Social Contract and Game Theories to study the area. As a result, this paper uses both theories together to explore the complexities involved in these relationships.

The methodology used in this paper is mostly based on the review of literature derived from the main research work. A conclusion is reached that both theories can be very relevant and useful in furtherance of the discussion of stakeholder relationships and CSR.

Corporate Social Responsibility & the Gambling Industry: An Exploratory Study

(Leung, C.H.)

Abstract

Corporate Social Responsibility (CSR) is one important response to the increasing levels of criticism. Despite the growing importance of CSR in accounting, financial management and management more generally, it remains a contentious term. Some studies have concentrated on CSR in specific industries – notably the oil (Coupland, 2005), banking (Coupland, 2006) and retailing (Islam and Deegan, 2008) industries; however, some contentious industries, for example, the gambling industry remain unexplored. This seems to be the sources of conflict that are potentially so important in CSR may be more explicit and thereby clearer in this industry. Thus, the gambling industry may represent a special case in the CSR literature.

This current study attempts to investigate to *what* extent and *how* CSR is understood in the gambling industry and the implications this has for corporate posture and communications more generally. The study's primary focus will be on Macao (China), where gambling is a significant part of the economy. However, Macau will be compared with a range of other countries where issues of CSR and gambling are considered: notably Hong Kong, Australia, the UK, the US and South Africa. This study will not only enhance knowledge and understanding of both CSR and gambling in a developing country but would be able to give a broad overview of the gambling industry itself. The research is broadly framed by using 'Dimensions of the sensemaking process' (Basu and Palazzo, 2008).

This research employs three research methods. First, a content analysis of corporate annual reports will provide an overview of the gambling industry. Second, a discourse analysis will explore how language and text in corporate annual reports construct the meaning of 'CSR' and 'responsible gambling' in this industry. Third, semi-structured interviews with employees and representatives at different levels in various gambling companies and NGOs in Macao will be undertaken.

Sustainable Supply Chains in China: Buyer's Capability Building

(Li, C. & Lehmann, M.)

Abstract

During the recent decades, more and more multinational companies (MNCs) have expanded their CSR activities to their subsidiaries and suppliers in developing countries. (Porter et al, 2006). According to Beckman, Colwell and Cunningham (2009), the MNCs have been one of the main drivers for the CSR efforts in developing countries. Today, the dominating conceptual understanding of CSR originate from US and European countries, and abundant research has been conducted in these two regions (Dobers et al., 2009), the companies in western countries are better equipped with CSR knowledge than the ones in developing countries. It seems that MNCs have the knowledge, ability, and influence to uplift the CSR performance of both their subsidiaries and suppliers in developing countries.

However, this is not the case in all developing countries, at least not in China. The MNCs' subsidiaries in China do not have better CSR performance than the Chinese local companies (CASS, 2010). Blowfield (2005) argues that the current abundant US and European based CSR research is not necessarily applicable for the developing countries context.

This paper studies to what extent an MNC, headquartered in Denmark, can implement a sustainable supply chain strategy in its Chinese subsidiaries. The outset for the paper is the large discourse and research on the social responsibilities of the private sector, and the paper focuses on buyers' capability building, i.e. educating the buyers and equipping them with knowledge and skills for integrating sustainability into procurement as part of a formulated CSR strategy.

A case study is carried out in A.P. Moller - Maersk (APMM)'s Responsible Procurement Programme. Data for the study is collected by way of participation and observation in day-to-day management and in training programmes, as well as by interviews with trainers and the buyers who participates in the training programmes.

Corporate Social Responsibility (CSR), Development and the Mining Industry in Namibia: Critical Reflections through a Relational Lens

(Littlewood, D.)

Abstract

The mining industry has been at the forefront of the global CSR movement. Through initiatives like the Mining, Minerals and Sustainable Development (MMSD) project and the International Council on Mining and Metals, the industry has, at least ostensibly, sought to transform the way in which it does business, and its interactions with social and environmental issues. This paper will discuss CSR in the mining industry in Namibia. Mining has a long and controversial history in Namibia, and mining companies in Namibia have undertaken CSR activities for over 30 years. This paper will examine the relationship between CSR in the mining industry in Namibia and development and poverty alleviation.

A variety of claims have been made about the role and potential contribution of CSR to development and poverty alleviation in the global South (Jenkins 2005). It is in this context that CSR and its relationship with development has been the subject of increasing academic attention in recent times (see: Blowfield and Dolan 2010; Prieto-Carron et al 2006; Blowfield and Frynas 2005; and Fox 2004). However despite this upsurge in interest, the coverage of CSR research remains quite patchy, with limited rigorous empirical work and often quite restricted theoretical engagement (Frynas 2008). In Namibia, the mining industry is widely held to be the 'cornerstone' of the country's economy (Minerals Policy of Namibia 2001), and the engine of its future development and prosperity (Angula 2010). The industry is suggested to make an important contribution to national development through traditional avenues like taxation and employment, but also increasingly as a more direct development actor through CSR. In this paper the mining industry's role and contribution to development in Namibia through CSR is critically examined. Discussions are founded upon in-depth empirical fieldwork undertaken as part of PhD research. The critical analysis undertaken in this paper draws upon relational understandings of responsibility (Gatens and Lloyd 1999, Massey 2004, and Darling 2009) and uses a spatial and temporal relational lens as a framework for discussions.

Supply Chain Decarbonisation: Drivers, Barriers and Strategies.

(Long, T.B.)

Abstract

The management of Greenhouse Gases (GHG) in organisations' supply chains is increasingly recognised as an avenue through which to pursue climate change mitigation and wider corporate responsibility goals. This presents both opportunities and challenges. The literature and practice of environmental or green supply chain management is well developed, but less so when applied specifically to GHGs.

This paper aims to develop a deeper understanding of the current state of supply chain decarbonisation in the UK by identifying leading organisations, the strategies used and the factors driving and hindering such efforts. An exploratory interview survey of eleven experts from academia, think tanks, business support and consultancy organisations was conducted in order to provide an 'insiders' perspective and supplement what is an underdeveloped area of the supply chain management literature.

