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# Encyclopedia of Corporate Social Responsibility



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# Encyclopedia of Corporate Social Responsibility

With 227 Figures and 119 Tables

 **Springer** Reference

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## Foreword

Fifty years ago we did not know what CSR was. We knew what social responsibility was, and what corporate responsibility was, but the combination of the two proved elusive. And, when not elusive, contentious. Now, the contention still rages between the political right and the political left, and across different approaches in both old and new worlds. There is now even a recognized international standard, ISO 26000, for CSR.

This handsome, four-volume *Encyclopedia of Corporate Social Responsibility*, with contributors from over 30 countries, bears witness to CSR's coming of age. If there were any residual doubts about the need to look beyond corporate profits for shareholders toward a broader sustainability in the interests of multiple corporate stakeholders, then the last few years have provided the clinching arguments to dismiss those doubts. Banking crises, environmental disasters, and now the debate between austerity and growth all underpin the fact that, in the twenty-first century, business needs a healthy, multifaceted society, as much as society needs a healthy, multifaceted business. Yes, there are many bottom lines: the social, the environmental, even the cultural, in addition to the harder figures of the economic.

Over the last 50 years, we have seen the rise and rise of the global corporation. Regulation, necessarily strongly based at the national level, could not for a long time keep up with the lithe way in which corporations construed their business across multiple jurisdictions. It still finds it difficult, and always will, as long as the nation state is seen as the essential unit of sovereignty. Hence, the other debate that rages between the covers of this encyclopedia: How much can it be left up to the good offices of the corporation to be socially responsible, or how much needs to be locally, nationally, and internationally enforced?

I congratulate Samuel O. Idowu, Editor-in-Chief, on a Herculean achievement in bringing this study together, along with editors Nicholas Capaldi, Liangrong Zu, and Ananda Das Gupta. CSR is truly an international theme, as this editorial team as well as the volumes' many authors testify through their magnificent contributions.

London Metropolitan University  
London, UK

Malcolm Gillies  
Vice Chancellor & Chief Executive



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## Foreword

### **Corporate Social Responsibility: Key Issues and Debate**

#### **Introduction**

Corporate social responsibility (CSR), a concept that has been around for well over 50 years, has become prominent again recently.

An increasing number of transnational corporations (TNCs) and large domestic companies, supported by business and industry associations, are adopting a variety of so-called voluntary CSR initiatives that incorporate, for example, “codes of conduct; measures to improve environmental management systems and occupational health and safety; company ‘triple bottom line’ reporting on financial, social, and environmental aspects; participation in certification and labeling schemes; dialogue with stakeholders and partnerships with non-governmental organizations (NGOs) and UN agencies; and increased support for community development projects and programs.” The revival of CSR is reflected also in its recent prominence in public debate. CSR has also generated a very extensive literature in recent times. A general search of the Internet on Google for the phrase “corporate social responsibility” produced 12,900,000 results.

#### **What Is CSR? A Contested Concept**

CSR is a difficult concept to pin down. It overlaps with other such concepts as corporate citizenship, sustainable business, environmental responsibility, the triple bottom line, social and environmental accountability, business ethics, and corporate accountability. It is highly contextual not only in terms of its corporate environment but also in terms of its national environment. Moreover, CSR is an essentially contested concept. Thus, those who wish to contest the reach and application of any version of CSR will necessarily challenge definitions.

Within the literature, there exist three discernible “schools” of thought and practice about corporate social responsibility. These schools may be characterized as the neoliberal, neo-Keynesian, and radical political economy approaches.

In defining CSR, neoliberal writers tend to see it fundamentally as the adoption of a set of voluntary policies, codes, or guidelines, initiated and driven by the corporation. They tend to define CSR as “a company’s

management of the economic, social, and environmental impacts of its behavior.” The neoliberal discourse around CSR generally shares the view articulated by Milton Friedman in the *New York Times* on September 13, 1970: “. . . There is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.”

Much of the discourse about CSR in business and management publications shares this assumption. However, while this perspective leads some neoliberal commentators to the view that CSR is basically an unreasonable intrusion into and restriction on business’ primary purpose, most neoliberal adherents who engage in the CSR discourse take the view that, while Friedman was basically correct, the adoption of CSR policies by companies can be rational and profitable in the long run. Furthermore, even if doubt exists about the positive role of CSR in profit making, it can be seen as an important insurance strategy to minimize risks from negative government intervention, adverse media coverage, and consumer or stockholder backlash to corporate behavior. However, even here, the neoliberal assumption is that CSR is a minor component of corporate strategy at best.

