JOANNA STANBERRY,
POSTGRADUATE RESEARCHER
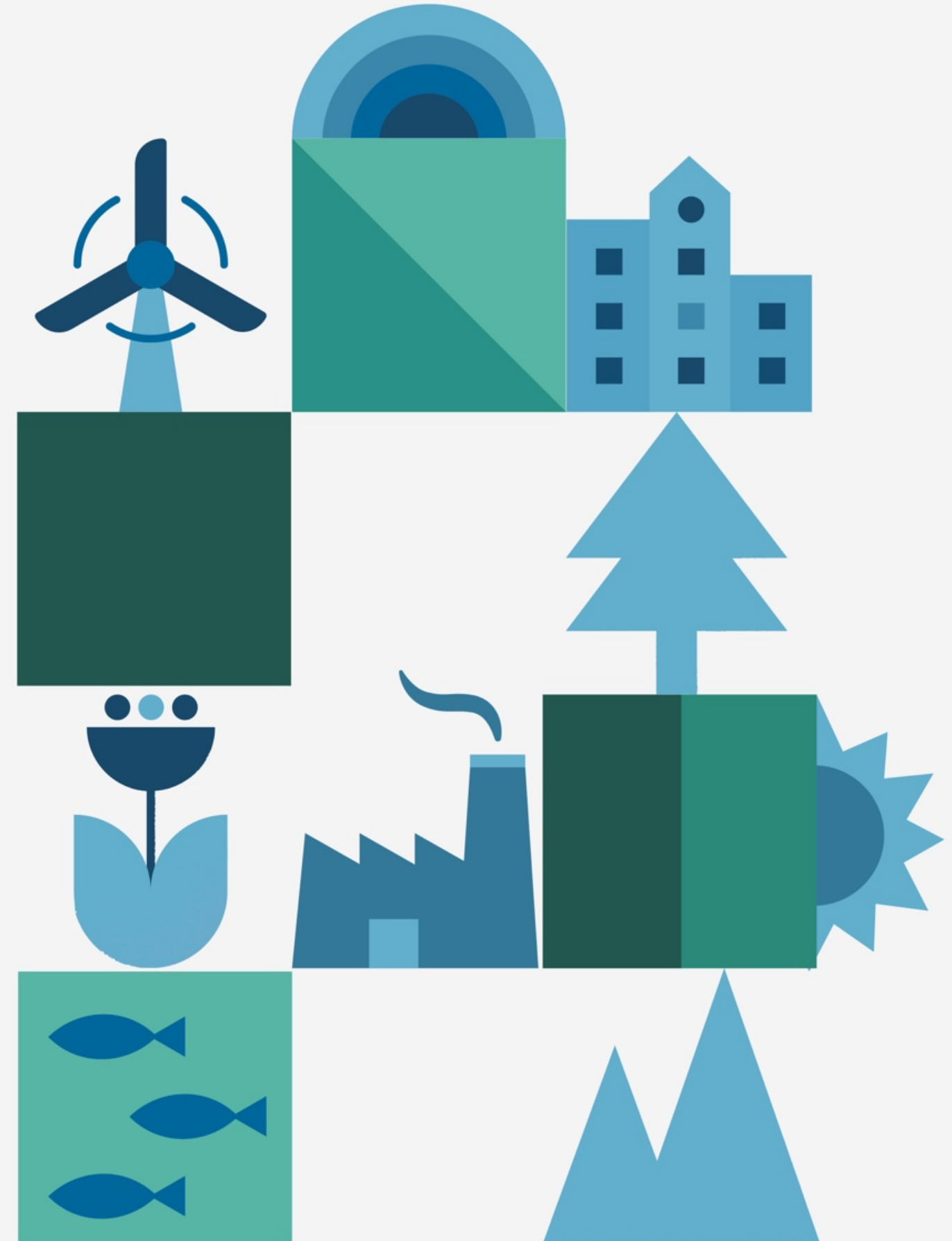
University of
CUMBRIA

DISRUPTING BUSINESS AS USUAL:
THREE QUESTIONS FOR CO-CREATING SUSTAINABLE ENTERPRISE FUTURES

Sustainability Issues In Business
April 16, 2024

Agenda

Joanna Stanberry 2024

University of
CUMBRIA

What is 'business as usual' when we consider business approaches to society?