It is found that large corporate brand firms with high supply chain control and high levels of supply chain GHG emissions are leading current efforts, driven by factors such as competitive advantage, reputation and risk management. Supply chain leading organisations utilise many strategies, including encouraging disclosure and reporting of emissions, the use of GHG supplier selection criteria and collaborative reduction initiatives. A prominent role is also found for the third sector, particularly in the scrutiny of disclosed and reported emissions data. The research suggests that current factors driving engagement rely on characteristics and capabilities not present within in all organisations, meaning further engagement will rely on broadening the impact of driving factors and enhancing low carbon supply chain management capabilities.

Mapping the Corporate Sustainability concept

(Lozano, R.)

Abstract

The concept of Corporate Sustainability (CS) has appeared as an alternative for corporations to contribute to Sustainable Development. However, the large number of issues that need to be addressed has presented considerable challenges for managers and CS practitioners, especially, since when the efforts have been based on Sustainability Reporting (SR). Although SR offers good bases to address CS issues, it considers the issues to be independent of each other, and it does not provide with any metrics for the managers to recognise which issues are could be better addressed.

The Sustainability reports from three large corporations were analysed with the help of the qualitative analysis software NVivo, network mapping, and McCabe's complexity number to help compare them.

The analysis shows that network maps can detect those issues that companies are focusing their efforts on, and those for which their reporting performance could be improved. Additionally, the maps show those issues that interconnect with others, thus providing the bases for improving SR guidelines.

Keywords: Corporate Sustainability (CS), Sustainability Reporting, Network mapping, Qualitative analysis

A case study of Action Research as organizational strategy for SD in an NHS Trust

(Marsh, C.)

Abstract

There is increasing interest in the concepts of organizational learning and change process with respect to achieving a closer alignment of business and organizational practice with the principles of Sustainable Development (SD). A key proposition made is that of the ability of learning process to facilitate revision of an organization's underlying assumptions, and to support institutionalisation of these revised assumptions, via the establishment of appropriate feedback mechanisms which capture the learning as it takes place. The nature of the learning experiences required to achieve such aims has received less attention. This paper documents a case study which employs frameworks of Action Research (AR) to guide a learning experience for SD in an NHS organization. AR has a long and well theorised history within the field of organizational development, yet there are few documented examples of its application to organizational learning for SD.

Systematic cycles of action and research were conducted by 5 members of senior management over a 12 month period, facilitated by an external researcher. Informed by the principles of 'cooperative inquiry', and emerging ideas of 'organizational conversations', combined with theories of sustainable healthcare systems, the group sought to use this process to develop their organization's SD strategy, as well as contribute to generalised theories of NHS SD. The success of the AR process itself was also a subject of group inquiry. The group evaluated the AR experience positively in that it enabled them to build relationships with one another, and begin to distribute responsibility for SD from one person, across the organization. The AR process was limited in its ability to develop strategy beyond a narrow environmental resource agenda, within the confines of the formal group process. However, the process helped to identify and acknowledge levers for change as existing outside the organization, and develop strategies for further engagement with these opportunities. The potential for more flexible and longer-lasting action research strategies involving external, influential actors is proposed and this continues to be explored through an ongoing researcher-practitioner relationship with this organization.

Investigating the Link between Corporate Environmental Responsibility & Business Economic Performance

(Martinez, F.)

Abstract

Purpose – This paper investigates business approaches to Environmental and Social Responsibility (ESR) with an emphasis on environmental challenges. Conceptual in scope, the argument seeks to address the lack of clarification about the end goals of 'green work' – which is understood to be a void in the literature by, inter alia, Robèrt et al. (2002); and Siegel (2009). Theoretical propositions are drawn to frame different scenarios of 'green work' by integrating existing research on the link between business performance and environmental responsibility. The reflection is further extended to a study of managerial challenges inherent in the pursuit of ESR excellence; in doing so, the argument is grounded upon the concept of syncretism.

Conceptual Framework – The literature review suggests the existence of four stages of compatibility between green and business performance which are labelled as tradeoff (Hahn, Figge, Pinkse, & Preuss, 2010; Margolis & Walsh, 2003; Porter & van der Linde, 1995a, 1995b), ambidexterity (Aupperle, Carroll, & Hatfield, 1985; Kollman & Stockman, 2008), synergy (Ambec & Lanoie, 2008; Dowell, Hart, & Yeung, 2000; Orlitsky, Schmidt, & Rynes, 2003), and symbiosis (Porter & Kramer, 2006, 2011; Porter & van der Linde, 1995a; Schaltegger & Figge, 2000). In addressing ESR integration challenges, the idea of holism applied to strategic management of sustainable development and ESR integration is gaining momentum in the literature (Ashforth, Gioia, Robinson, & Treviño, 2008; Berger, Cunningham, & Dumright, 2007; Carroll & Shabana, 2010; Ketola, 2010; Moussetis, 2011; Reinhardt & Stavins, 2010; Robbins, Hintz, & Moore, 2010; Sonenshein, 2010; Visser, 2010). Holism defines any theory that contends that a whole system is more than the sum of its parts (Robbins et al., 2010). In this paper, syncretism (a cultural metaphor) is applied as a holistic perspective to ESR. Drawing upon the definitions proposed by Stewart and Shaw (1994); and Greenfield and Droogers (2001), the syncretistic mechanism is proposed to embrace and assemble two key attributes: (i) the systemic or pragmatic narrative – as the *tokenistic* aspiration to emphasise business core responsibilities, i.e. maximisation of firms' value, legal obligations (Carroll & Shabana, 2010; Friedman, 1970); (ii) and the constructionist narrative (or ethnographic pole) – as the reflect of the understanding and influence of individuals on firms' strategic decisions or changes (Sonenshein, 2010), including their approach to ESR/CSR.

Theory-Building – The conceptual argument is further illustrated using the case of Adnams Brewery in Southwold (Suffolk). The analysis builds upon field observations and face-to-face interviews with Dr Andy Wood (CEO), Fergus Fitzgerald (Head Brewer), Victoria Savory (Head of Marketing), Martin Wilkinson (Retail Director), Karen Hester (Operations Director), and Max Bond (Sale Director). In seeking to build a theory which closely fits the data, the case study leads to frame the four stages of green/business performance in the form of a 'maturity-radar'. Within this radar, a 'taxonomy' of syncretistic projections is proposed to reflect the inspirations of individual agents of management; these projections generate different levels of compatibility between green and business performance. The analysis unfolds three types of projections: integrated syncretism, fragmented syncretism and passive syncretism.