The neo-Keynesian approach tends to utilize a wider definition that more clearly recognizes the active role of a corporation’s “stakeholders,” and perhaps also the state, in the definition of corporate social responsibility. Again, however, CSR is generally defined as an approach adopted voluntarily by corporations and without external regulation by either stakeholders or the state. For example, the European Union’s (EU) Green Paper Promoting a European Framework for Corporate Social Responsibility (2001) described corporate social responsibility as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” The Certified General Accountants Association paper “Measuring Up: A Study on Corporate Sustainability Reporting in Canada” (2005) describes CSR as “a company’s commitment to operating in an economically, socially, and environmentally sustainable manner, while recognizing the interests of its stakeholders, including investors, customers, employees, business partners, local communities, the environment, and society at large.”

The neo-Keynesian discourse around CSR differs from the neoliberal perspective in several important ways. Firstly, there is recognition that corporate behavior can at times have negative impacts whether through market failure, corporate lack of awareness, or deliberate strategy. These concerns are reflected in the neo-Keynesian CSR discourse around the impact of corporations’ environmental policies, workplace practices, and the social and economic consequences of corporate activities. Consequently, neo-Keynesian analyses focus on quite different reasons for the development of CSR strategies, including avoiding problems caused by unfettered corporate behaviors, ensuring environmental and social sustainability, and achieving other desirable social and economic goals. Furthermore, neo-Keynesian analyses and discussions of CSR are frequently more inclined to entertain the idea of a positive role for the state in the development and regulation of CSR practice.



Radical political economy approaches take a far more critical stance around CSR on several issues. All “schools” of thought in these debates of course possess normative views about the role of business in general and corporations in particular in society. However, radical political economy analyses more openly articulate a very different set of assumptions about the existence and abuse of corporate power in global, national, and local economies. Global corporations are seen as possessing enormous power, which is often wielded ruthlessly in their own self-interest and frequently at the expense of society and the environment. Advocates of voluntary CSR are perceived as lacking a critical political economy analysis and, therefore, fail to fully understand and incorporate a realistic view of the power structures that exist in society and its economic environment. Hence, many of the policies and practices that have been developed to promote CSR are viewed as naïve, ineffectual, and inadequate. Furthermore, radical (often Marxist) political analysts not only are skeptical about the effectiveness of CSR programs but are also concerned that self-regulatory and voluntary CSR policies are frequently deliberately designed by corporations to deflect attention away from external regulation and control of corporate behavior and power and to disguise and legitimate other activities that are socially and environmentally destructive.

Many activist groups, and others who adopt a radical critique of CSR approaches, openly reject voluntary CSR and advocate an alternative strategy that is generally described as “coercive corporate accountability.”

## **A Brief History of Corporate Social Responsibility**

It could be argued that the current wave of interest in corporate social responsibility (CSR) dates from the early 1990s; it is only a new manifestation of “a long-standing debate over the relationship between business and society” since the rise of the corporation in the late nineteenth century.

This debate has continued through “periods when the power of corporations is in the ascendancy and periods in which society attempts to regulate the growth of corporate power.” In these periods when corporations have become subject to public criticism and attempts at regulation, they have attempted to re-establish their legitimacy by adopting CSR-style strategies.

In the late nineteenth century, the emergence of large corporations and the era of the robber barons in the USA led to the development of the antitrust movement. In response, corporations emphasized corporate responsibility and philanthropy in order to prove that government regulation was unnecessary. However, in the 1930s, the Great Depression produced a second wave of regulation and led to Roosevelt’s *New Deal* in the USA and nationalization and regulation by the postwar labor governments in the UK.

During the late 1960s and 1970s, a new wave of concern about the growing social and environmental impacts of transnational corporations (TNCs) in the postwar era led to a third period of increased efforts to regulate corporate activity.