–Philanthropy/CSR
-Reporting/Compliance
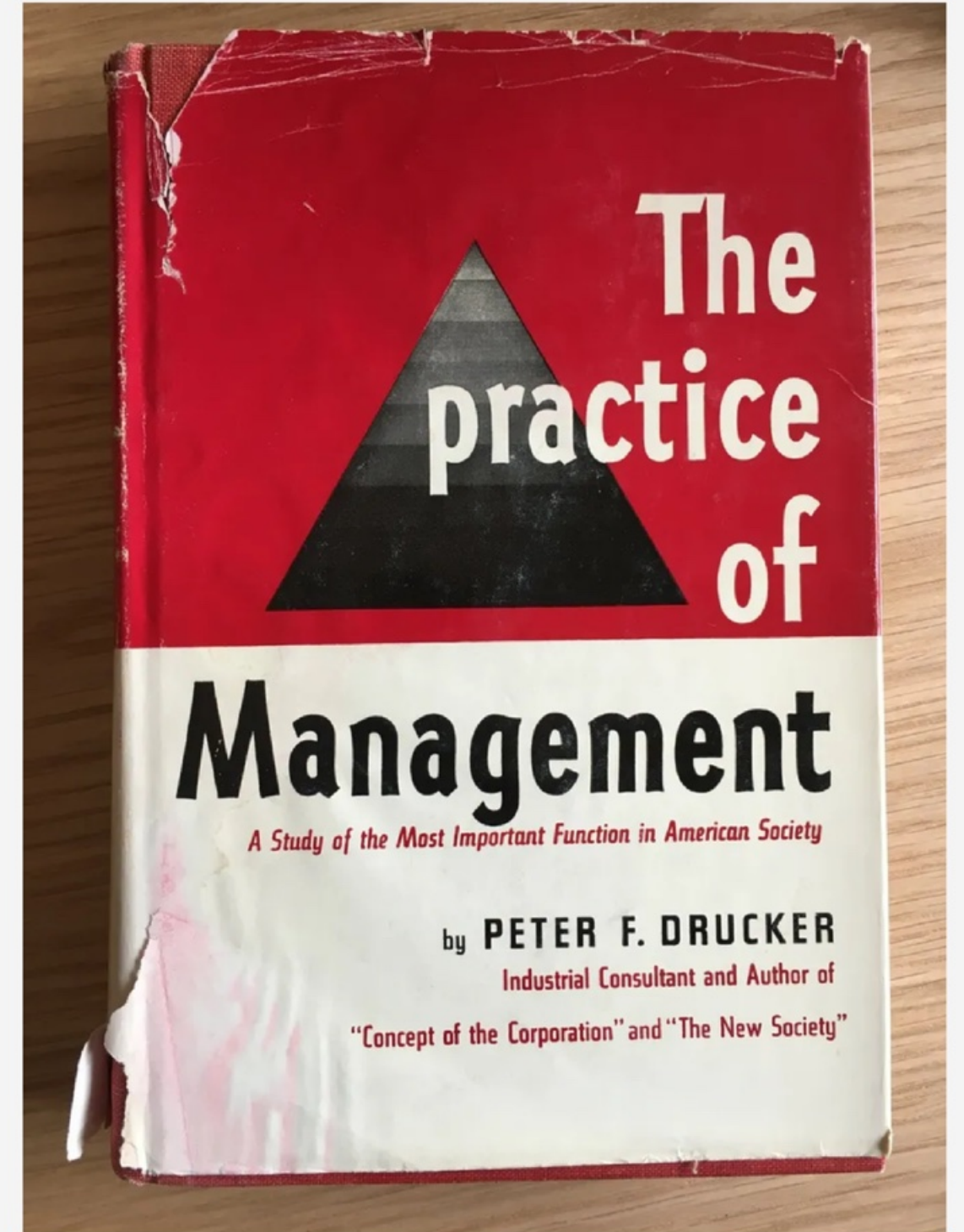
Business Approaches to Society

Spectrum of business incentives to partner, from philanthropic to strategic core business

Business Approaches to Society

"

To make what is good for the country good for the enterprise requires hard work, great management skill, high standards of responsibility, and broad vision. It is a counsel of perfection. To carry it out completely would require the philosopher's stone that can translate the basest element into pure gold.

But, if management is to remain a leading group, it must make this rule the lodestar of its conduct, must consciously strive to live up to it, and must actually do so with a fair degree of success. For in a good, a moral, a lasting society, the public good must always rest on private virtue. Every leading group must be able to claim that the public good determines its own interest. This assertion is the only legitimate basis for leadership; to make it a reality is the first duty of the leaders.