In sum, depending on the activity of Adnams in which they are embarked, business agents are driven to generate different impacts on the environment; whether this impact is negative (synergies, trade-off), neutral (ambidexterity) or positive (synergies and symbiosis). Further research is commended to offer comparisons of practices leading on to deeper insights into the syncretistic mechanism and into the implications of the 'four stages' framework.

Assurances for CSR in Corporate Decision Making in Recession

(Matolay, R.)

Abstract

The paper aims at exploring those institutional and procedural assurances that guarantee the survival of CSR and sustainability considerations in organizational decision making in time of recession. The research focus is on corporate decision making and decision makers in (former) flagship CSR companies in Hungary. By qualitative interviews with top and middle managers, patterns of responsible decision making have been explored.

Background of research: Crisis and recession in recent years have generated various waves in CSR. Activities like reporting, internal and external CSR communication have gained more ground in Hungary while others declined. Even role model CSR companies have stepped back from their earlier achievements. In some cases those initiatives that primarily earned recognition for the companies have been partly or fully withdrawn. (E.g. EU environmental award-winner for (among others) zero waste production now takes part of its waste to landfill; or local subsidiary appreciated in the MNC for the sustainable sourcing model developed locally actually never introduced the new sourcing model, etc.). These latter changes call the attention to the question of integration and embeddedness of CSR into corporate activities and decision making again.

Research project: The paper is based on the research project titled 'Factors of Responsible Decision-making' (supported by TÁMOP). Flagship CSR companies in Hungary have been identified, semi-structured interviews with the members of top and middle management of five companies have been conducted and analyzed. In this research the focus is not on particular CSR activities but on CSR considerations in any kind of managerial decision making. Factors supporting and contradicting CSR considerations in organizational decision making in recession have been explored both on individual and organizational levels. Decision procedures that help CSR concerns to be maintained under specific profitability and competitiveness pressures have been identified.

Headhunters and Diversity. Ethnicity in Management Recruitment – Comparison of Finland and Hungary

(Meriläinen, S.; Tienari, J.; Matolay, R. & Pataki, G.)

Abstract

This paper aims at exploring the diversity considerations and activities of executive search consultants (headhunters), with a particular interest in migrants and ethnic minorities. The paper provides a comparison of the research findings in Finland and Hungary.

Management of diversity and equal opportunity are central fields of CSR in relation with employees as stakeholders. A wide variety of CSR activities are targeted to tackle the problems of discrimination and harness the numerous advantages of diversity. One of the most recent developments of CSR in Hungary is the quick penetration of diversity and sensitization trainings in companies of various sizes and industries. Although proactive and progressive corporate projects provide a promising picture about diversity management in many countries, having a closer look on employment and recruitment practices (and not on the dedicated CSR activities) makes the picture more complex and rather mixed.

In this paper the issue of diversity is approached through the lenses of executive search consultants. These HR professionals are external consultants to corporations aiming at the recruitment of individuals into (top and middle) management positions. Executive search consultants hold high level of the authority throughout the whole recruitment process. By defining the selection criteria and assessing the candidates against these criteria, headhunters not only contribute to the final decisions on future managers (thus the ethics/responsibility role models in a company, the future powerful shapers of CSR in a firm), but also have a role in shaping diversity issues in management positions.

The empirical material is a series of qualitative interviews with executive search consultants based on a common interview guideline in Finland and Hungary. In this ongoing research Headhunters' insights on diversity are analysed in order to understand inclusive and exclusive organizational processes within a broader social context.

Corporate sustainability: making a societal concept applicable to the corporate level

(Neugebauer, F.)

Abstract

The proposed paper is planned as the theoretical starting point for a PhD thesis that is being written at Robert Bosch GmbH in cooperation with Queen's University Management School. The thesis aims at showing how companies can use the societal concept of sustainability to inform their corporate objectives. It is argued that since sustainability is a societal concept, a company needs to take on a top-down societal perspective when it sets its objectives in terms of corporate contributions to sustainability.

The aim of this paper is therefore to provide a definition of corporate sustainability that is based on a societal understanding of the concept. In this context this research will look at (corporate) sustainability from the perspectives of different sciences.

First, two perspectives on sustainability are distinguished. Sustainability can be understood as an optimization problem with three goals: economic, environmental and social ones (triple bottom line). Alternatively, sustainability can be understood from a societal perspective where the earth, society, the economy and their subsystems need to be sustainable. Not only do companies transform themselves to become sustainable, they also contribute to this overarching goal. Second, the concepts of sustainability in four natural sciences are discussed: physics, biology, engineering science, and chemistry. The important question is what aspects these approaches have in common and which ones are discipline-specific. One common aspect is expected to be a systems understanding where the earth is the super-system with subsystems such as the economy, specific companies, or ecosystems. Another common aspect could be an anthropocentric value orientation. One discipline-specific aspect could be the treatment of uncertainty.

Finally, a definition of sustainability is proposed that is built on both, the societal perspective and this multidisciplinary discussion. This research will also discuss how this definition can be interpreted in a corporate context.

Business and Human Rights: A study on how companies determine their human rights responsibilities.

(Obara, L.J.)

Abstract

Since the 1990s the concept and terminology of human rights has become increasingly associated with the activities of the private sector. This represented a realisation that the traditional notion of nation states as the primary threat and guarantor of human rights did not adequately reflect the ability of companies to commit serious human rights abuses. Given that it is only recently that the non-financial behaviour of businesses has been discussed within a human rights framework, it is perhaps of no surprise that many business leaders have expressed confusion regarding the concept of human rights and what this entails. Thus one of the most pressing issues for companies addressing human rights is delineating the boundaries of their commitment; in other words, what should companies assume responsibility for and why?

Given the confusion surrounding the application of human rights, as well as a lack of research in this area from the company perspective, this paper presents a study that explored how company professionals made sense of human rights and the process in which they ascertained the extent of their organisation's responsibilities. Drawing on nearly 30 in-depth interviews with a range of large UK companies as well as analysis of extensive documentary sources, this paper utilises the sensemaking concept, developed by Weick (1995), to examine how key individuals responsible for corporate responsibility gave meaning to human rights with a particular focus on the range and scope of human rights responsibilities.