A series of revelations about the activities of US companies produced great concern. For example, it was revealed that the US company ITT had been

involved in attempting to overthrow the democratically elected Allende government in Chile. More generally, US corporations began to systematically exploit the economies of developing countries throughout the world. For the first time, regulation of corporate activity became an international issue, with attempts within the UN to establish codes of conduct for the activity of TNCs.

Corporations and governments resisted attempts at mandatory regulation of TNC activities, proposing self-regulation as an alternative. The International Chamber of Commerce, representing major TNCs, launched its Guidelines for International Investment in 1972, and a number of large US companies adopted codes of conduct. A number of other multilateral agreements also emerged in the 1970s, sponsored by the ILO, the UN, the OECD, and other international organizations.

Global restructuring during the 1980s and the rise of neoliberalism led to a significant shift away from state intervention in both developed and developing countries. This trend was reflected in national policies toward TNCs through a dramatic shift away from regulation of their activities to “intense competition to attract foreign direct investment.” The increased mobility of capital enabled TNCs to “exploit regulatory differences between states by (re) locating (or threatening to relocate) their production facilities in countries with more favorable regimes.” By the 1980s, it was becoming clear that the various multilateral initiatives and agreements that had been introduced in the previous decade were doing little or nothing to address corporate power.

During the 1990s, criticism of corporate practices escalated. A series of corporate scandals emerged in the USA. Numerous environmental disasters caused by global corporations occurred. Awareness of the use of sweatshops and child labor in developing countries attracted the attention of community activists in developed societies. The 1990s therefore witnessed an explosion in civil group activism, which led to both protests against and engagement with corporations. The demand for greater social responsibility came from a wide range of sources, including international trade unions, development NGOs, human rights organizations, and environmental groups. Corporations were again forced to respond to bad publicity surrounding their activities. The corporate social responsibility discourse and programs emerged in part as a direct response to these pressures.

## **Corporate Social Responsibility: Key Issues and Debates**

### **The Advantages Versus Disadvantages of CSR from a Neoliberal Perspective**

Among those who consider CSR from a neoliberal perspective, there is heated debate about whether it constitutes a legitimate activity for a corporation to be engaged in. In a controversial book, *Misguided Virtue: False Notions of Corporate Social Responsibility*, David Henderson examines the CSR “doctrine,” subjecting it to a neoliberal critique. He argues that, far from being harmless, the adoption of CSR threatens prosperity in poor countries as well as rich. It is likely to reduce competition and economic freedom and to “undermine the market economy.” He criticizes those who pressure

corporations not simply to seek profit but to demonstrate their “corporate citizenship” by working with a range of stakeholders to further environmental and social as well as economic goals. The origin of such pressures has come from NGOs but has been taken up by leftist academics, other commentators, and multinational enterprises themselves. In an article, “Taking Friedman Seriously: Maximizing Profits and Social Performance,” it was argued that it is “wiser for firms to act strategically than to be coerced into making investments in corporate social responsibility.”

However, many neoliberal economic writers have argued that there are strategic reasons why corporations might be wise to adopt a CSR approach. While concurring with Milton Friedman that “altruistic” CSR is not a legitimate role of business nevertheless argues that “strategic” CSR is good for business and society. However, CSR policies and activities should only be undertaken when it appears that they can enhance the value of the firm, that is, when they are used as strategic CSR. The neoliberal perspective therefore emphasizes the strategic benefits to be derived from a CSR approach. In part, these strategic benefits are in the form of risk management strategies, designed to protect corporations from threats arising from stakeholder, civil activist, consumer, or government attacks. However, within the business literature, there is also a perception that there can be certain positive strategic advantages in the market for a corporation that adopts a CSR approach. The business case for CSR within a company will likely rest on one or more of the following arguments, which are a combination of risk management and strategic advantage approaches.

## **Human Resources**

Corporate social responsibility can be an important aid to recruitment and retention, particularly within the competitive graduate market. CSR can also help to build a “feel good” atmosphere among existing staff.

## **Risk Management**

Managing risk is a central part of many corporate strategies. Reputations that take decades to build up can be ruined in hours through incidents such as corruption scandals or environmental accidents. These events can also draw unwanted attention from regulators, courts, governments, and media. Building a genuine culture of “doing the right thing” within a corporation can offset these risks.