"

Peter Drucker's *The Practice of Management* (1954)

Business Approaches to Society

- Sustainability, sustainable development, CSR, business ethics and/or corporate governance
- Stakeholders
- Corporate Social Responsibility
- Reporting Standards
- GRI (1999): The Global Reporting Initiative is one example of a transformative shift in accountability systems to one based on a network of actors, observation of global public concerns, new problem framing and an ideological shift (Newell et al, 2012).
- ESG (Environmental, Social, Governance)
  - Investing
  - Reporting

Business Approaches to Society

'produce a case study which describes, analyses and critically evaluates the current strategic and operational challenges & opportunities facing the chosen business/organisation in relation to sustainability, sustainable development, CSR, business ethics and/or corporate governance (select at least three of these)'
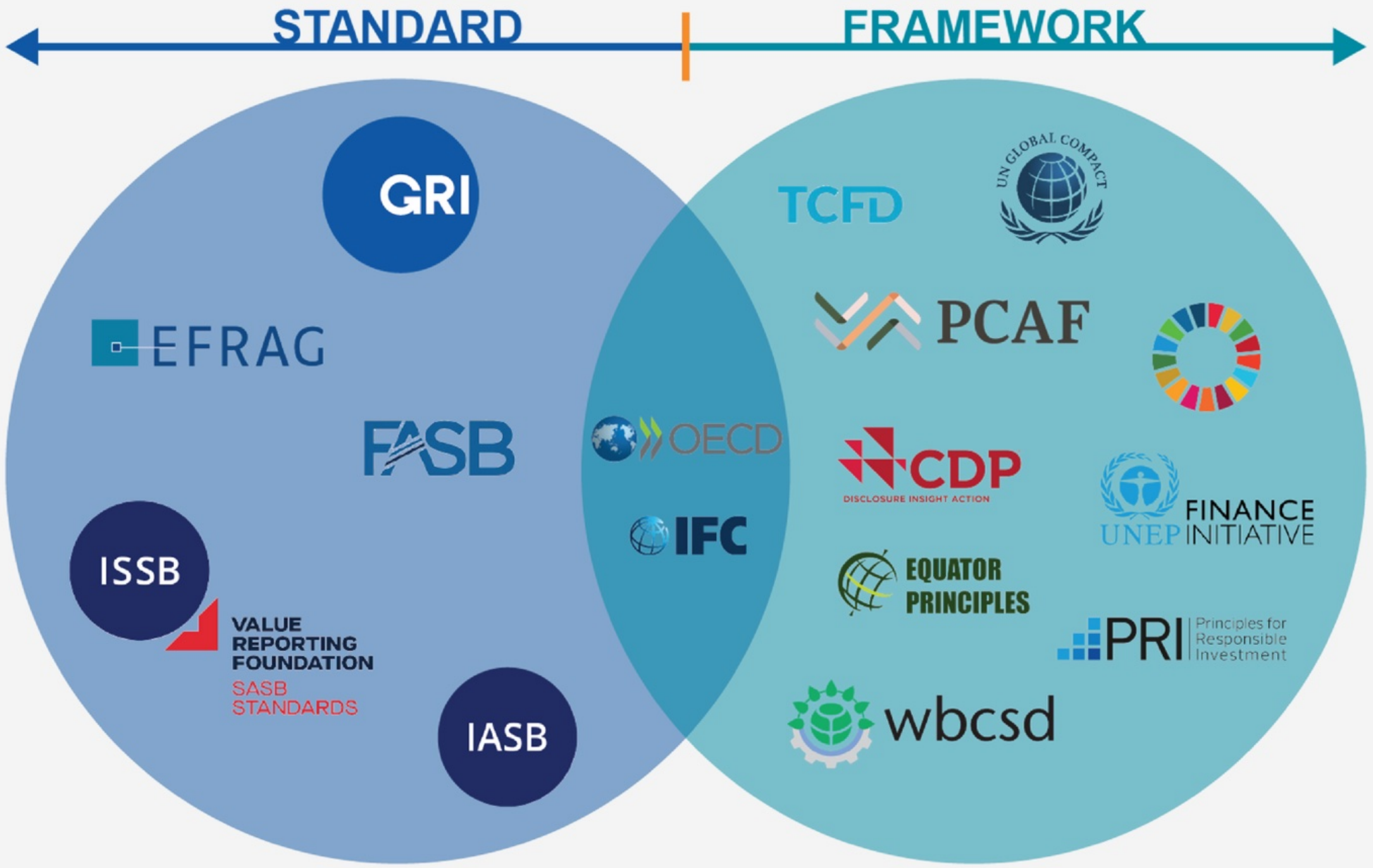
Applied Ethics Framework

https://cba.lmu.edu/centers/ibes/educationresearch/appliedethicsframework/

INDUSTRY AND GOVERNANCE
ethics codes

- Code of Business Conduct
- Business Practices Report
- Supplier Code of Conduct
- Governance and Investor Reporting
- Reporting, e.g. GRI, ESG, etc.
- Industry Codes of Ethics
- Functional Area Ethics