The research found that human rights were perceived, interpreted and implemented in a variety of ways. This in turn influenced and shaped the parameters of responsibility. Context was found to be crucial during this process and included factors such as company history and culture, the individual's role and functional position within the company and their personal convictions and beliefs, the products and services of the business, the country of operation and so forth. The paper discusses these findings in light of their practical significance and relevance for companies involved in making sense of their broader societal and human rights responsibilities. The academic contribution of the study is also outlined, arguing that it is important research given that the sensemaking framework has yet to be applied to the study of business and human rights.

A Conceptual Framework for Managing CSR Stakeholder Engagement in the Pharmaceutical Industry

(O'Riordan, L., Fairbrass, J. & McDonald, F.)

Abstract

The ongoing debate surrounding the role of business in society highlights why corporate social responsibility (CSR) remains a key management challenge. One of the most prominent and persistent issues arising is that of the rival claims of stakeholder constituencies and how to manage them, processes which are often referred to as 'stakeholder management' and 'stakeholder engagement'. This paper focuses on the predicament facing CSR managers when attempting to balance the differing interests of various stakeholders in the pharmaceutical industry. A review of the literature in the field of corporate approaches to responsible stakeholder management and its conceptualisation reveals that the topic of stakeholder engagement and its associated contextual factors has been under-researched with regard to this particular industry. To address these gaps, the paper presents qualitative, exploratory research which was obtained via multiple research methods to examine the CSR practices and perceptions of senior executives within major pharmaceutical companies in the UK and Germany. These data are employed to examine and revise a previously published explanatory framework which conceptualises the management steps involved in CSR stakeholder engagement. The resultant revised explanatory framework is the main contribution of this paper. By conceptualising those factors which influence CSR practice, it provides an analytical tool which is designed to be of practical use by decision-makers when managing their stakeholder engagement activities.

Coping with Complexity in researching Sustainability in Healthcare: Results (and lessons learnt) from an Action Research Approach

(Pinzone, M., Lettieri, E. & Masella, C.)

Abstract

What *Sustainability* is in the healthcare ecosystem, what its goals should be, and which levers might facilitate the achievement of these goals are all still open to interpretation. The lack of a wide agreement on these issues has been largely acknowledged as a major barrier to both action and change. In this view, the complexity of the Sustainability research in the healthcare ecosystem is still to be reduced and framed.

This paper aims at furthering this ongoing debate by adding new elements for discussion that came from a one-year action research project undertaken in an Italian medium size public hospital. The opportunity for this collaborative research came from the decision of moving this hospital into a new facility designed to minimize the hospital's environmental impact. Both the managers and the professionals perceived that the "building was more sustainable", but the "organization was still the same and far from being sustainable". Thus the research impetus was: "How to aligning people and facilities in order to achieve a sustainable (socio-technical) system?".

The collaborative inquiry involved the General Director, the Health Director, the Administrative Director, the Human Resources Manager, the Facility Manager, a group of four physicians and five nurses, the architect who had been in charge for designing the new facility, and us as researchers.

The full paper will describe the methodology implemented, the main results and the most salient lesson learnt. In particular, we will detail how the research collaborative team was able to conciliate the different perspectives and achieve the results of: 1) making a shared sense of the concept of *sustainable hospital*; 2) defining a set of key performance dimensions and indicators to address and evaluate the organizational sustainability performance; 3) planning the organizational activities and the architectural improvements needed to enhance the performance.

Making Healthcare Sustainable: the challenge of changing professionals' behaviors.

(Pinzone, M., Lettieri, E. & Masella, C.)

Abstract

Issues such as Corporate Social Responsibility and Sustainability are becoming urgent for hospitals. Hospital managers have implemented various initiatives with great fanfare but that have become failures in the next short time and then abandoned. Past research gathered evidence that these initiatives cannot be successful without a radical change in professionals' behaviors. In this view, research on Sustainability – and CSR – should engage also an individual perspective to complement our current understanding.

Our study agrees this background and aims at furthering the debate about Sustainability in hospitals by adding new insights from an individual perspective of analysis. In particular, this study reviews the main bodies of literature from management, operations, medicine, organization science and organizational behavior to develop a conceptual framework—and relative hypotheses—that may be tested by future large-sample surveys.

The full paper will detail the research protocol applied by this study to identify and select the most relevant contributions in term of which behaviors should be engaged by professionals in a hospital to promote and achieve an improvement of sustainability-related performance.

Three individual behaviors have been identified from the review as significant to improve the triple bottom line performance: pro-environment behavior, innovative behavior, organizational citizenship behavior. These behaviors are possible when professionals are motivated, capable and have the opportunity to engage these behaviors. Relevant leverages to promote these conditions are: the trust to an organizational commitment to sustainability, the adoption of appropriate Human Resources practices, the implementation of specific physical facilities.

This paper provides hospital managers with literature-grounded recommendations on how they may improve sustainability-related performance by implementing those specific initiatives that create the organizational and architectural premises for the engagement of sustainability-oriented behaviors by professionals.

Sustainability in Healthcare: the (un)solved quest for aligning organizational and architectural levers for change

(Pinzone, M., Lettieri, E. & Masella, C.)

Abstract

Healthcare urges to reinvent itself since the sustainability of present delivery paradigms cannot be taken for granted also in the very short time. Hospitals are reinventing themselves to improve their capability to deliver high-quality care that is also sustainable from an economic, ecological, social perspective. Despite their efforts, results are limited. Even a cursory literature review would show that many initiatives have become rapidly failures and the abandoned. Moreover, our understanding of the levers to make this change happen is limited. The term "sustainability" in healthcare mainly refers to hospitals that adopt some architectural features for being green, and evidence came mainly from anecdotes or case studies and results from large-sample surveys are largely missing.

This paper aims at furthering the ongoing debate about sustainability in healthcare by developing a literature-grounded framework (and relative hypotheses) that may be tested in future large-sample surveys. In particular, we want to conciliate in a unique framework two bodies of literature and two approaches to this issue: organizational levers and architectural levers. This linkage is still today not fully understood and the failure of many sustainability initiatives can be referred to the misalignment between the new facilities and the persistence of the past routines and behaviors.