## **Brand Differentiation**

In crowded marketplaces, companies strive for “X Factors,” which can separate them from the competition in the minds of consumers. Several major brands, such as The Body Shop, are built on ethical values.

## **License to Operate**

Corporations are keen to avoid interference in their business through taxation or regulations. By taking substantive voluntary steps, they can persuade governments and the wider public that they are taking current issues like health and safety, diversity, and the environment seriously and thus avoid intervention.

## **Diverting Attention**

Major corporations that may have existing reputational problems due to their core business activities may engage in high-profile CSR programs to draw attention away from their perceived negative impacts. Thus, British American Tobacco (BAT) has taken part in health initiatives and the petroleum giant BP has installed very visible wind turbines on the roofs of some of its petrol stations in the UK.

## **Does CSR Support the Bottom Line?**

One of the most controversial issues that are debated among both neoliberal and neo-Keynesian commentators is whether CSR is a cost or a benefit to the corporate bottom line. While some neoliberal economists remain staunchly skeptical, others are more uncertain. Some argue that researchers have not examined the cost implications associated with the different forms of CSR activities.

Other mainstream economists, including both neoliberals and neo-Keynesians, are more inclined to see CSR as a positive contributor to corporate value.

One of the key strategies advocated by more progressive advocates of CSR is the promotion of socially responsible investment (SRI). Invariably, advocates argue that SRI companies are likely to be at least as profitable as others. Here again, however, there is contradictory research about the claim. Not only has SRI grown significantly, it has also matured. In fact, the only conclusion that really can be drawn from this debate at present is that the issue remains unresolved.

## **Is CSR Contrary to the Responsibilities of Corporate Directors?**

A contentious issue that is frequently raised in the literature is the argument that current directors' duties and legal requirements constrain the extent to which corporations are able to engage in CSR or philanthropic activities without running the risk of breaching their legal responsibilities to the corporation and/or to their shareholders. This concern is not only raised by corporations themselves as a rationale for not adopting CSR but is also frequently expressed by advocates as a constraint that must be removed if CSR is to be widely adopted.

## **Regulation Versus Voluntary CSR Measures**

A great deal of business, academic, and government literature on CSR simply takes it for granted that CSR strategies of all varieties will be voluntary. Any form of business regulation is anathema to the neoliberal approach.

Nevertheless, this is an issue that neoliberal commentators are forced to debate since pressures continually arise for government regulation to either support or replace voluntary CSR measures adopted by corporations. A major theme of much of the CSR discourse emanating from the business community is the argument that regulating CSR is either undesirable or dangerous.

## **CSR and Stakeholder Theory**

One of the important differentiating factors in the approach of neo-Keynesian commentators to CSR (in contrast to the neoliberal view) is the argument that in order for CSR to be effective and meaningful, the interests of a range of stakeholders other than shareowners need to be taken into account by corporations. Stakeholder theory is based on the notion developed by Freeman (1984) that corporations consist of various stakeholders beyond their own shareholders and that they should be managed with those groups in mind. The term “stakeholder” can include: shareholders, who, unlike other stakeholders, have a direct equity interest in the company; other persons with a financial interest in the company (for instance, financiers, suppliers, and other creditors) or those in some other commercial legal relationship with the company (for instance, business partners); persons who are involved in some manner in the company’s wealth creation (for instance, employees and consumers); anyone otherwise directly affected by the company’s conduct (for instance, communities adjacent to the company’s operations); pressure groups or NGOs, usually characterized as public interest bodies that espouse social goals relevant to the activities of companies; and even future generations.

The term is sometimes also used more generally to include regulators, financial markets, the media, governments, and the community. Recently, debate in stakeholder theory has focused on the issue of the nature of the relationships between the organization and the stakeholder and between the various stakeholders. How do organizations balance the competing interests of the various stakeholders? Do some stakeholder groups take precedence over others?

## **Radical Critiques of CSR**

Commentators from a radical critical perspective are generally more skeptical about the possibility of voluntary CSR making a significant difference and are more demanding in the level of state intervention and corporate accountability that are associated with it.

The UK NGO Christian Aid (2004) provides a powerful critique of CSR in *Behind the Mask: The Real Face of Corporate Social Responsibility*.

