

Critical Corporate Social Responsibility, and International Corporate Governance

Session 1: Introduction

Neil Fletcher FCA, FHEA
Sheffield Business School
Sheffield Hallam University
United Kingdom

Session 1: An Introduction to Critical Corporate Social Responsibility and International Corporate Governance

Session 2: International Corporate Governance

Session 3: Corporate Social Responsibility; Carroll's Pyramid and Ethical Tensions

Session 4: Citizenship; Reporting and Leadership

Session 1: Critical Corporate Social Responsibility and International Corporate Governance

Wisdom, righteousness, justice and equity

Key sources

A brief introduction to Corporate Social Responsibility ('CSR')

A brief introduction to Corporate Governance ('CG')

Corporate Citizenship: linking CSR and CG

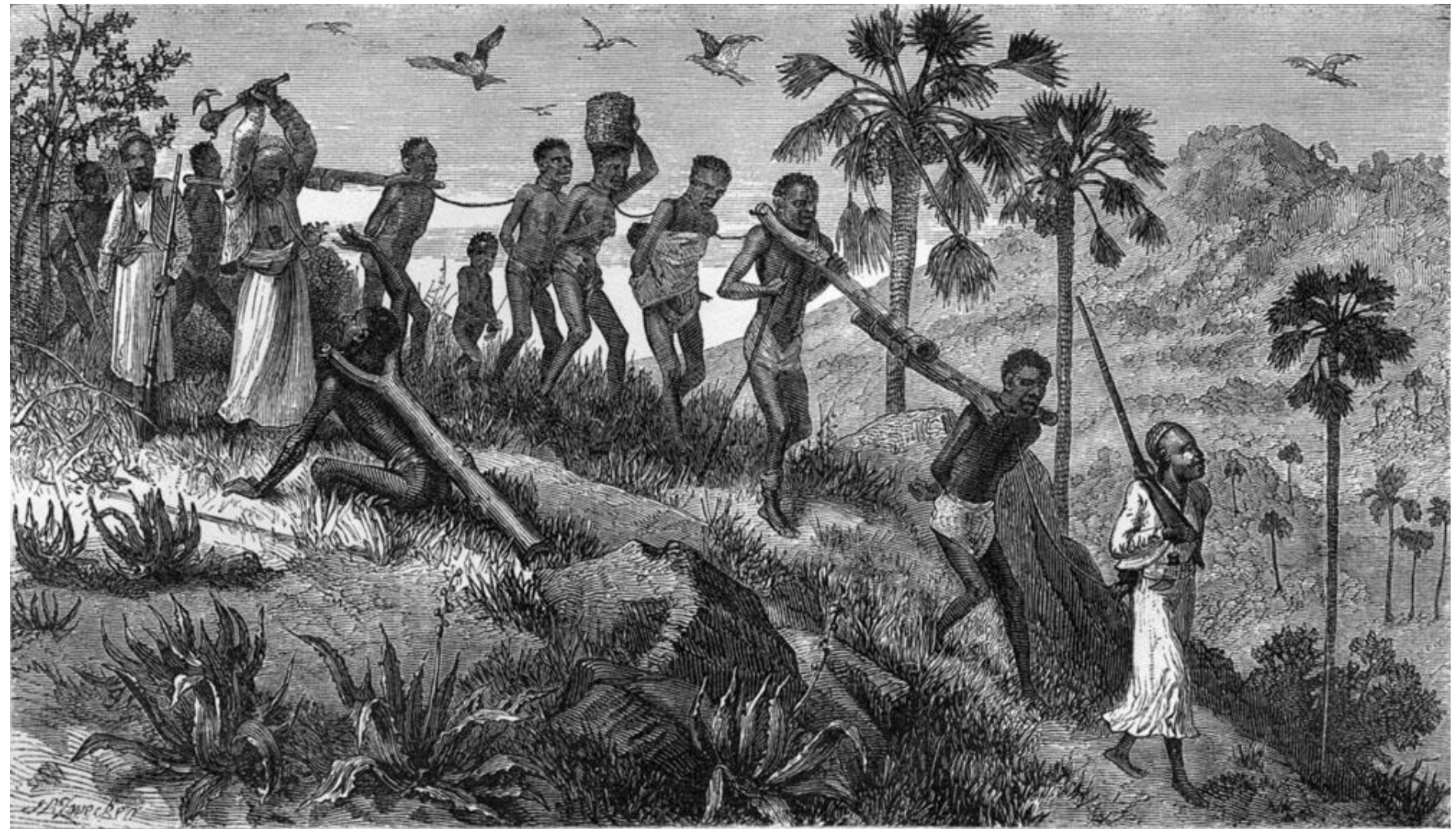
The power and pervasiveness of large corporations/companies

Rolling program of work

Wisdom cries aloud in the street,
in the market she raises her voice;
at the head of noisy streets she
cries out;
at the entrance of the city gates
she speaks.

Proverbs 1 v20 and v21

... receive instruction in wise
dealing, in
righteousness, justice and equity.



SLAVERS REVENGING THEIR LOSSES.

image is in the public domain



"Cicatrices de flagellation sur un esclave" by Original photographers: McPherson and Oliver.. Licensed under Public Domain via Wikimedia Commons - http://commons.wikimedia.org/wiki/File:Cicatrices_de_flagellation_sur_un_esclave.jpg#/media/File:Cicatrices_de_flagellation_sur_un_esclave.jpg



"Child labour Nepal" by Krish Dulal - Own work. Licensed under CC BY-SA 3.0 via Wikimedia Commons - http://commons.wikimedia.org/wiki/File:Child_labour_Nepal.jpg#/media/File:Child_labour_Nepal.jpg



The Deepwater Horizon oil rig on fire before it collapsed and sank, leaving the well below spewing oil into the Gulf of Mexico. Photograph: Reuters <http://www.theguardian.com/environment/2015/apr/11/offshore-oil-drilling-faces-tougher-rules-from-washington>

Qatar: FIFA World Cup 2022 stadiums and migrant construction workers



ARTICLE

QATAR HUMAN RIGHTS DEFENDERS AND ACTIVISTS

Qatar: End corporate exploitation of migrant construction workers

"Construction companies and the Qatari authorities alike are failing migrant workers. Employers in Qatar have displayed an appalling disregard for the basic human rights of migrant workers. Many are taking advantage of a permissive environment and lax enforcement of labour protections to exploit construction workers."