LEADERSHIP
personal

- Personal values
- Integrity and growth
- Ethical reasoning
- Recognizing harm and dilemmas
- Professional competence
- Decision-making
- Persuasion

COMPLIANCE
operational integrity

- Process and regulatory integrity
- US Sentencing Guidelines/Ethics Program/Code of Ethics
- Industry specific compliance concerns

CULTURE
organizational

- Mission, vision and values
- Hiring for fit, talent development programs and evaluation practices
- Organizational incentives and rewards
- Corporate celebrations and important rituals

SOCIETY AND ENVIRONMENT

PRODUCT
impact and sourcing

- Ethics of product
- Ethics of manufacturing process
- Supply chain
- Life cycle impact

GOALS
organizational and social

- Business purpose
- Business aspirations
- Business strategy
- Corporate Social Responsibility
- Sustainable Development

Jeffrey S. Thies, Institute for Business Ethics and Sustainability, Loyola Marymount University

Business Approaches to Society

https://www.linkedin.com/pulse/reporting-landscape-rapidly-changing-sustainable-esg-david/

Major sustainability reporting standards and frameworks

Standard/ framework	Topic focus	Founding year	Industry specific?	Investor-focused?	Disclosure format
GRI	Environmental and social	1997	No	No	Company filings
GREENHOUSE GAS PROTOCOL	Carbon	1997	No	No	Company filings
CDP	Carbon, water, forests	2000	Yes	No	CDP questionnaire
SASB	Environmental, social and governance	2011	Yes	Yes	Company filings
TCFD	Climate change	2015	Yes	Yes	Company filings
PRI Principles for Responsible Investment	Financial, environmental and social	2005	No	No	Company filings
CDSB Climate Disclosure Standards Board	Climate change and natural capital	2007	Yes	No	Company filings
INTEGRATED REPORTING <IR>	Financial, environmental and social	2010	No	Yes	Redesigned integrated report

Business Approaches to Society

STANDARD ← → FRAMEWORK

GRI, EFRAG, FASB, ISSB, VALUE REPORTING FOUNDATION SASB STANDARDS, IASB

OECD, IFC

TCFD, UN GLOBAL COMPACT, PCAF, CDP DISCLOSURE INSIGHT ACTION, UNEP FINANCE INITIATIVE, EQUATOR PRINCIPLES, PRI Principles for Responsible Investment, wbcsd, SDGs

RANKERS & RATERS

World Benchmarking Alliance, MSCI, S&P Dow Jones Indices A Division of S&P Global, Fitch Ratings, S&P Global, MORNINGSTAR

EPI Environmental Performance Index, REFINITIV, FTSE Russell, ISS, RepRisk Due diligence on ESG and business conduct, GGEI

Alliance for Corporate Transparency, Calvert An Eaton Vance Company, Moody's, 2019 GLOBAL100, GRESB, CSRHUB

Business Approaches to Society

Corporate sustainability reporting

EU rules require large companies and listed companies to publish regular reports on the social and environmental risks they face, and on how their activities impact people and the environment.

Finance

Business Approaches to Society

https://asiagarmenthub.net/discussions/supplier-meet-ups/12-factsheets

Mapping Key Legislative Initiatives

An Apparel Supplier's Guide:
Key Sustainability Legislations in the EU, US, and UK

1 EU Corporate Sustainability Due Diligence Directive

2 EU Corporate Sustainability Reporting Directive

3 New York Fashion Act

4 EU Forced Labour Regulation and Guide

5 US Uyghur Forced Labor Prevention Act

6 EU Ecodesign for Sustainable Products Regulation

7 EU Packaging and Packaging Waste Directive and Proposal

8 EU Microplastics Regulation

9 UK Plastic Packaging Tax

10 EU Product Environment Footprint Guide

11 EU Textile Regulation

12 EU Taxonomy

Business Approaches to Society

REPORTING STANDARDS

Customers

State

Competitors

Investors

Voluntary

GRI

DNK

UN Global Compact

B-Corps Certification

Gemeinwohl Bilanz

Environment

ISO 14001

ISO 50001

EMAS

CDP

Social

SA 8000

ILO Kernarbeitsnormen

Occupational health and safety laws

Governance

OECD Corporate Governance Kodex

ISO 9001

Mandatory

NFRD/ CSRD

EU-Taxonomie

Media

International community (SDGs)

Consumer protection

Lobby and associations

ESG-Ratings, z.B. EcoVadis

1

Disrupting What?