We searched contributions on Scopus, Ebsco, Proquest, Pubmed databases: 21 contributions were selected as relevant and grounded the development of our framework and hypotheses. The "Methods" section in the full paper will detail our search and assessment criteria.

Five leverages emerged from the architectural literature: ambient condition; space/function; signs, symbols and artifacts, materials and systems. Four leverages emerged from the organizational literature: culture; structures and roles; human resources practices and leadership.

Only two contributions took explicitly into consideration the linkages between the architectural and the organizational leverages. This paper conciliate these nine levers in an unique framework.

ISO14001: which is the relationship between motivations for implementation and perceived benefits?

(Platti, M., Arena, M. & Azzone, G.)

Abstract

In recent years, researchers and practitioners have dedicated increasing attention to the issue of certified Environmental Management Systems (EMS) exploring the motivations for their adoption (e.g. Bansal and Roth, 2000; Neumayer and Perkins, 2005; Schylander and Martinuzzi, 2007), the critical success factors for their implementation (Zutshi and Sohal, 2004) and their impact on companies performances (e.g. Poksinska et al., 2003; Potoski & Prakash, 2005).

The paper aims to contribute to this literature, analyzing the relationship between the motivations leading to the implementation of certified EMS and its perceived benefits. According to Heras Saizarbitoria et al. (2009), in fact, the motivations at the basis of such choice can explain relevant aspects in connection with the results actually achieved by the companies.

Data collection was performed through a survey involving the leading certified companies competing in the Italian metal industry. Overall 119 certified companies were contacted and we obtained 46 usable questionnaires (final response rate: 39%). The metal sector has been considered an informative case to study this problem, because of two main reasons. First, metal production processes present relevant environmental impacts (e.g. energy consumption, CO2 emissions, dusts...) Second, in recent years, the competitiveness of the metal industry has been severely weakened by the hard competition of emerging countries, leading to a new focus on environmental sustainability as a source of competitive advantage.

The results of the analysis reveal that the main motivations leading to the implementation of certified EMS can be related to the improvement of environmental performance, company image and the enhancement of the relationship with public authorities. In correspondence of these items, the respondents reported the highest perceived benefits. However, there are also some items that are considered relevant motivations for EMS implementation, in relation to which the respondents reported only limited perceived benefits (e.g. enhancement of cost performance).

The Performance of Socially Responsible Investment-Funds. A Meta-Analysis

(Rathner, S.)

Abstract

For at least twenty years, researchers have been studying the question whether the performance of Socially Responsible Investment-Funds (SRI-Funds) differs from the performance of conventional funds (Mueller, 1991).

From a theoretical perspective there are three different hypotheses. The "underperformance hypothesis" suggests that SRI-Funds generate weaker financial performance than conventional funds. The "outperformance-hypothesis" claims superior returns of the SRI-Funds. The "no-effect hypothesis" suggests that there is no difference between the returns of SRI- and conventional funds (Hamilton et al., 1993; Renneboog et al., 2008).

Many empirical studies corroborate the "no-effect-hypothesis" (Bauer et al., 2006), but there is some evidence for the other two hypotheses as well (Gil-Bazo et al., 2010; Renneboog et al., 2008). The reasons for the contradictory evidence are largely unexplored. One possibility is that primary study characteristics (e.g. used performance measure) influence the results.

The aim of this paper is to contribute to the on-going debate about the performance of SRI-Funds in general by performing a meta-analysis of primary studies and in particular by investigating how primary study characteristics influence the results.

Approximately 25 studies with more than 400 observations (single studies contain several performance comparisons between SRI- and conventional funds; e.g. for funds of different countries) are included in the meta-analysis.

Primary studies use different methods/measures to compare the performance of SRI-Funds and conventional funds. As a result, I create a variable (dependent variable of the meta-regression-analysis) which takes value 0 if the SRI-Funds significantly underperform the conventional funds. Value 1 is taken if there is no significant performance difference and value 2 if the SRI-Funds outperform their conventional peers. By using probit-/logit-models it will be tested how primary study characteristics (independent variables of the meta-regression-analysis; e.g. performance-measure, domicile/type of the funds, consideration of survivorship-bias, etc.) influence the results of the studies.

Ivory Towers and Responsible Leadership: A Challenge for Education

(Rodgers, C.)

Abstract

Responsible Leadership is a concept gaining ground in the more general zeitgeist of Corporate Responsibility. However it remains to date a less-than-well defined notion, and one in which fundamental questions arise, not least, "What do we mean by Responsible Leadership?" "What is it?" "And how might we recognise it?" Assuming we can begin to answer these questions, another follows – "Do we have the educational curricula and processes in place to educate and train Responsible Leaders, and if not, how might we develop them?" Are those in Higher Education even beginning to acknowledge and recognise the need for the development of such curricula? There is no doubt that our need for Responsible Leaders in the corporate world and in society more generally is significant and challenging; as Lovins notes, "most businesses are behaving as if people were still scarce and nature still abundant... but ... now people aren't scarce, ...nature is" (Lovins 2007.) And neither is becoming a Responsible Leader likely to be an easy mission to undertake; Parkin for example, asserts the need to develop "a personal sustainability-leadership model" which she says will be, "as unique as a snowflake" (Parkin 2010.) Given the scale of this challenge, from where do we expect such Responsible Leaders, capable of acknowledging and responding to fundamental shifts, and of developing their own leadership models, to materialise?

This paper examines the emerging definitions of Responsible Leadership and the issues surrounding it, and drawing on data from University leaders, academics and leading edge curricula, begins to postulate as to how Higher Education Systems might begin to accommodate this burgeoning requirement. As McDaniel points out, "perhaps no greater educational challenge exists than emotionally reassociating humanity with the biosphere" (McDaniel 2005.) An important element in that process must surely be the appropriate education of Responsible Leaders.

CSR in Swedish food retailing - Driving change through synergetic partnerships

(Rotter, J., Nurgül, O., Elin, A. & Cecilia, M.H.)