17 November 2013, 00:00 UTC

A new report by Amnesty International finds Qatar's construction sector rife with abuse with



Epistemology: how we
look at something

Ontology: what we are
looking at

Righteousness: the thing itself

straight

right

true

Ontology

Justice: judging correctly

others and myself

Epistemology

Equity: righteous behaviour and
just judgement

specifically with regard to myself

Wisdom cries aloud in the street,
in the market she raises her voice;
at the head of noisy streets she
cries out;
at the entrance of the city gates
she speaks.

Proverbs 1 v20 and v21

What is wisdom?

Who is wisdom?

[Journal of Business Ethics](#) March 2015, Volume 127, [Issue 1](#), pp 89-105

Scandinavian Stakeholder Thinking: Seminal Offerings from the Late Juha Näsi

Journal of Business Ethics August 2010, Volume 96, Issue 1

Special Issue on Stakeholder Thinking: A Tribute to **Juha Nasi**

R. Edward Freeman, Salme Nasi, Grant Savage



Archie Carroll



Edward Freeman

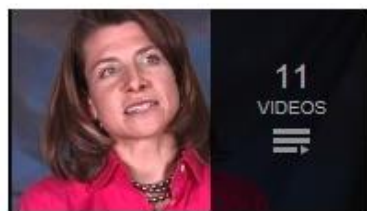


Wayne Grudem



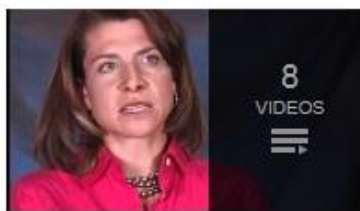
38
VIDEOS

Favourites
5 years ago



11
VIDEOS

Innovation, Ethics & Business - Kirsten Martin
3 years ago



8
VIDEOS

Privacy - Kirsten Martin
3 years ago



13
VIDEOS

Walmart's Disaster Response in Japan 2011
3 years ago



14
VIDEOS

Corporate Citizenship - Jeremy Moon
3 years ago



7
VIDEOS

Risk Management - Thomas Donaldson
3 years ago



10
VIDEOS

Stakeholder Theory of the Firm - Thomas M. Jones
3 years ago



11
VIDEOS

Hedge Funds - Thomas Donaldson
3 years ago



14
VIDEOS

Moral Imagination - Patricia Werhane
3 years ago



13
VIDEOS

Ethical Theory Overview - Joseph R. DesJardins
3 years ago



6
VIDEOS

Business Ethics Issues on the Horizon
3 years ago



7
VIDEOS

Career Paths to Teaching Business Ethics
3 years ago



9
VIDEOS

Teaching Business Ethics - Kirk O. Hanson
3 years ago



11
VIDEOS

A Conversation with John Mackey of Whole Foods ...
3 years ago

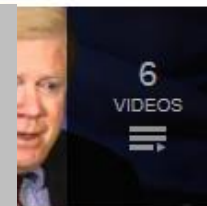


13
VIDEOS

Teaching Business Ethics - Patricia Werhane
3 years ago

see <http://www.corporate-ethics.org/>

"American" Stakeholder Capitalism: just one perspective on business ethics



6
VIDEOS

Business
4 y

Harvard University's JUSTICE with Michael Sandel

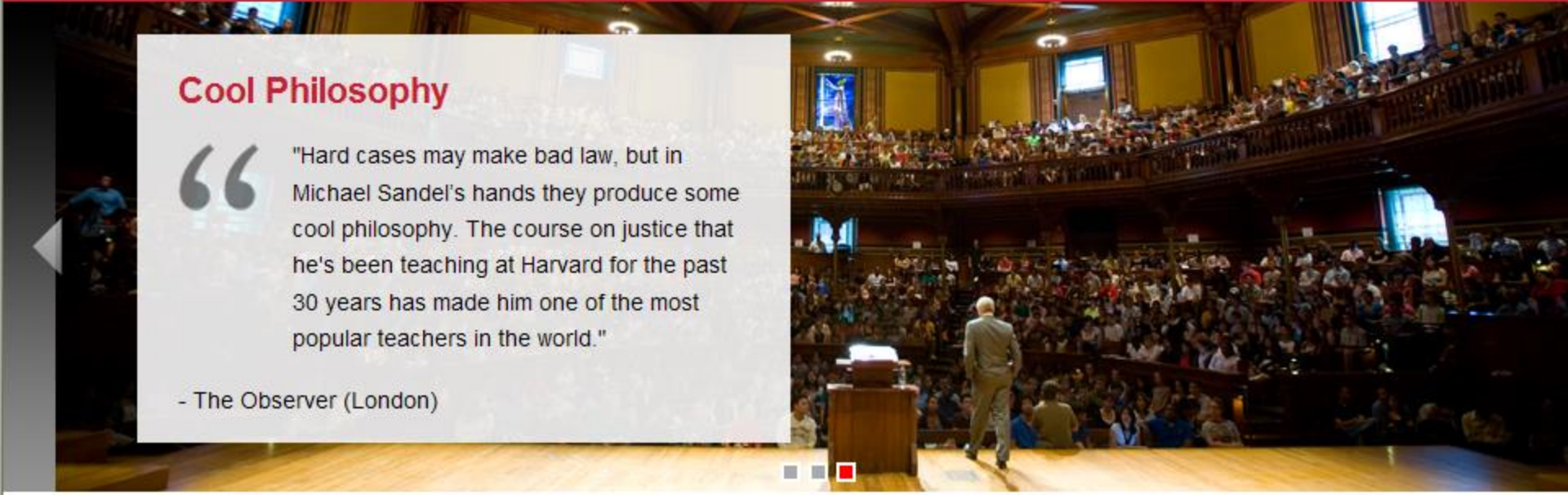
Search this website ... SEARCH

- Watch Episodes
- About Justice
- News and Events
- Watch Intro
- Visit Community

Cool Philosophy

“Hard cases may make bad law, but in Michael Sandel's hands they produce some cool philosophy. The course on justice that he's been teaching at Harvard for the past 30 years has made him one of the most popular teachers in the world.”