Contesting

- norms
- institutions
- 'best' practices
- policies
- definitions
- responsibilities

Is this a supply chain?

University of CUMBRIA

Joanna Stanberry 2024
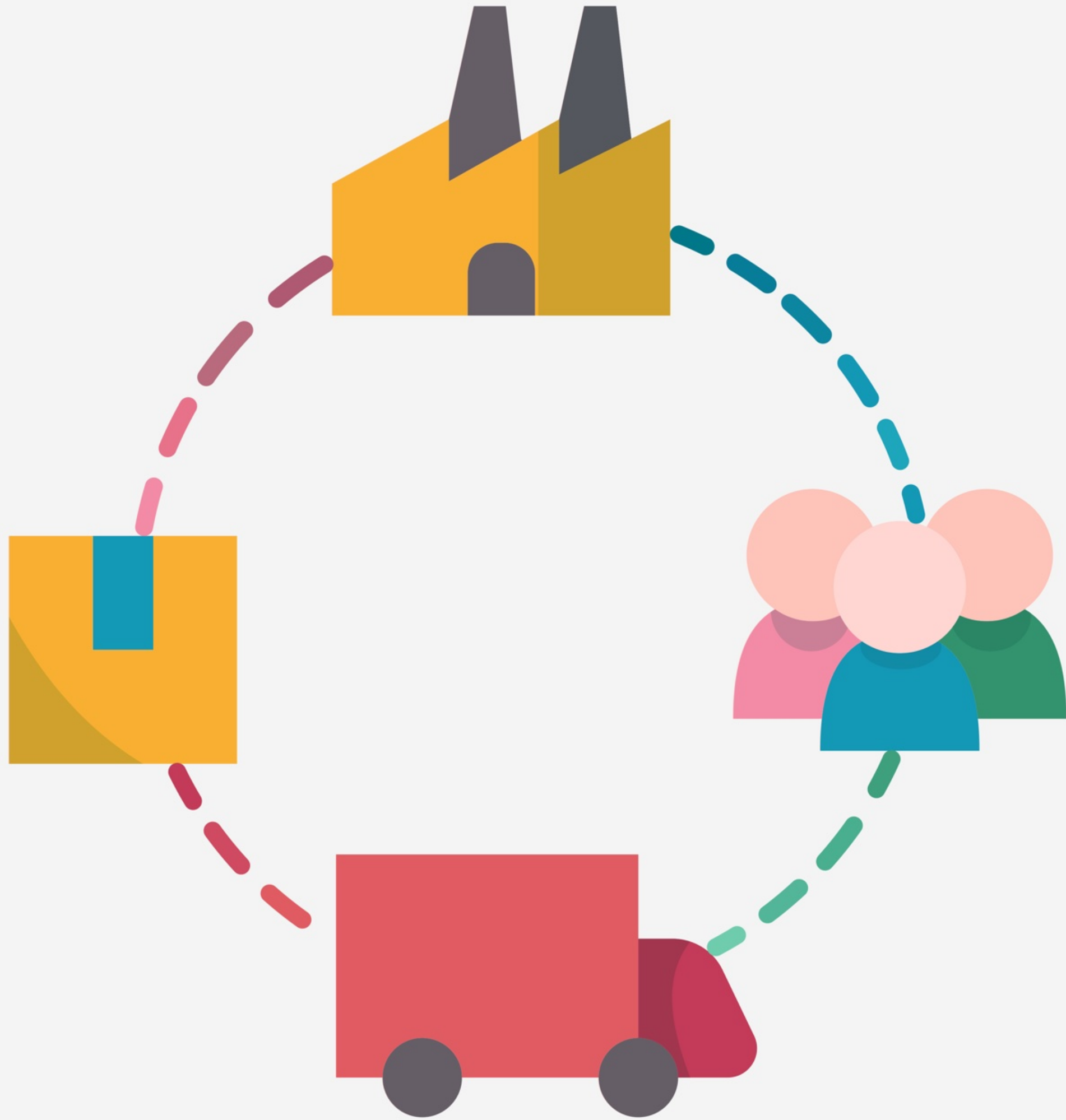
Or is this a supply chain?

2.

What would a sustainable future for enterprises look like?