The authors acknowledge that some voluntary policies and programs may result in improvements in corporate behavior: “Because CSR efforts are public, they encourage external scrutiny, making it more likely that problems will be identified and dealt with. The media, industry organizations, trade unions and NGOs can use CSR as a focal point to press for the protection of human rights, workers and the environment.” However, Christian Aid stresses that such initiatives are, for the most part, purely voluntary: “Few include effective monitoring mechanisms or disclosure requirements. Furthermore, while some high-profile companies are in the forefront of the corporate social responsibility movement, countless others remain outside it. The problem is exacerbated by ‘rogue businesses’ that operate with virtual impunity, especially in developing countries.” But it is not just a question of good versus bad companies. In Christian Aid’s view, companies that have championed voluntary CSR initiatives may “still fail to meet the standards they appear to have embraced. The rhetoric of many large companies belies the continuing damage they inflict.” The report also expresses concern about “how companies use CSR to deflect regulation and convince governments that voluntary efforts are sufficient.”

Radical critics frequently point to the lack of a sophisticated analysis of the political economic dimensions of corporate power that is manifest in the pro-voluntary CSR literature. Corporate practices such as transfer pricing, tax avoidance, and the abuse of market power are not part of the CSR mainstream. Most significantly, CSR has not explicitly dealt with the poverty impacts of business activities.

## **Other Themes and Debates**

The literature on corporate social responsibility is vast and complex. Beyond the issues addressed above, a fuller review could explore the following issues: gender and CSR, the role and effectiveness of international political organizations (ILO, UN, OECD, etc.) in CSR, the role of the public sector and public corporations in CSR, socially responsible investment (SRI), CSR and philanthropy, CSR and the environment, international differences and comparisons, the human rights approach to CSR, the role of international standards, an evaluation of existing processes for measuring and reporting, CSR triple bottom line reporting, critical reviews of individual corporations’ CSR programs, and possibilities for the development of corporate accountability campaigns.

## **Wide Academic Literature**

An extensive academic corporate social responsibility literature has emerged, especially within business and management journals, over the past decade. For example, over 800 journal articles on CSR were identified in a search of one online academic bibliographic source. 535 CSR articles were found, the great majority of which were published in business, management, and

accounting journals. Business/management journals in which articles on CSR are published include: Journal of Business Ethics Corporate Governance and Social Responsibility Corporate Social Responsibility and Environmental Management Journal of Corporate Citizenship Corporate Governance: International Journal of Business in Society Business Ethics, A European Review Business Ethics Quarterly Business & Society Business and Society Review Journal of Management Studies Enterprise and Society Corporate Communications: An International Journal of Business Strategy International Journal of the Economics of Business Stanford Social Innovation Review.

A wide variety of non-governmental organizations (NGOs) and civil society organizations (CSOs) have been actively involved in debates around CSR and produce a great deal of published material on the topic of CSR.

## Conclusion

My own views on CSR are documented in my book *Doing Virtuous Business*, pp. 125–128 specifically. The CSR concept and its various theories and practices are part and parcel of corporate behavior, governance, and wider understandings of society and business. Whether notions of corporate responsibility generally are furthered by CSR remains an issue of some controversy and increasing measurement. This Handbook aims to show the state of play and the terms and ideas that embrace it and is therefore a most welcome addition to the literature, as a reference, for academics and practitioners alike.

New Haven, CT  
USA

Theodore Roosevelt Malloch  
Research Professor, Yale University





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## Preface

Over the last 30 or so years, our world has drastically changed for the better. This has been due to the emergence of issues and activities relating to Corporate Social Responsibility (CSR) which have helped to reorient our understanding of what we should all be doing in our various life capacities as individuals, stakeholders, corporate entities, local communities, societies, nongovernmental organizations, governments, international organizations, and all the animate and perhaps the inanimate components that make up our world. Being socially responsible we believe would transform and improve lives of both the present generation and future generations of man and other living things. Of course we are not oblivious to the fact that CSR is only a concept coined by some innovative scholars of yesteryears who were enlightened enough to want to delve deeper into the forms and shapes that business community's concern for society should take and the actions required by everyone in order to realize the intended improvements in global communities. CSR requires everyone to act and behave responsibly in their many spheres of existence; words about CSR which are not backed with responsible actions would get us nowhere. Thus, this very CSR concept has proven to be a *sine qua non* – an indispensable concept of positive individual and corporate impacts of our time. To do the right things when no one is watching is probably not always easy but that's always the correct thing to do.