- The Observer (London)



www.MoralCompass.com™

RESPONSIBILITY

INTEGRITY

INTEGRITY · RESPONSIBILITY · COMPASSION · FORGIVENESS

[HOME](#) [ABOUT US](#) [YOUR MORAL COMPASS](#) [OUR BOOK, MORAL INTELLIGENCE](#) [DO US A FAVOR](#)



Self-Assessment The Personal Moral Competency Inventory (FREE)

- Are you a person of integrity?
- Do you take responsibility for your decisions?
- Do you actively care for others?
- How forgiving are you of yourself and others?

How well does your behavior match with what you deeply believe and value?

There are 40 behavioral indicators which test for your competency in behaving with integrity, responsibility, compassion and forgiveness. This inventory is designed for individuals and professionals who are in business or other organizational settings.

[CLICK HERE TO TAKE THE *PERSONAL MORAL COMPETENCY INVENTORY* \(FREE\)](#)

[INTEGRITY](#) · [RESPONSIBILITY](#) · [COMPASSION](#) · [FORGIVENESS](#)



Lack of Poverty in Finland

0

BY RYAN YANKE ON JULY 29, 2014

WORLD NEWS

HELSINKI, Finland — There is not much to discuss when it comes to poverty in Finland. Finland has the

BORGEN Magazine is an initiat

Search ...

THE GOOD NEWS



Pan-African
Fishing Ind

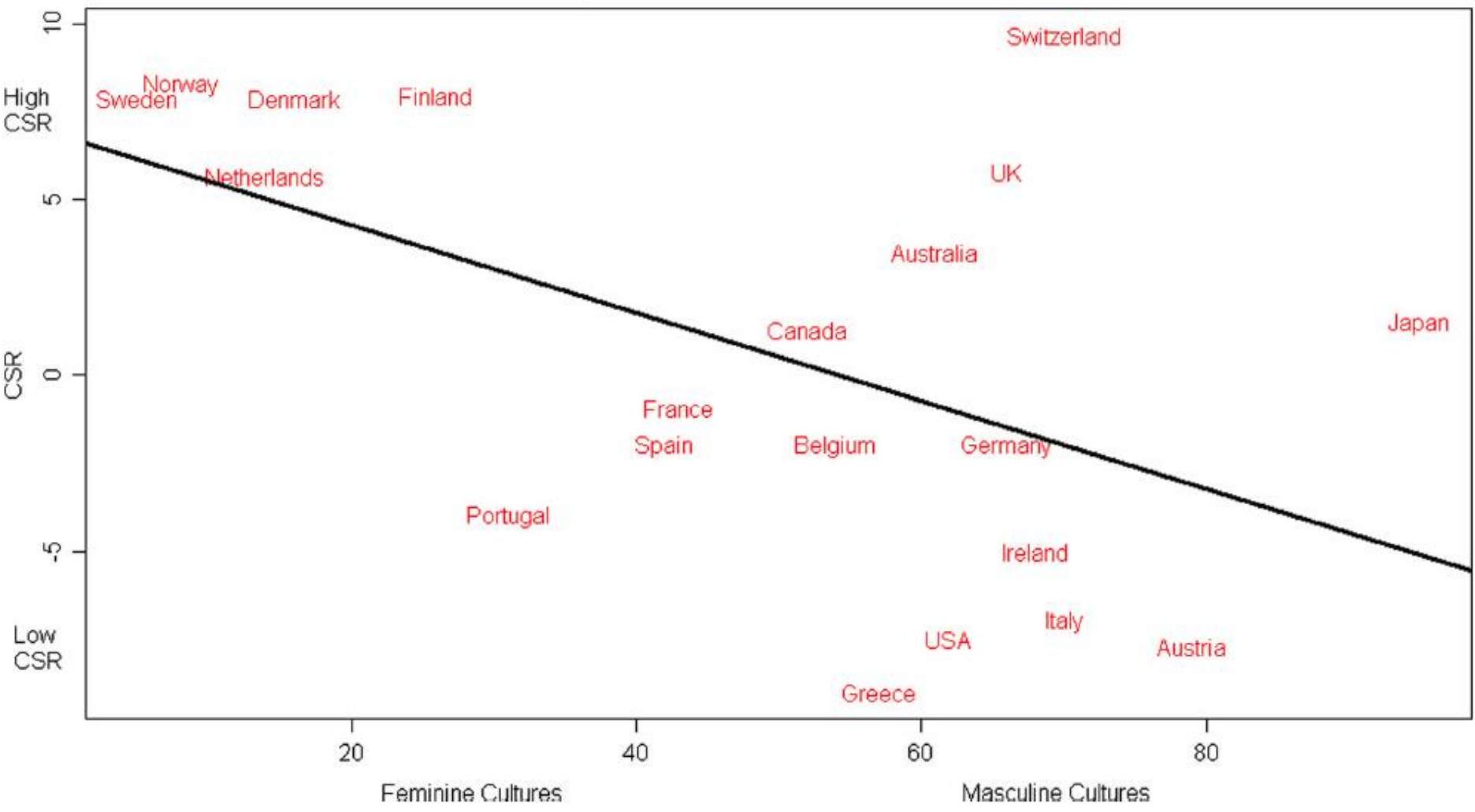


World Pover



Sweden's N
Designates

CSR performance vs Masculine Culture



...do not lean on your own
understanding...

