

Beyond the Business Case Mainstream Company Actions

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COMPANY	SOCIAL INITIATIVE
Aetna	<u>Inequality.</u> “After reading <u>Capital in the 21st Century</u> , [the CEO] gave his lowest paid employees a 33% raise,” from \$12/hour to \$16/hour (Gelles 2015)
Bon Appetite	<u>Fair Wage.</u> Are part of an agreement with Florida growers to “pay pickers roughly a penny more for every pound of fruit they harvest,” because, according to its Vice President, “having a food system that keeps prices artificially low by enslaving workers is not acceptable...” (Rios 2011)
Business for Peace Initiatives	<u>Peace-Building.</u> In Sri Lanka, “after nearly three decades of war...in 2002 started initiatives to strengthen civil society and spread awareness about the negative consequences of violence.” (Foerster 2014)
Chipotle	<u>Animal Rights.</u> “...removed pork from the menus of hundreds of its restaurants after an audit of its supply chain showed pigs raised in confined quarters,” a violation of their sourcing policy. (Pantsios 2015)
Droga5	<u>Bone Marrow Donation.</u> In their “Help I want to save a life campaign,” “...distributed a bone marrow donor registry kit inside over-the-counter boxes of plasters.” “[It was] designed to catch people while they were already bleeding and make registration as simple as it could possibly be...” (Lindsay 2014)
Gap	<u>Worker Rights.</u> After violent strike-breaking by Cambodian State Security in January, 2014 that killed 5 people, “condemned the government repression and called for the establishment of a formal mechanism to ensure that workers would get a fair wage.” (Welsh 2015)
Google	<u>Diversity.</u> Conceded to practicing “unconscious bias” in recruitment and responded by utilizing this theme in internal diversity workshops, starting with “everyone is a little bit racist or sexist” (Manjoo 2014)
Google	<u>Free Speech.</u> Distributed “The Interview” movie through Google Play when theaters wouldn’t show it due to threats from North Korea. They said: “It could not sit on the sidelines and allow a handful of people to determine the limits of free speech...” (Cieply & Barnes 2014)
Google	<u>Human Rights.</u> Addressed concern of jailed employee who had catalyzed protests that led to the resignation of Egyptian President Hosni Mubarak that he would be fired, by saying: “We’re incredibly proud of you and of course welcome you back...” (Wortham 2011)

J&J	Health Data . Making “clinical trial data on its medical devices and diagnostic tests available to outside researchers...making it the first large device manufacturer” to do so (Thomas 2015)
King & Spalding	Gay Rights . Stopped assisting Congress in defending the law that forbids federal recognition of same-sex marriage.” (Carpenter 2011)
Mars	Advertisements . “...won’t buy time on shows where more than 25% of the audience is under 12...” (Gunther 2012)
Mars	Child Labor . “...is...working with a variety of NGOs and governments to curb child labor in the cocoa supply chain.” (Gunther 2012)
Microsoft	Political . Dropped membership in the American Legislative Exchange Council “because of concerns about the lobby group’s opposition to renewable energy” (Sommer 2014)
Microsoft	Sick Leave . “...would require many of its 2000 contractors and vendors to provide their employees who perform work for [them] with 15 paid days off for sick days and vacation time.” (Miller 2015)
Microsoft	Education . “...donates software and skilled personnel to further technology education in struggling schools.” (Walshe 2013)
Mitsubishi	Disaster Assistance . As no gasoline was available, lent dozens of electric vehicles to cities in northeastern Japan affected by the 2011 earthquake to “ferry supplies to refugee centers, schools, and hospitals, and take doctors, city workers, and volunteers on their rounds” (Belson 2011)
M&S	Migrant Workers . Joined an industry partnership “to fight forced labor and other hidden migrant worker exploitation throughout [its] supply chain.”(Elks in Sustainable Brands 2013)
Nike	Forced Marriage of Girls . Their Foundation is part of the “Girls Not Brides: Global Partnership to End Child Marriage” (Shaw 2011)
NRG Energy	Disaster Recovery . Provided post-earthquake pro-bono solar power in Haiti (Crane 2013)
Primark	Occupational Safety . “...deeply involved in getting long term compensation funds off the ground, one for Rana Plaza’s victims and one for the victims of the Tazren fire” in Bangladesh. This is for “medical care for those who are paralyzed or otherwise badly injured, to provide income after a vital breadwinner died, and to give families enough income so that children are not forced to quit school and go to work.” (Greenhouse 2013)
Proctor & Gamble	Disaster Assistance . After the Joplin, MO tornado, provided mobile laundry, with TIDE, and free batteries, flashlights, and charging stations. (Newman 2011)
SABMiller	Business Training . “...promising to teach business skills to 500,000 small