Abstract

Corporate Social Responsibility (CSR), built on the notion of the triple bottom line, implies that a private organization is not merely defined by its profitability but by its sense of responsibility and commitment towards its stakeholders. Businesses, regardless of industry and size, are active members of society, which is reflected by context bound visions, social realities and operations in accordance with regulations. Assuming that the notion of CSR applies to all kinds of business, food retailing is no exception. Food retailers, like any other profit orientated organization, are subject to a highly competitive and changing environment and therefore must ensure to constantly attract consumers beyond their product range. Being a food retailer in today's society may refer to taking the role as a change agent balancing short term corporate interests with long term benefits for society at large as a part of sustainable industrial development ambitions.

Given the complex structure of a food chain and actors involved, the idea of creating trustworthy partnerships presents itself as a potential way to work towards the efficient use of resources directed at creating conditions associated with responsibility and best practices. The idea of partnership development is not new, but the increasing demand for multidisciplinary management driven by contemporary challenges give rise to review old and new strategies available.

This paper presents an empirical case study of Axfood Sverige AB and their involvement with non-governmental organizations (NGOs) in order to adapt their fish policy as a base for their category management. Empirical data was obtained primarily through interviews and secondary data. The aim of the paper is to illustrate the synergetic value of partnering with NGOs for creating a value for society by respecting environmental and social standards at the expense of compromising profits and working as a change agent for society.

MNC's and poverty alleviation: a conceptual framework.

(Russon, J.A.)

Abstract

The measurement of the Corporate Social Responsibility (CSR) activities of multinational corporations (MNC's) in a developing country context is complex. Beyond some notable exceptions, very little research explicitly explores the role of MNC's in poverty alleviation, and many practical and theoretical questions regarding the socioeconomic links between MNC's and the poor have yet to be resolved. This paper presents a conceptual framework outlining the key issue areas and avenues through which MNC's have the potential to contribute to poverty alleviation. The extent to which an MNC can or cannot alleviate poverty, is dependent upon a vast array of internal policies, processes and behaviours, and external economic, political and social contextual factors. This framework is based upon the systematic mapping of the broad themes and concepts related to the links between business and poverty alleviation as identified within management, economic and international development literature since the 1960's. The theoretical nature of this framework allows for the incorporation of macro, micro and meso level issues such as transfer pricing, trade, or the payment of a living wage, which have received little attention within the 'mainstream' CSR agenda and current business reporting practices. By incorporating issues that go beyond the instrumental business case, this framework contributes to the ongoing debate about what 'should' in the normative sense be incorporated into the assessment of MNC's and their role in poverty alleviation. This framework provides a theoretical foundation for wider research on how MNC's can navigate the conflicting and competing economic, social, and ethical issues which arise when an MNC engages in poverty alleviation in a localised context. It also forms the basis for the next stage of this research, which is the development of a set of social performance indicators applicable to the measurement of MNC engagement in poverty alleviation in Sub-Saharan Africa.

Do responsible companies offer better product quality?

(Schleer, C.)

Abstract

Companies typically focus on providing excellent product quality to meet customer expectations. However, faced with the growing wish of consumers to buy not only products of good quality but also products from good companies, managers also increasingly strive to consider social responsibilities and ecological values. As a consequence of this paradigm shift, socio-ecological company ratings gain significance.

In the present context the author regards product quality as a dependent variable and raises the question whether Corporate Social Responsibility may serve as a valid signal for product quality. The assumption takes it that CSR-Ratings enhance consumer's buying efficiency by better product choices. The author does not know of any sound theory which explains a potential correlation between higher ethical standards and higher quality of the final product. Thus, reasons are specified why one would expect that better companies provide better products.

However, to answer the question empirically, two sets of data are needed: CSR-Ratings, on the one hand, and quality scores of products market by these companies, on the other hand. Since for Germany the comparative testing institution *Stiftung Warentest* provides such a double set of data, simple correlation analyses can give a tentative answer to the delineated research hypothesis. With regard to the study results the author discusses reasons why a modern consumer information system should comprise product test results as well as socio-ecological company ratings.

Non-State Governance: Carbon Reporting and Institutional Investment

(Sullivan, R. & Gouldson, A.)

Abstract

Investors have played a key role in the carbon accounting and reporting debate. Through initiatives such as the Carbon Disclosure Project and the disclosure frameworks developed by the Institutional Investors Group on Climate Change, they have encouraged companies to provide ever more information on their climate change-related risks and opportunities, their greenhouse gas emissions and their climate change management systems and processes. Despite this, investors have consistently criticised companies for not providing information that can be readily used in investment decision-making. Companies, in turn, have criticised investors for not utilising the information provided in corporate responsibility reports. This impasse is significant as investors could play a much more active role in driving the transition to a low carbon economy.

The aim of this paper is to use the case of institutional investors and corporate climate change reporting to analyse wider questions around role that information and disclosure can play in new governance frameworks. More specifically, in the context of the wider academic debate on the changing nature of governance, the paper offers insights into (a) the role of investor-backed initiatives in improving reporting, (b) the implications for current corporate accounting and reporting practice, (c) the implications – positive and negative – for companies prioritising investor interests in their reporting, (d) the implications for wider stakeholders if companies prioritise reporting in a manner that meets the needs of investors.

Beyond compliance: legitimacy and local organisations in ethical sourcing

(Tallontire, A.)

Abstract

In the past decade 'ethical sourcing' has become a key tool for corporate social responsibility by UK supermarkets. A new policy debate is emerging that calls for approaches that do not rely on audit, rather they look 'beyond compliance'. A key part of this approach is working with stakeholders beyond the immediate supply chain in supplier countries. Most literature on ethical sourcing has little to say about horizontal dimensions of supply chain relations and the role of local context, organisations and institutions in facilitating improvements in labour conditions, but focuses on vertical relations in the supply chain, the business case and social audit methodologies. This paper draws on in-depth qualitative primary research on ethical sourcing and labour rights standards at multiple scales along the UK-Kenya cut flower and horticulture supply chain. It uses an analytical framework that distinguishes between legislative, judicial and executive governance of labour rights standards and theories of participation and legitimacy. Through our analysis of this detailed empirical data, we outline differing perspectives on local participation in the governance of standards and roles for local organisations. In particular we explore who retailers see as legitimate participants and how the perspectives of retailers shape 'beyond compliance' scenarios for local organisations. Our work stresses the need for analysis of ethical sourcing to consider the wider institutional context upstream in the supply chain. Drawing on both output and input legitimacy arguments, we highlight the limitations of current approaches that maintain a narrow supply chain perspective and regard local organisations on an individualistic, contractual basis and explore the potential for more collaborative approaches.