...be not wise in your own eyes...

There is a strange idea abroad that in every subject the ancient books should be read only by the professionals, and that the amateur should content himself with the modern books.

It has always therefore been one of my main endeavours as a teacher to persuade [students]... that firsthand knowledge is not only more worth acquiring than secondhand knowledge, but is usually much easier and more delightful to acquire.

Introduction to Athanasius' On The Incarnation

by C.S. Lewis

<http://silouanthompson.net/library/early-church/on-the-incarnation/introduction/>

I think wisdom is a person

Critical Corporate Social Responsibility, and International Corporate Governance

Ethical introduction

Corporate Social Responsibility

Dahlsrud, A. (2008) **How Corporate Social Responsibility is Defined: an Analysis of 37 definitions**, *Corporate Social Responsibility and Environmental Management*, 15, pp. 1-13.

National Law

Local Regulations: and regulatory bodies

Local "capitalism"

Globalization and
"capitalism"

Shareholders

Directors

Listed company

Employees

Suppliers

Employee families
and communities

Members of the
supply chain, and
communities
impacted by the
supply chain

Customers

Those impacted by
the products and
services

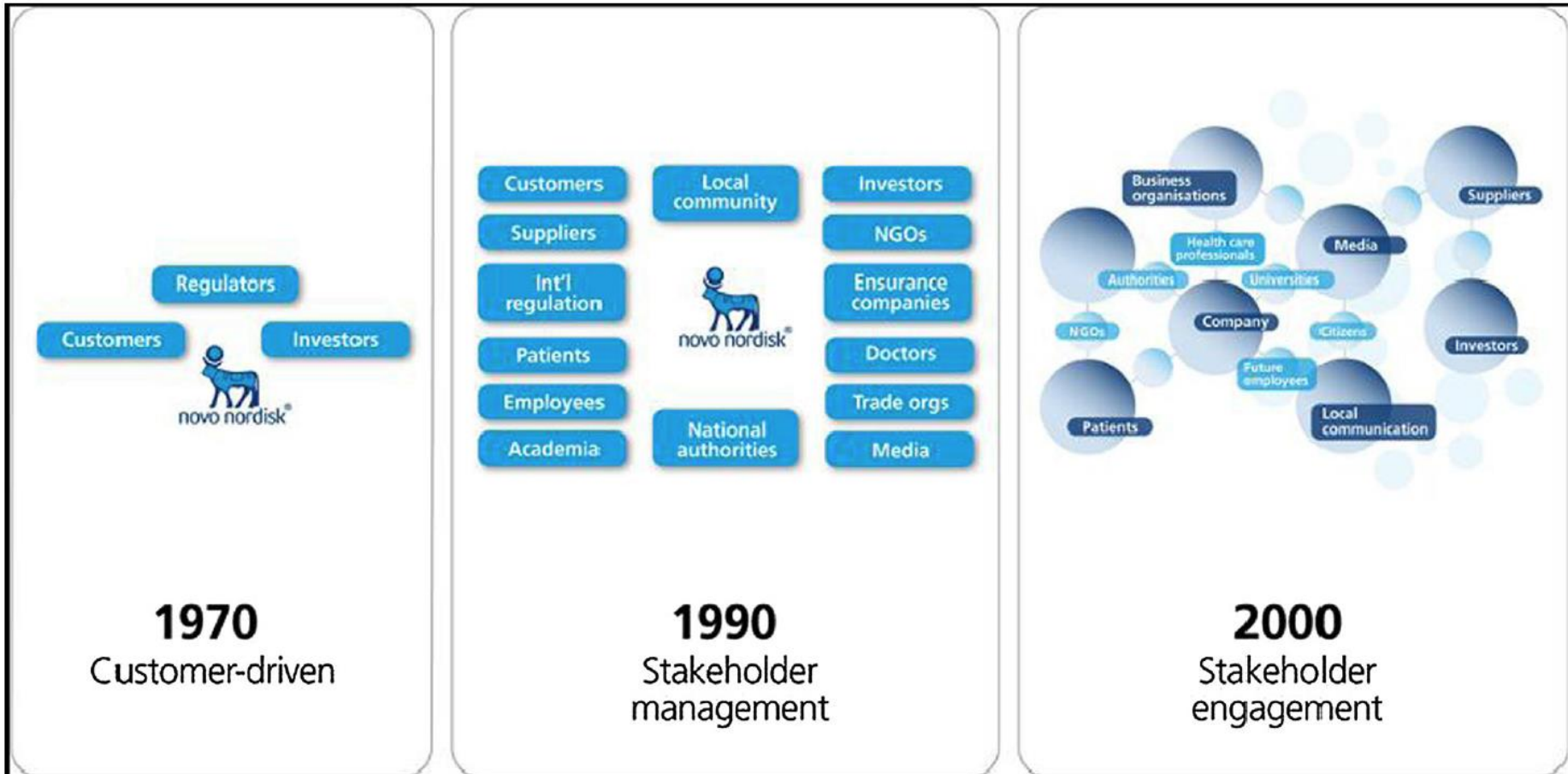
Media

Public Opinion

The "economy"