	entrepreneurs” (Shumpeter’s Blog 2014)
Safaricom	Peace-Building . “Before [the] Kenyan elections in early 2013...paired with civil society organizations to send country-wide messages of peace to voters and provide a platform for reporting violence in order to avoid a repeat of the post-election violence experienced in 2007.” (Foerster 2014)
Salesforce.com	Homeliness . The CEO said: “...you can’t be throwing all these people out of their homes...I think it is unfair and I think it has to change.” “The tech community [he] argues (and has repeatedly said on Twitter) can do a lot more for the San Francisco community.” “...I’m a fan of civil disobedience...It’s a part of who we are as a city.” (Rusli 2014)
Square	Race Relations . “[The CEO] posted to Twitter extensively...from demonstrations in Ferguson, MO after the police shooting of an unarmed black man.” (Wingfield 2015)
Starbucks	Race Relations . “Race Together” initiative for store employees to “stimulate conversations [with customers] about race relations in America...” (Ember 2015)
Starbucks	Veterans Health . Foundation spending \$30 Million for research on post-traumatic stress disorder and brain trauma. (Dowd 2014)
Starbucks	Veterans Jobs . Has “hired 1000 vets and spouses and committed to give jobs to 9000 more by 2019.” (Dowd 2014)
Statoil	Transparency About Payments . “...became the first major oil and gas company to report, in detail, on the \$17B in payments it has made to 18 governments.” “In choosing to differentiate itself, Statoil has raised the stakes for the whole industry.” (Taylor 2015)
Tesla	Intellectual Property . Sharing intellectual property. (Lipoti 2014)
Toyota	Hunger . “... donates...business expertise to help...food banks run more efficiently...” (Walshe 2013)
Unilever	Health . “... aims to help a billion people take steps to improve their health and well-being.” (Schumpeter’s Blog 2014)
Unilever	Leadership . “He [the CEO] no longer wanted short term investors to buy shares in the company.” “You cannot get a successful, healthy business model if you also don’t create a healthy environment.” “Business has a hard time succeeding in societies that fail.” (Cofino 2013)
Visa	Worker Rights . As “Amnesty International found that Qatar is failing to make substantive changes to improve living and working conditions for low-paid workers” who are building infrastructure for the 2022 World Cup, Visa stated: “We continue to be troubled by reports coming out of Qatar related to the World Cup and migrant worker conditions. We have expressed our grave concern to FIFA.”

	(Harris 2015)
Wal-Mart	Animal Rights . "...would ask its meat, seafood, poultry, deli, and egg suppliers to adopt animal welfare standards that include sufficient space and easy access to food and water." (Strom 2015)
Wal-Mart	Food Safety . Has a "Five-year plan to reduce fats, sugar, and salt in [its] food." (Stolberg 2011)
Wal-Mart	Health . "... would ask its suppliers to report to it annually on their use of antibiotics and ask them to limit treatment with antibiotics to animals that are sick." (Strom 2015)
Zara	Fair Wage . "...announced that they would adjust their pricing practices to help local factories [in Cambodia] defray the costs of having to pay workers better." (Welsh 2015)

COMPANY	ENVIRONMENTAL INITIATIVE
APP	Deforestation . Their forest conservation policy vows "a complete and permanent end to all natural forest clearance in [its] supply chain in Indonesia and China" (Greenbury 2014)
BASF	Long Term Goals . "...building corporate strategy around goals that look out as far as 2050...to develop products to head off threats to society, like over-population, and to the environment, like climate change." (Wirtenberg 2014)
BT	Net Positive . Joined an NGO/business partnership "to encourage businesses to commit to becoming net positive." (Sustainable Brands 2013)
Chipotle	Soil Conservation . Their "Food with Integrity" Statement states: "Industrial ranching and factory farming produce tons of waste while depleting the soil of nutrients. These seem like bad things to us. So we work hard to source our ingredients in ways that protect this little planet of ours." (Pantsios 2015)
Darden	Fisheries Conservation . Made a "three year commitment [to the Clinton Global Initiative] to rebuild troubled fisheries through Fishery Improvement Projects (FIPs)." These will include "combatting illegal fishing, enhancing productivity, and reducing negative ecological impact." "Darden hopes to create an alliance of companies, NGOs, and other groups to support FIPs." (Vijayaraghavan 2011)
Disney	Self-Imposed Carbon Tax . This is "an effort to reduce [their] emissions, promote energy efficiency, and encourage the use of cleaner sources of power..." A Senior Vice-President states: "We want to provide an incentive for the businesses to innovate." The "long term goal is zero net emissions, including offsets." They "support U.S. and global

	policy to regulate global warming pollutants.” The tax is between \$10-\$20/ton. (Gunther 2013)
Dupont	Biodiversity . At its New Castle County, Delaware facility, “the wildlife team has maintained and monitored on-site artificial nesting structures: 32 songbird nest boxes, 6 bat boxes, 4 wood duck boxes, and one purple martin house...” “Data is sent to Cornell University...as part of their Nest Watch Citizen Science Program.” “Timber remnants that are moved are used to create brush piles that serve as cover for small mammals and reptiles.” (Wildlife Habitat Council 2015)
Interface	Ocean Pollution . “...recycling discarded fishing nets into carpet fiber...” (Elks in Sustainable Brands 2013)
Levi’s	Shared Responsibility . As “...companies can’t make more than a small dent in reducing the overall environmental impact of certain products without engaging their customers,” “...encouraging others to join the no-wash or low-wash movement.” (Lipoti 2014)
Mars	Science-based Goals . “Unlike most big companies, its sustainability goals are grounded by science. By 2040, Mars says its offices and factories will use no fossil fuels and emit no greenhouse gases—because scientists believe that greenhouse gases emissions need to be reduced by 80% by 2050, and getting to zero...will be needed for Mars to do its share.” (Gunther 2012)
Mars	Resource Conservation . “...has pledged to buy 100% of its cocoa, coffee, tea, fish, and palm oil from sources certified as sustainable by third parties.” (Gunther 2012)
Shell	Self-Imposed Carbon Tax . A Vice President for CO2 Strategy states: “There have been CO2-intensive opportunities that we have decided not to pursue because the \$40/ton makes unattractive.” (Gunther 2013)
SABMiller	Water Conservation “...in Rajasthan, in northern India...is working with wheat farmers who have been depleting their aquifer to reduce water use by a quarter.” (Shumpeter’s Blog 2014)

NOTE: No endorsement of these companies’ overall sustainability performance should be assumed, although these specific initiatives are assumed to be legitimate and presented as a part of the evidence for a mainstream business conscience. Articles authors are shown in the parenthesis.