According to Carroll (1999), modern scholars of CSR and probably society in general are all indebted to earlier years' scholars in the field of CSR for some of their landmark studies on business and society which could rightly be referred to as the evolution or perhaps the origins of the concept of corporate social responsibility. Notable among these scholars are Bernard (1938), Clark (1939), Kreps (1940), Bowen (1948 and 1953), and Drucker (1953) as Carroll (1999) rightly pointed them out. The initial studies carried out by these aforementioned individuals laid the foundation on which today's CSR scholars continue to build on and should therefore be congratulated for today's CSR societal awareness and achievements. There are also some modern CSR scholars that societies around the world are equally indebted to, a modern Encyclopedia in the field of CSR would probably be incomplete without naming them, Archie Carroll, John Elkington, Nick Capaldi, Ted Malloch and several others too numerous to name, you have all contributed positively to our world about how issues relating to CSR are perceived and on behalf of everyone, I say thank you to all of you.

The evolutionary path of CSR was indeed not smooth. There were some scholars who were adamantly opposed to what CSR was expecting profit seeking corporations to engage in. These scholars argued that CSR was advocating what they believed were ultra vires and perhaps illegitimate actions in terms of the mandates given to those at the helm of managing the affairs of corporations, *agents*, by their owners and providers of capital, *principals*. Famous scholars such as Levitt (1958), Friedman (1962), and others in their camp were adamantly against the philosophy of CSR. Later days scholars, for instance, Lippekke (1996) and Henderson (2001), continue to amplify Levitt's (1958) and Friedman's (1962) arguments, against the practice of CSR. These CSR's dissenters have in fact contributed positively to the debate on the importance of CSR (albeit from a negative stance) and helped to advance the cause of CSR to where we are today in terms of the global successes and achievements of CSR. Their opposition to the suggestion that businesses should engage in positive CSR activities (which could help in finding lasting solutions to some social and environmental problems of our time), which these scholars believe fall outside the mandates given to business managers by shareholders and society has simply given credence to the debate on how to strategize and improve the practice of CSR in societies. Many global corporations have used and continue to use CSR to build credibility and trust among their stakeholders and the world at large from various guises. Doing these has proved to be nothing more than the most desirable actions taken by them to improve their bottom lines whilst improving man's quality of existence. For example, many of them because of their CSR activities are placed in a more advantageous position which, for example, has helped them to attract and retain the best and brightest employees and to gain sustainable reputation which customers, suppliers, loan creditors, and prospective equity investors are yearning to identify with. Both sides of the divide in the debate on CSR should in reality be congratulated for enabling CSR to thrive in global communities and for increasing our consciousness and understanding of what CSR expects from us all.

The idea for the *Encyclopedia of Corporate Social Responsibility* was conceived by the Editor-in-Chief when it was realized that there was no officially titled encyclopedia in the field of corporate social responsibility that covers a wide range of topics on issues relating to corporate social responsibility, sustainability and sustainable development, ethics and the environment, corporate governance, and areas of management which are of interest to twenty-first-century managers, politicians, trade unionists, researchers, international organizations, academic institutions, researchers, nongovernmental organizations, consumers, socially responsible investors, lenders, the media, standard setters and all aspects of our existence. Earlier books prior to the ECSR purporting to contribute to knowledge in the field of CSR were either called handbooks or something similar. Our intention was to produce an encyclopedia in the field of corporate social responsibility which covers different aspects of corporate entities' social, economic, and environmental activities and meets global information needs. We were lucky in our attempt to ensure that the edition covers a wide area of the globe since our contributors were drawn from 35 countries of the world.

The entries in each section of the encyclopedia were written with the sole objective of satisfying the information needs of modern stakeholders, practitioners, researchers, legislators, international organizations, governments, tomorrow's business managers (students), and all those who are enthusiastic about the field of CSR, its related areas together with its current happenings around the globe. It is hoped that this first attempt on our part to produce an official encyclopedia of CSR with international experiences of scholars from 35 nations will further enhance our readers' understanding of what CSR is all about in their daily use of the reference book. Comments on how to improve its future editions are most welcome by the Editor-in-Chief.

