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Introduction: creating a social movement

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The Difference Makers: How Social and Institutional Entrepreneurs Created the Corporate Responsibility Movement

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Introduction

Creating a social movement

Let's call it a social movement. The "it" is the emerging corporate responsibility infrastructure, still relatively new and made up of evolving institutions working towards change from within the current economic system. The change these institutions are leveraging is holding companies, particularly large multinational companies, to be more accountable and responsible for their actions, impacts, and decisions. This corporate responsibility infrastructure has developed as part of a much wider movement for change being demanded from outside the system to counter-balance the growing global influence of corporations since globalization took root in the late 1970s. It is the inside-the-system counterpart to the antiglobalization activism by non-governmental organizations (NGOs) and others demanding greater accountability, responsibility, and transparency from corporations.¹

The subjects of this book are "the difference makers" – the remarkable people who have built the corporate responsibility infrastructure. The aim is to examine their motivation, inspiration and how they see this rapidly evolving infrastructure evolving in the future. Their myriad stories are told largely in their own words and, taken as a whole, represent a unique perspective on the developments that have taken place around corporate responsibility in the past 20–25 years.

The individuals in this book were the pioneers, starting new organizations and institutions – often on a shoestring budget – to develop the social investment movement, corporate accountability standards, and codes of conduct and principles that aim to challenge the dominant credo that the maximization of shareholder wealth is the sole responsibility of the modern corporation.

The difference makers are social and institutional entrepreneurs. Their stories clearly demonstrate that the ideas, insights, and leadership actions of one individual can effect change. Each of these people saw in his or her own unique and indi-

vidual way that there were (and still are) significant problems with the responsibility of the corporation and how environmental, social, and governance issues are perceived in the boardrooms of the world. Each has done his or her part to change things.

■ The difference makers

Who are the difference makers whose work and commitment are profiled in this book? They are:

- Joan Bavaria: founder and CEO, Trillium Asset Management; founder, Ceres, which supported the founding of the Global Reporting Initiative; founder, Investor Network on Climate Change
- Amy Domini: founder and CEO, Domini Social Funds; cofounder KLD Research & Analytics
- Robert Dunn: former executive director, Business for Social Responsibility; executive director, Synergos
- John Elkington: founder and chief entrepreneur, SustainAbility
- Bradley K. Googins: executive director, Boston College Center for Corporate Citizenship; founder, Center for Work and Family (now at Boston College)
- David Grayson, CBE: director, Business in the Community; director, Doughty Centre for Corporate Responsibility, and Doughty Chair of Corporate Responsibility, Cranfield University, UK
- Laury Hammel: CEO, Longfellow Clubs; founder, New England Business for Social Responsibility; founder, Business for Social Responsibility (BSR); cofounder, Business Alliances for Local Living Economies (BALLE)
- Georg Kell: executive head, United Nations Global Compact
- Peter Kinder: president and cofounder, KLD Research & Analytics
- David Logan: founder, The Corporate Citizenship Company (now Corporate Citizenship, part of Chime Communications)
- Steven D. Lydenberg: chief investment officer, Domini Social Funds; cofounder KLD Research & Analytics; founder, Institute for Responsible Investment

- Malcolm McIntosh: professor and director, Applied Research Centre in Human Security, Coventry University, UK; former director, Corporate Citizenship Unit, University of Warwick, UK; founder, *Journal of Corporate Citizenship*
- Robert K. Massie: cofounder, Global Reporting Initiative; former executive director, Ceres
- Jane Nelson: director, Corporate Social Responsibility Initiative, Mossavar-Rahmani Center for Business and Government, Harvard Kennedy School of Government; board member, International Business Leaders Forum
- James E. Post: professor of management, Boston University; former president, Voice of the Faithful
- John Ruggie: Evron and Jeane Kirkpatrick professor of international affairs, and director Mossavar-Rahmani Center for Business and Government, Harvard Kennedy School of Government; co-creator, United Nations Global Compact; principal drafter, Millennium Development Goals
- Judith Samuelson: executive director, Aspen Institute Business and Society Program
- Timothy H. Smith: senior vice president and director of socially responsible investing for Walden Asset Management, part of US Trust; former executive director, Interfaith Center on Corporate Responsibility; former president, Social Investment Forum
- Alice Tepper Marlin: CEO, Social Accountability International; founder, (former) Council on Economic Priorities
- Steve Waddell: chief information steward and cofounder, Global Action Network Net
- Allen White: vice president, Tellus Institute; cofounder, Global Reporting Initiative; cofounder, Corporation 20/20
- Steven B. Young: global executive director, Caux Round Table
- Simon Zadek: founder and CEO, AccountAbility

To all of these difference makers – and so many more whose work and inspiration could not be included – thank you. The world is a better place because of your work.

Sandra Waddock
Chestnut Hill, MA, USA
February 2008



The Difference Makers:

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|------------------------|----------------------|
| 1. Alice Tepper Marlin | 13. John Ruggie |
| 2. Allen White | 14. John Elkington |
| 3. Amy Domini | 15. Judy Samuelson |
| 4. Bob Dunn | 16. Malcolm McIntosh |
| 5. Bob Massie | 17. Laury Hammel |
| 6. Brad Googins | 18. Peter Kinder |
| 7. David Logan | 19. Simon Zadek |
| 8. David Grayson | 20. Steve Lydenberg |
| 9. Georg Kell | 21. Steve Young |
| 10. Jim Post | 22. Steve Waddell |
| 11. Jane Nelson | 23. Tim Smith |
| 12. Joan Bavaria | |