Joanna Stanberry 2024

University of CUMBRIA

Climate change reimagined

- Tellart, in partnership with the Dubai Future Foundation, opened a major exhibition at the annual World Government Summit in Dubai.
- The resulting exhibit re-imagined the three biggest factors contributing to humanity's ecological footprint – global industry, agriculture, and urbanism – as a means to radically innovate the way we live on Earth.
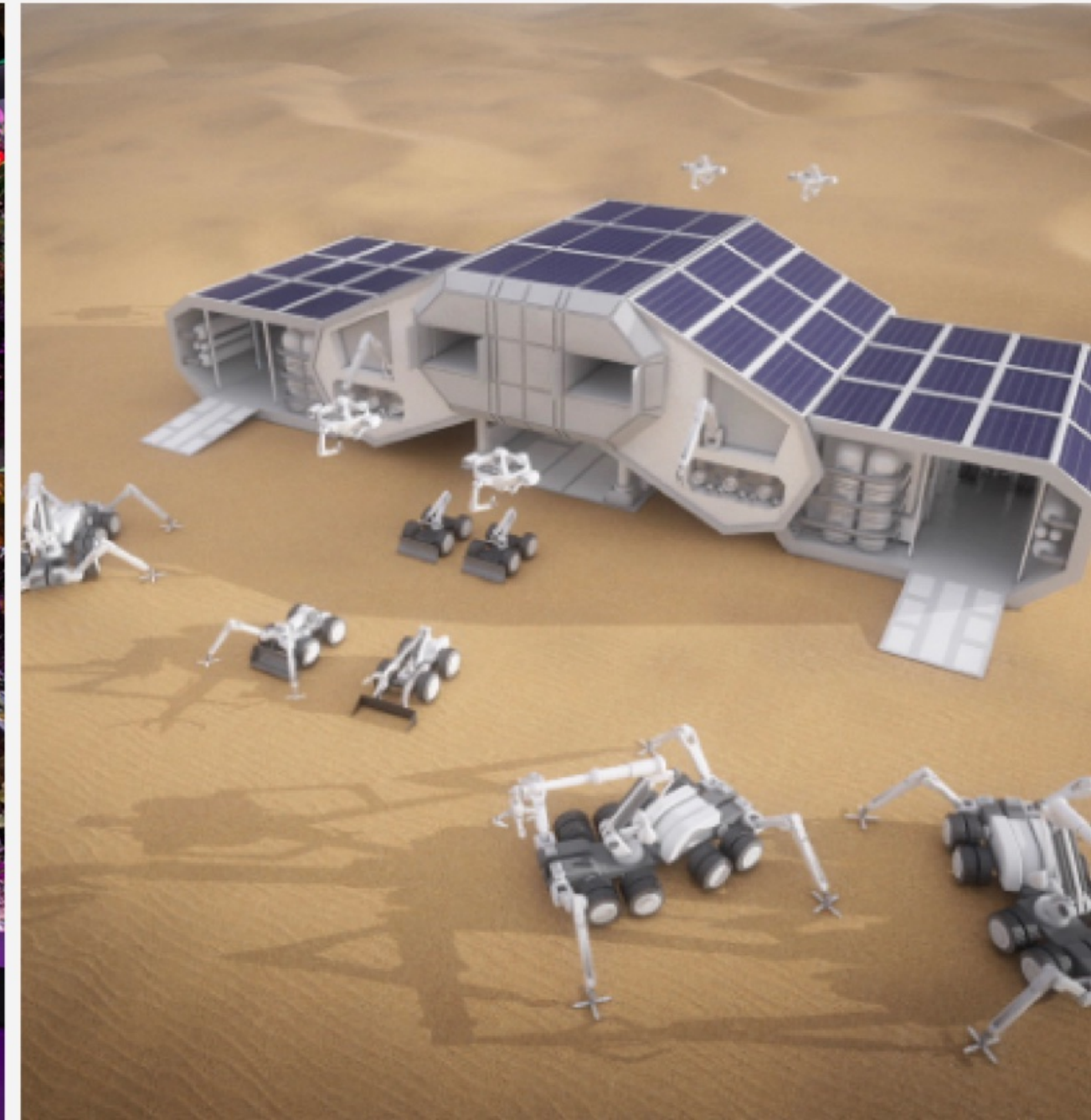
The 17 Sustainable Development Goals

THE GLOBAL GOALS

The Sustainable Development Goals (SDGs), also known as Global Goals, are a set of 17 integrated and interrelated goals to end poverty, protect the planet and ensure that humanity enjoys peace and prosperity by 2030.

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

6 CLEAN WATER AND SANITATION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

PEOPLE

PARTNERSHIP

PEACE

PROSPERITY

PLANET

Joanna Stanberry 2024

University of CUMBRIA

The challenge for businesses is to see the bigger picture

the risks, and the opportunities.

YASUNÍ, ECUADOR
Problem: Debt relief post-oil
Solution: Indigenous-managed ecotourism?

CUMBRIA, UK
Problem: 'Levelling up'
Solution: Rewilding peatland?