It is our intention to regularly update the volumes that comprise this ECSR, we therefore welcome relevant and topical articles in the field of CSR from anywhere in the world (in English language) for possible inclusion to future editions. Please email your prospective additions to the Editor-in-Chief.

Finally, since we believe that CSR is now a business language spoken worldwide, there is a need for a Dictionary of CSR which could be used as a reference document by anyone who works in the field of CSR, the sister project to the ECSR is on DCSR which will follow in due course.

London, UK  
Winter 2012

Samuel O. Idowu  
Editor-in-Chief



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## Acknowledgments

When the arduous journey of publishing the Encyclopedia of Corporate Social Responsibility (ECSR) commenced a few years ago, it was a journey full of uncertainties. One was unsure of how things would pan out, the forms and shapes many of the required activities would take, the likely challenges that we would come across and whether the project would be a success or an unwanted dead elephant. But like most things in life, it was certain that those we know and fortunate to interact with would need to play many important parts in realizing the goal of putting together a world class product of the magnitude the ECSR eventually turned out to be. Those I was fortunate to know prior to the commencement of the project and those I consequently got to know as a result of the project have made immeasurable contributions to making the publication a reality. Some of these individuals as things have turned out; I would remain indebted to for the rest of my life simply because they have contributed immensely to an unimaginable success of the ECSR. Besides, I am also proud to say that the ECSR has made for me an unimaginable number of friends in at least 35 countries around the globe; the happiness I derive from that, no one can quantify in financial terms. I am therefore extremely grateful to all our contributors for honoring my initial invitation to participate in this fantastic project, thank you all.

Let me continue my ‘thank you’ journey with my three co-editors who I have often referred to when I email them as my ‘partners in crime’ Nick Capaldi of Loyola University, New Orleans USA, Liangrong Zu of the International Labor Organization Training Center, Turin, Italy and Ananda Das Gupta, of India Institute of Plantation Management, Bangalore, India, thank you for being part of this successful project and for all your activities to ensure its successful outcome.

I am equally grateful to all the members of the Editorial Board of the ECSR whose name I would like to mention here in no particular order Anne-Marie Ward (Northern Ireland), Carol Tilt (Australia), Richard Ennals (UK), Kojo Menyah (UK), Claus Strue Frederiksen (Denmark), Dwayne Baraka (UK), Ahmed El-Masry (UK), Rene Schmidpeter (Germany), Brian Jones (UK), John O. Okpara (USA), Benjamin J. Inyang (Nigeria, who was promoted to the rank of a full Professor at his University during the final stages of the project), Kristijan Krkač (Croatia), Harald Bergsteiner (Australia), Asli Yuksel-Mermod (Turkey/Switzerland), Suzanne Young (Australia), Martin Brueckner (Australia), Patrick Kim Cheng Low (Brunei), Rian Beise-Zee (Thailand, but now Japan, who had to withdraw from the Board

as a result of unforeseen circumstances), and Zerrin Toprak (Turkey). You have all in your different ways contributed to the process of ensuring that all the entries which found their way into the ECSR are of acceptable quality, for this I am very grateful.

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I would also like to take this opportunity to thank some readers of our earlier CSR books who have at some point in the past contacted me to say some nice things about our books, thank you for caring and for being loyal to us; you are also part of the success story, thanks very much.

Finally, I would like to apologise for any errors or omissions that may appear anywhere in the ECSR, no harm was intended either directly or indirectly to anyone.

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Having a background in corporate law has given Mr. Baraka a solid understanding of the influence that corporations have on society. He has extensive knowledge and skills in corporate social responsibility and corporate change and is an expert in the analysis of corporate strategy and CSR reporting of FTSE 100 companies. He has worked with some of Europe and UK's leading companies, helping them to understand, embed, and get value from CSR. In non-CSR time, he thinks that cricket is a truly amazing sport and also likes to take photographs when he can.



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Besides her research and teaching responsibilities, Dr. Mermod has been actively taking part in administration at Marmara University. She had been working as vice director of Marmara University Institute of Social Sciences and as Erasmus-Socrates program coordinator for post graduates. She has key positions in some international scientific conference organizations in terms of organization and scientific committee membership and board of referees and she takes part in book projects about CSR with international esteemed academicians.



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