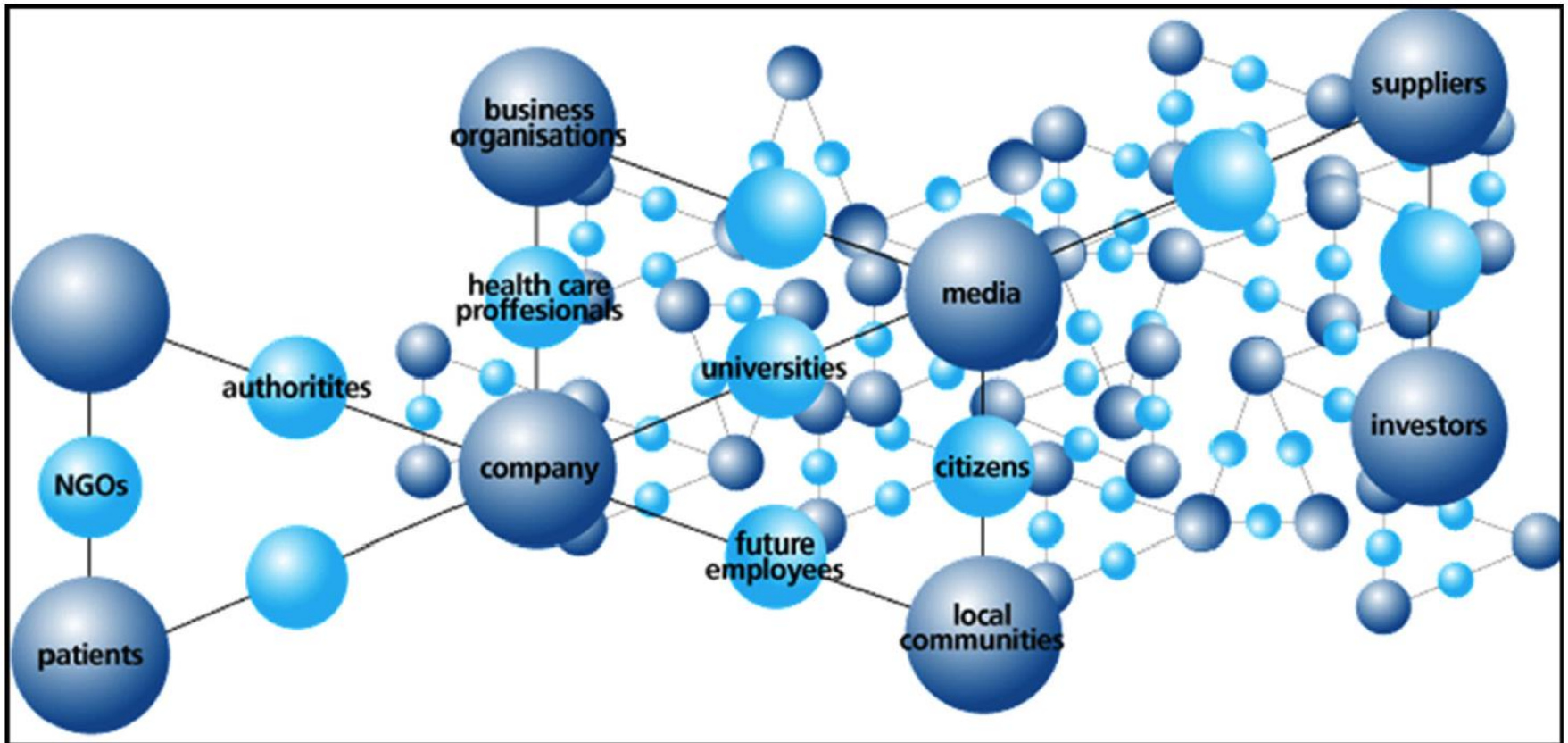
The "markets"
eg. capital,
product, labour

A Socio Political view of CSR - based upon
Aguilera, R. V., Williams, C. A., Conley, J. M., &
Rupp, D. E. (2006). Corporate Governance and
Social Responsibility: a comparative analysis of
the UK and the US*. *Corporate Governance: An
International Review*, 14(3), 147-158.



Strand, R. and Freeman, E. (2015) Scandinavian Cooperative Advantage: The Theory and practice of Stakeholder Engagement in Scandinavia, *Journal of Business Ethics*, 127(1), pp.67-85

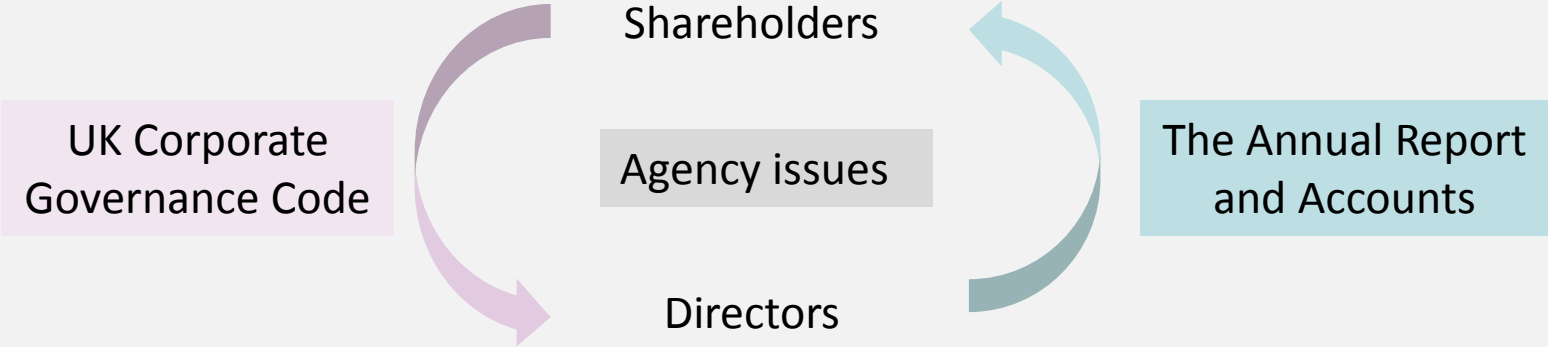
Fig. 8 Evolution of stakeholder engagement at Novo Nordisk



Classic Corporate Governance

Sir Adrian Cadbury et al, 1992, committee report, **The Financial Aspects of Corporate Governance, 2.5**. A seminal report convened by the Financial Reporting Council, the London Stock Exchange and the accountancy profession.