University of CUMBRIA

Joanna Stanberry 2024

3.
Picturing Case Study: Plastics

JTF
JOURNAL OF
TROPICAL
FUTURES

Sustainable
Business,
Governance &
Development

Sage Journals

Conceptual Paper

A conceptual review of Sustainable Development Goal 17: Picturing politics, proximity and progress

Joanna Stanberry (iD) [1] and Janis Bragan Balda (iD) [2]

JAMES COOK
UNIVERSITY
SINGAPORE
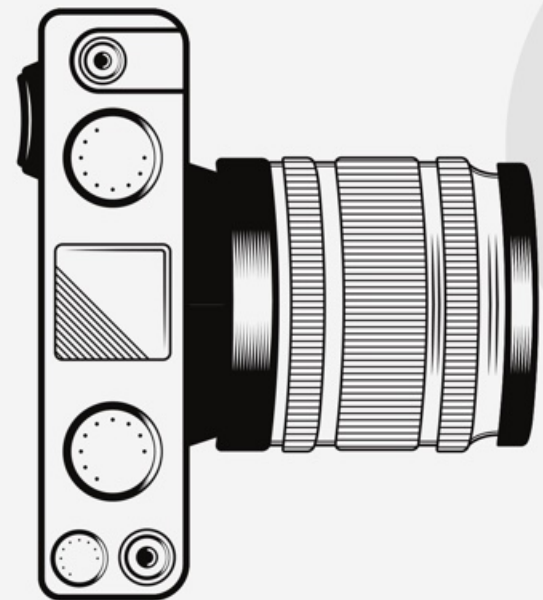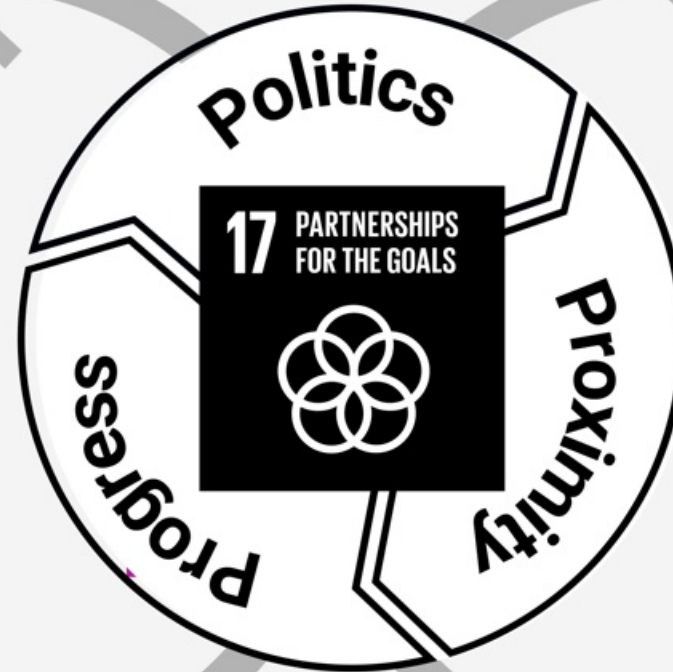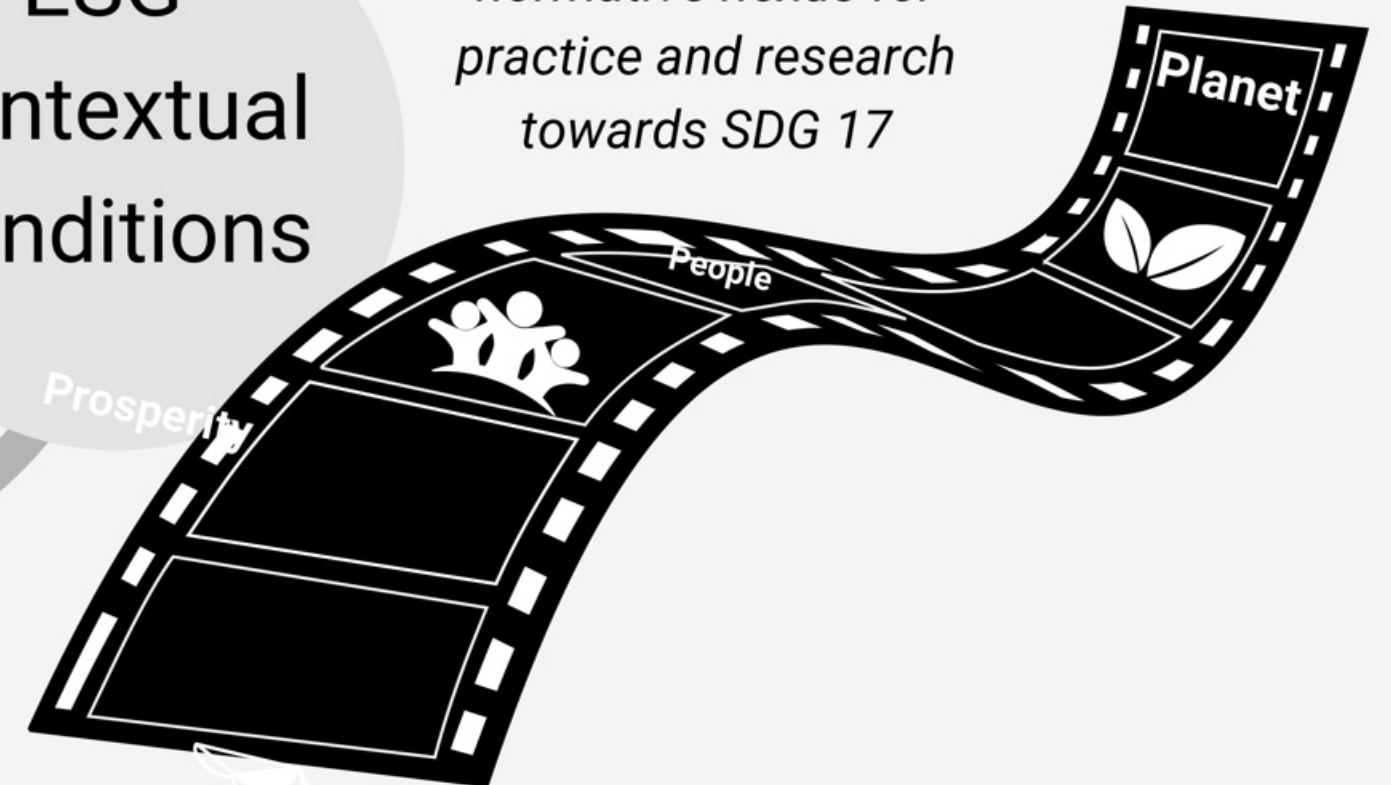
University of
CUMBRIA