Competing discourses of corporate social responsibility and their role in campaigns for workers' rights

(Timms, J.)

Abstract

Employment relations is an important arena for practical and ideological struggles over corporate social responsibility (CSR), because of the ways globalisation is dramatically restructuring labour markets. This research examines how the terms of debate are being set regarding notions of responsibility in the global economy, and how these debates are mobilised not only by employers but by workers and their advocates in labour movements.

Four main categories of CSR discourse have been identified: corporate, political, professional, and activist. These categories emerged from textual analysis of CSR related documents, including those of selected labour rights campaigns, corporations, governmental departments, and CSR practitioner groups; as well as from interviews with CSR professionals, representatives from certification schemes, shareholder groups, government officials, trade unionists and campaigners. Within each discourse category different priorities, motivations and resources are seen to be mobilised, and the efforts increasingly made to control and influence the CSR agenda are evident.

The findings presented are part of a wider research project that also investigates the use of these discourses in practice, when responsibilities to workers were in dispute. The three labour rights campaigns studied are: the factory-focused Keep Burberry British campaign to prevent a Welsh factory closure and textile work being outsourced overseas; the event-focused PlayFair at the Olympics campaign to ensure Olympics endorsed goods are produced under internationally agreed labour standards; and product-focused campaigns for cut flower workers. These case studies are drawn on in the paper to illustrate the potential implications of emerging and competing approaches to CSR for employment regulation, the relationship of states to corporations, and the response of labour movements.

Sustaining Production of Luxury Goods: The Case for Champagne.

(Turton, J.)

Abstract

One goal of the sustainability agenda is to protect the well-being of people through protection of the environment. The corporate sector often opposes this call for environmental protection instead arguing that interests of the people should be of primary concern. Given that large numbers of people lack even basic necessities and only one fifth of the world's population have the discretionary income available to be classified as a part of the 'consumer classes', it might seem paradoxical to argue a case for sustaining production of a luxury good. However, this paper presents a case where environmental protection and sustainability of a luxury good work together to help preserve the well-being of the people: that of the legal protection of the Champagne, and its link to France's national identity.

This paper provides an outline of the historical developments leading to the Champagne name and region being legally protected. France has developed a strong local product system. Champagne, like many local products from France, has played an integral role in French history, traditions, as well as the development of French culture and France's national identity. This has contributed to the Champagne region and name becoming legally protected on both a domestic and global scale. Current French legislation requires producers prove a historical link and geographical basis and a 'traditional' dimension to the production process in order for legal protection of the region and name to be granted. This consequently provides an appropriate level of legal protection to the growers within the Champagne region and consumers in the market for Champagne. Using this as a backdrop, this paper argues that Champagne production ought to be sustained despite its status as a luxury good.

New spaces of governance: community-driven accountability in the extractive industries

(Van Alstine, J.D. & Parker, A.R.)

Abstract

Multiple and often conflicting discourses characterize the impacts of natural resource extraction on host communities and countries. The concept of resource-led development, i.e. how the extractive industries can contribute to poverty alleviation in the developing world, is poorly understood. In many operating contexts, even though national governments may receive significant revenues, there is little evidence that the extractive industries have contributed to sustainable local development. Previous literature addresses governance gaps at the international, national and industry levels, but pays little attention to how host communities can negotiate with companies and local authorities to maximize sustainable local development. We posit that for communities to maximize benefits from extractive firms, community-company-government accountability mechanisms must be institutionalized at the local level. This paper develops a spectrum of community-company engagement from confrontational to cooperational and assesses opportunities for interventions along the project cycle from exploration to closure. Drawing from a variety of case studies in developing country contexts, the strengths and limitations of these normative approaches are highlighted. It is found that 'community-company engagement' is often driven by corporate, investor and donor interests, and the extent to which community-driven accountability mechanisms can be institutionalized at the local level is uneven at best.

The Bottom Up Development Perspective in Base of the Pyramid Ventures: Evidence from companies in Latin America

(Waibel, P.)

Abstract

The first years of the Base of the Pyramid debate were mainly about selling products and services to a huge untapped market. These “fortune-finding” approaches are now described as “business to four billion”. Over the last few years, new tendencies have evolved. The new value proposition can be framed as “business with four billion” and is “fortune-creating”¹. The goal of BoP 2.0 strategies is to co-create new business models as well as product and service solutions together with the target group. Integrating the BoP into the innovation process – be it in idea generation, product/service development, production, distribution/ marketing – is seen as way to improve not only the impact on poverty alleviation, but also the success on the company side. Development researchers made this paradigm shift a while ago where poor people are not viewed anymore as the target of poverty reduction efforts but as assets and partners in development processes. Bottom up development approaches as *Participation, Community Driven Development, Empowerment* or *Asset Based Community Development* emphasize the role of the poor and see them as central to design and implementation.

Based on three in-depth case studies and 8 companies participating in a survey, this paper examines the applicability of the different elements in bottom up development literature in the innovation process of BoP ventures. The elements can be grouped in three categories: Drivers to choose a bottom up development perspective in BoP ventures, circumstances that favour or hinder applying a bottom up development perspective, and success factors when choosing a bottom up development perspective. Propositions are structured in these categories and arranged in a framework. As such, the results fill gaps in theory, and lay the ground for further research and discussion, but also support practitioners.

The paper/presentation will show the results of my PhD thesis “The Bottom Up Development Perspective in the Innovation Process of Base of the Pyramid Ventures: Evidence from companies in Latin America and the Caribbean” for the first time. The innovative approaches of the case study participants demonstrate how a new perspective can foster success – for business and development.

The business case for sustainability and intangibles: Case study of the Australian property and construction sector using the Sustainable Intellectual Capital Framework.

(Wasiluk, K.L.)

Abstract

The business case for sustainability presents the rationale for corporate sustainability. However, it is often critiqued for its inability to provide sound economic rationale beyond the low-hanging fruit of easy win-win eco-efficiency strategies. The problem lies in the fact that beyond eco-efficiency many of the benefits of corporate sustainability accrue to an organisation's intangible assets. The business case for sustainability therefore requires an organisation to be able to identify, measure and manage its intangible resources and to understand the benefit of doing so.