Corporate Governance of listed companies in the UK



Fostering Investment through confidence

Classic Corporate Governance

Sir Adrian Cadbury et al, 1992, committee report, *The Financial Aspects of Corporate Governance*, 2.5. A seminal report convened by the Financial Reporting Council, the London Stock Exchange and the accountancy profession.

Corporate Governance is the system by which companies are directed and controlled. Boards of directors are responsible for the governance of their companies. The shareholders' role in governance is to appoint the directors and the auditors and to satisfy themselves that an appropriate governance structure is in place. The responsibilities of the board include setting the company's strategic aims, providing the leadership to put them into effect, supervising the management of the business and reporting to shareholders on their stewardship. The board's actions are subject to laws, regulations and the shareholders in general meeting.

The link between CSR and Corporate Governance

Organisation for Economic Co-operation and Development, 1999, internationally accepted report, OECD Principles of Corporate Governance, Preamble page 2. *Sets out non-binding principles that embody the views of countries belonging to the OECD on Corporate Governance.*

...Corporate Governance involves *a set of relationships* between a company's management, its board, its shareholders and other stakeholders. [It] provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined....it is only part of the larger economic context...[and] depends on the legal, regulatory and institutional environment. [It also covers] factors such as business ethics and corporate awareness of the environmental and societal interests of the communities in which [companies] operate.



BOSTON COLLEGE
CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL of MANAGEMENT
KNOW MORE · DO MORE · ACHIEVE MORE

ccc.bc.edu

CORPORATE CITIZENSHIP

A NECESSARY INVESTMENT FOR SUCCESS

For the first time in more than a decade, executives predict that investment will increase in the next three years on every dimension of corporate citizenship.



THE MAJORITY OF BUSINESS EXECUTIVES BELIEVE CORPORATE CITIZENSHIP:



contributes to company success



returns value to shareholders



merits additional investment

...AND REPORT THAT CORPORATE CITIZENSHIP ACTIVITIES CONTRIBUTE TO COMPANY SUCCESS.

HOW DOES THIS HAPPEN?



How powerful and pervasive are companies in society?

How important are listed companies in the UK?

Gross Domestic
Annual Product

Government spending to support society *

£731

billion

£ 731,000,000,000



Large listed companies (and other larger businesses)

£400

billion

£ 400,000,000,000



Smaller businesses

£400

billion

£ 400,000,000,000

Total "value" of the annual economy

£1,531

billion

£ 1,500,000,000,000

I have estimated this using:

£1.5 Trillion

The National office of Statistics - Blue Book

Conversation with the Economist Maurice Starkey

Various Wikipedia pages

See also

ukpublicspending.com/breakdown

See also

Office for Budget Responsibility

There are lots of ways of calculating this...how accurate is this? It's helpful...not perfect!

Just for interest....

Government spending to support society

£ billions

Public Pensions	150
National Health Care	133
Social Security	110
State education	90
Other Public Services	86
Public Sector Interest	52
Defence	46
State Protection	30
Transport	20
General Government	14

Total Government Spending

731

**Does not include
Charity sector: £64 billion**

<http://www.ukpublicspending.co.uk/breakdown>

<http://apps.charitycommission.gov.uk/showcharity/registerofcharities/SectorData/SectorOverview.aspx>

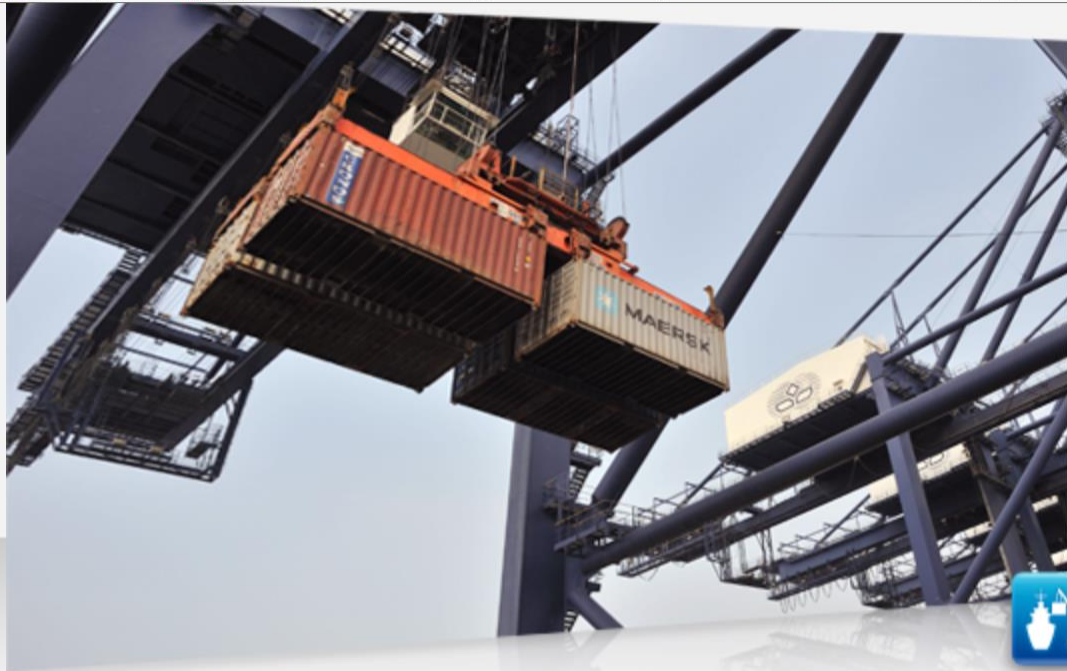


Li Ka-shing

Hong Kong's Richest Man

> \$30 Billion

Hutchison Whampoa



Ports and Related Services

HWL is a leading port investor, developer and operator, with a strong presence in five of the world's 10 busiest container ports. Our interests comprise 319 berths in 52 ports in 26 countries.