Picturing
Stanberry & Balda, 2023

| Picturing	Basis	Sample Questions
Politics	Barnett and Duvall (2005: 42) define power as the 'production, in and through social relations, of effects that shape the capacities of actors to determine their circumstances and fate'.	• How do resources and capacity set the stage and even predetermine the possibilities for actors?
Proximity to the Poor	Collaborative partnerships are to be 'based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people' (UN, 2015, 4).	• Where does the voice of poor get pictured, alluded to, accounted for? When is a proxy used? A substitute? What is lived experience?
Progress	'Like the earlier models of development, it runs the risk of using the wrong yardstick for measuring 'progress' … a space of possibilities for broader individual and collective endeavours, culturally defined (Escobar, 2011: 87	• What gets reported as the 'conclusions'? How is it configured? What was measured? What was the yardstick used? Who is accountable?
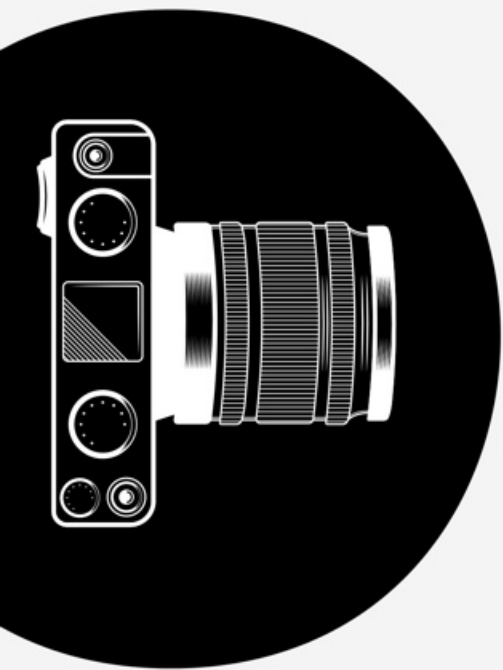
Joanna Stanberry 2024

University of CUMBRIA

4.

Applying Picturing in the Summative Assessment

University of CUMBRIA

Joanna Stanberry 2024

Where does disruption come from?

University of
CUMBRIA

Ecologically-driven disruption

Joanna Stanberry 2024

University of CUMBRIA

1. What is the future-- what is visible but not yet seen? (Drucker)
2. What can only you do?
3. Who could imagine disruption with you?

University of CUMBRIA

Joanna Stanberry 2024