The Sustainable Intellectual Capital Framework provides a useful method for corporations to identify their intangible resources and understand how they assist in creating value for the organisation without the need to necessarily quantify or monetarise them. This paper outlines the Sustainable Intellectual Capital Framework and how it can assist businesses to not only identify their intangible resources but also engage with sustainability. The results of an empirical case study of 4 firms in the Australian property and construction sector is presented.

The Australian property and construction sector is an interesting case study as firms in this sector tend to have a higher reliance on their tangible assets (i.e. buildings) to determine not only their accounting book value but also their market value. The sector is responding to growing demands for transparency in its environmental and corporate sustainability performance requiring firms to now more than ever to identify measure, manage and understand the value of their intangible resources.

“Doing my bit for the Planet”: Understanding the enacted sensemaking of SME managers in relation to climate change

(Williams, S., Schaefer, A. & Blundel, R.)

Abstract

SME managers are continually bombarded with messages, advice and demands. Amidst that noise, how do they interpret the complex, intermittent and contested discourses of eco-efficiency, green business and climate change? SMEs have a decisive role to play in the UK's transition to a low carbon economy so it is important to understand how their managers conceptualise climate change and its implications for their businesses. This paper builds on research presented at CRRc, 2010, which explored the value-laden understanding of climate change by environmentally proactive SME managers. In this study we engage with SME managers displaying a much wider range of environmental behaviours. The main aim of the study is to gain a better understanding of managerial sensemaking (Weick, 1995) in the specific context of climate change and business greening. The paper reports a number of provisional findings that describe a complex interplay of motivations linked with self-identity and values along with a rapidly changing business environment. Unlike managers in the earlier study, current respondents link their environmental behaviour to various agendas and loosely describe sustainability in terms of economics and environment. In particular, respondents are found to be critical of climate science and perceived inconsistencies in climate change and other policy messages that attempt to engage them with business change. In order to understand how recent critical incidents may impact on findings, the current study includes a longitudinal aspect that re-engages managers from the previous research to explore in greater depth their current sustainability framing and their sensemaking of current climate change and business greening discourses. The research design takes a social constructionist view of climate change (Hulme, 2009) that allows for the contested nature of managerial ideas to be given voice through a qualitative approach using semi-structured interview methods.

CORPORATE SOCIAL RESPONSIBILITY IN SUPPLY CHAIN MANAGEMENT: THE MISSING LINKS

(Yawar, S.A. & Seuring, S.)

Abstract

Corporate Social Responsibility (CSR) can be defined as the “Voluntary company activities demonstrating the inclusion of social and environmental concerns in business operations and in interaction with stakeholders” (Marrewijk 2003). CSR has been at the forefront of most business debates over the last two decades and its importance can be gauged from the increasing number of publications in this field over the last few years. The emergence of environmental and social issues in the supply chain has prompted researchers to have a closer look into such issues. CSR and Supply Chain Management (SCM) are both young and dynamic topics that are to be explored using a cohesive approach. Such a study is more relevant because of globalization and increasing accountability demanded by the stakeholders across the supply chain. Most of the research till date has focused on issues like Purchasing Social Responsibility (PSR) (Carter 2004), Logistic Social Responsibility (LSR) (Carter and Jennings 2002) in a standalone manner. A comprehensive view on CSR in SCM is missing. The literature available speaks about the triggers and barriers of CSR in supply chains and there is a dearth of research pointing towards the constructs used to measure the social issues in CSR and the number of empirical studies to explore the issue of CSR in supply chains. This paper aims at reviewing existing literature in pointing out major lines of research of CSR in supply chains and using this to offer a conceptual framework. This would also allow identifying research gaps.

The paper is divided as follows: the introductory part of the paper will give a brief introduction of CSR across the supply chains. This will be followed by the methodology and the mention of barriers and antecedents of CSR in the supply chain identified through the literature review. The constructs derived deductively from the literature will be used for presenting the conceptual framework for CSR in SCM followed by discussion and conclusion

Moving to eco-sufficiency to create a transformative sustainable business model

(Young, W., Ellis, L. & Figge, F.)

Abstract

Eco-efficiency as a concept has long been used by companies as an approach to tackle their significant environmental aspects such as resource use and wastes. This has been relatively successful for balancing economic growth demands with environmental protection. However we argue that there are some global, regional and localised environmental problems that are so serious - such as biodiversity loss, that the cumulated affect of individual companies implementing eco-efficiency policies can only make things worse. We propose that for serious environmental problems identified through scientific consensus that companies implement an eco-sufficiency approach no matter how small their contribution to the serious environmental problem. This means absolute reductions in significant aspects rather than as a ratio to products or turnover as for eco-efficiency. For environmental problems that are not identified as serious, companies continue to implement a policy of eco-efficiency. This dual approach is developed into a framework and is essential for companies with serious corporate social responsibility or corporate sustainability strategies.

Keywords: Eco-efficiency, eco-sufficiency, sustainable business, corporate social responsibility, sustainable development.

In times of Integration: Can there only be one?

(Zinenko, A., Roviro Val, M.M. & Lehmanm, M.)

Abstract

From late last century there has been a great development of international standards and tools on environment, sustainability and corporate responsibility issues. This has been along with the globalization of economy and politics, as well as a shift in the social responsibilities of the private vis-a-vis the public sectors. Internationally, organisations have implemented a collection of these standards to be in line with such development and to obtain or keep their licence to operate globally. After two decades of development and maturation, the scenario is now different: (i) the economic context has changed dramatically with many of the world's economies facing downturn and a looming possible recession; and the global economic and political balance changing; (ii) most larger companies and quite a few SMEs now have a mature knowledge of these standards; and (iii) some standards are advocating for integration procedures, such as cases of for example ISO integrated management systems, mutual equivalences recognition of Global Compact-GRI-ISO26000, or the case of IIRC initiative to develop integrated reporting on an organization's Financial, Environmental, Social and Governance performance.

This paper focuses on the role of international standards organisations, their partnerships, and how these may be key actors in not only the future of international standards and tools for Corporate Responsibility but also real drivers of a private sector realised sustainable development agenda.