Stock Price >

Last:	108.70
% Change:	▲ 0.28

Hutchison Whampoa Limited

Husky Energy



Retail

HWL's A.S. Watson retail brand is one of the best-known and longest established trading names in Asia. With a diverse global portfolio spanning health and beauty, supermarkets and consumer electronics, our retail interests comprise over 11,400 stores in 21 countries worldwide.



Stock Price >
Last: 108.70
% Change: ▲ 0.28

Hutchison Whampoa Limited 

 **Husky Energy**



Property and Hotels

HWL's property development activities includes a number of joint ventures in Mainland China and overseas, focused on high quality residential projects. Our broad investment portfolio includes over 13.3 million square feet of office, commercial, industrial and residential space and owns / manages 14 premium hotels.



Stock Price >	
Last:	108.70
% Change:	▲ 0.28





Infrastructure

The Infrastructure division includes the Group's 75.67% interest in Cheung Kong Infrastructure Holdings an investor in Hong Kong, Mainland China, the UK, the Netherlands, Australia, New Zealand and Canada.



Stock Price >

Last: 108.70
% Change: ▲ 0.28

Hutchison Whampoa Limited

Husky Energy



Energy

The Energy division includes the Group's 33.97% interest in Husky Energy Inc, one of Canada's leading integrated energy and energy-related companies.



Stock Price

Last: 108.70
% Change: ▲ 0.28

Hutchison Whampoa Limited 

 **Husky Energy**



Telecommunications

HWL is a leading global mobile telecommunications and data services operator and pioneer of mobile broadband technology. Our operations comprise mobile, fixed-line, broadband and international connectivity services in 11 countries around the world.



Stock Price	>
Last:	108.70
% Change:	▲ 0.28

Hutchison Whampoa Limited 

 **Husky Energy**



Finance & Investments and Others

In addition to finance and investment returns, the Group also has interests in Hutchison Whampoa (China), listed associate TOM Group, Hutchison Water and Marionnaud.



Stock Price >

Last: 108.70
% Change: ▲ 0.28

Hutchison Whampoa Limited 

 **Husky Energy**



Li Ka-shing believes that the Asian culture of giving should evolve into philanthropy with social impact that can make a difference to broader communities.



With this in mind, we have three main focuses at the Foundation:

Aliko Dangote

Nigeria and Africa's
richest man

>\$10 Billion



1 of



Cookies on Forbes

For more info try:
<http://www.forbes.com/sites/abrambrown/2015/03/04/the-little-known-15-billion-empire-of-africas-richest-man/>

Aliko Dangote





Join Google+

Join Google+ to follow Aliko Dangote.



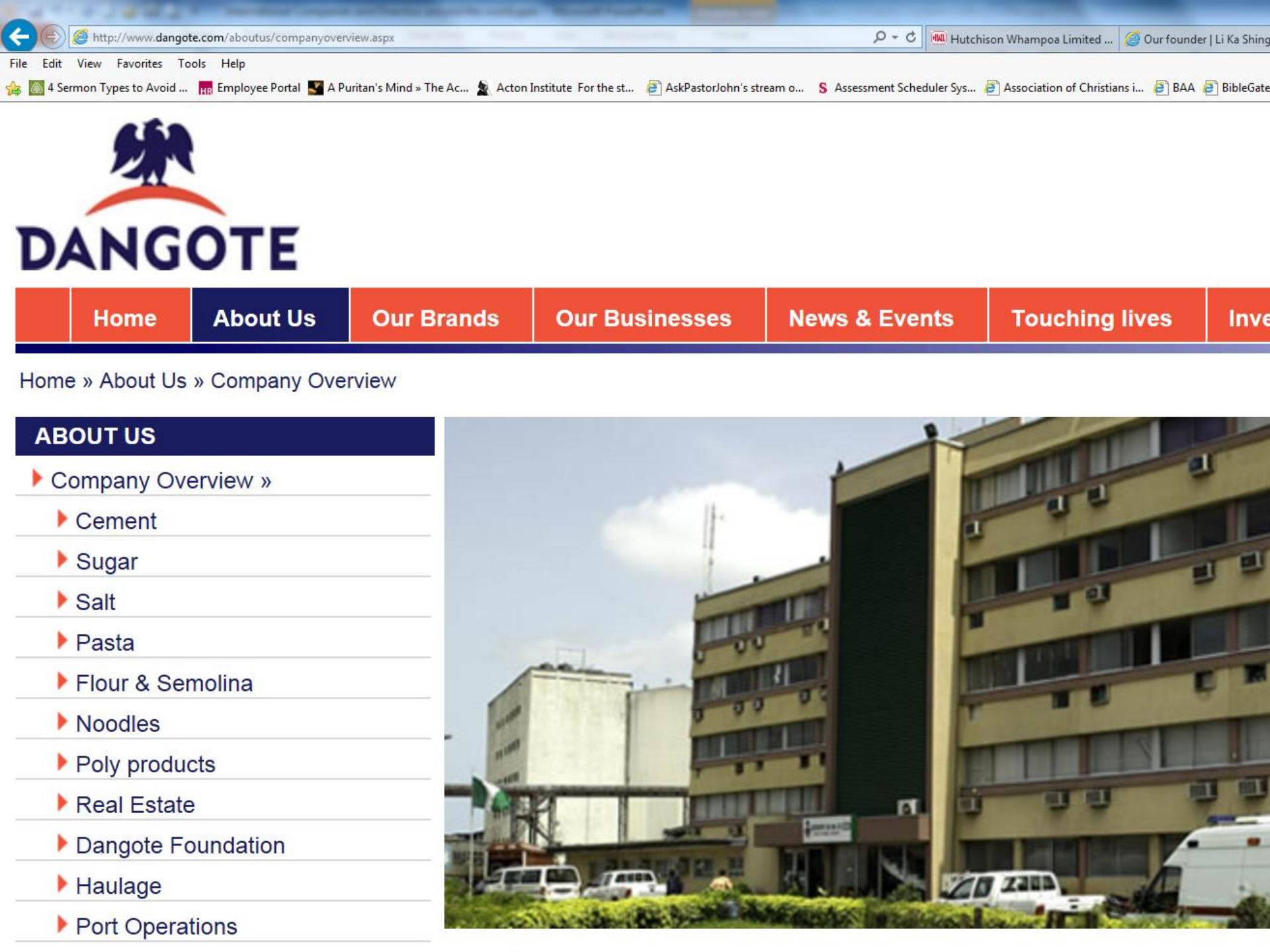
Aliko Dangote

www.dangote.com

+ Follow

134,138 followers | 347,989 views





- Home
- About Us
- Our Brands
- Our Businesses
- News & Events
- Touching lives
- Investment

Home » About Us » Company Overview

ABOUT US

- ▶ Company Overview »
- ▶ Cement
- ▶ Sugar
- ▶ Salt
- ▶ Pasta
- ▶ Flour & Semolina
- ▶ Noodles
- ▶ Poly products
- ▶ Real Estate
- ▶ Dangote Foundation
- ▶ Haulage
- ▶ Port Operations



About

Posts



Aliko Dangote

Shared publicly - 17 Oct 2014

[#EndPoverty](#)

Africa's wealth and it's future is in its youth. Let us [#EndPoverty](#) through initiatives that promote youth empowerment and economic growth

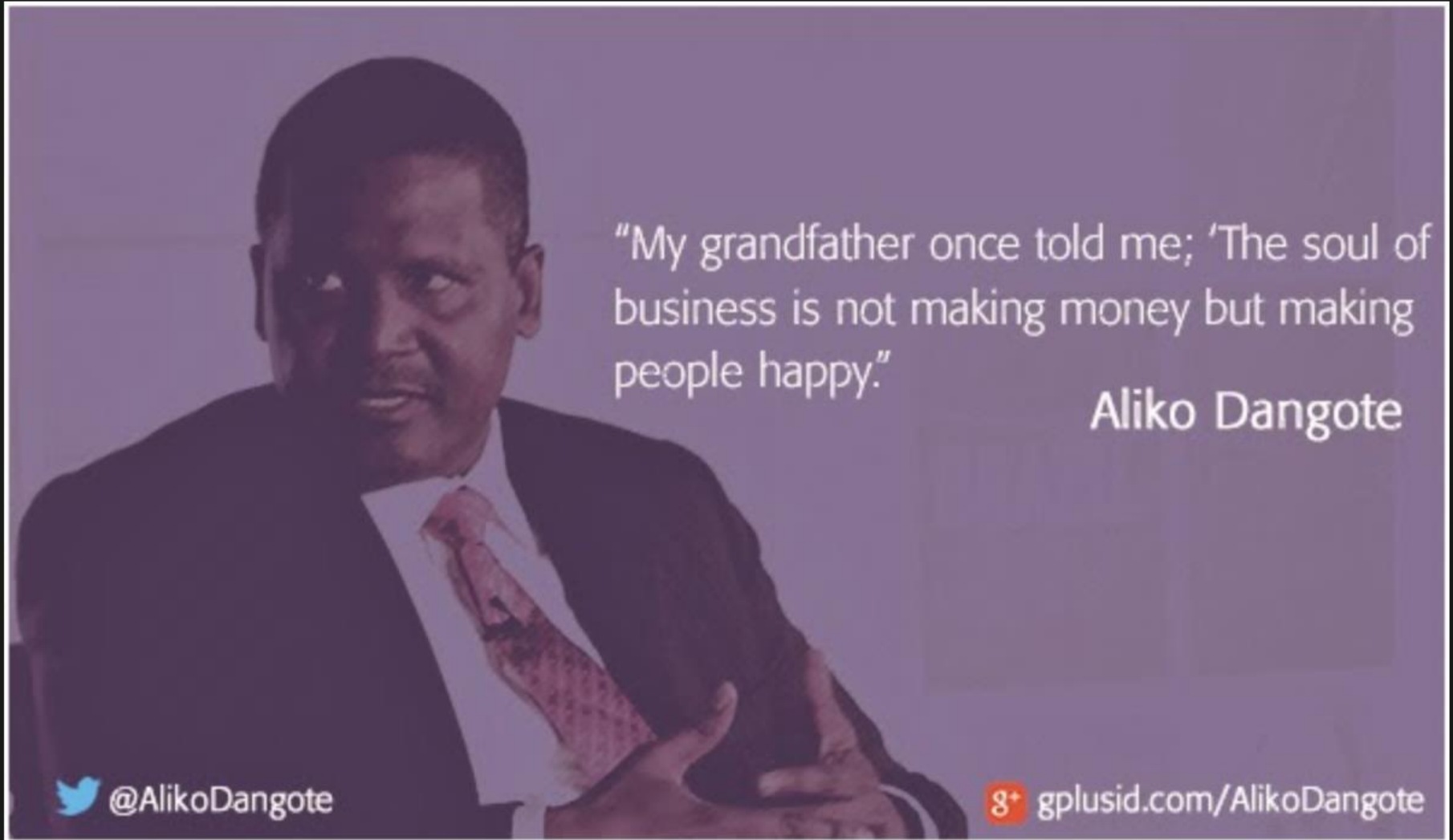
+102

 20



[87 comments](#) 





Rolling program of work

Start having a look at some of the academic papers in the recommended reading list

Start thinking about a company in a particular country that you will analyse for the poster presentation. To do this you will need to look at some other companies to make sense of you company.