

Influential Article Review- Research-based Social Responsibility Model: For the Transparency of the Affected Stakeholders

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This paper examines corporate social responsibility. We present insights from a highly influential paper. Here are the highlights from this paper: An Australian case study is presented of an ongoing conflict between Alcoa World Alumina, a multinational mining company and the impacted stakeholders of Yarloop, a small rural community in Western Australia. The conflict has been subject to research by the author since the early 2000s and is the impetus for developing a model for corporate social responsibility (CSR). The model emphasises engaging impacted stakeholders in dialogue with powerful stakeholders to achieve social justice. This involves a three way set of relationships with key people in leadership positions from the relevant government departments, the corporation's management group and the impacted stakeholders. The model is premised on an ethic of love approach which utilises the ideas of social justice, social sustainability, and the social precautionary principle. An outline is presented of these ideas as well as a set of inter-linked strategies which are responsive to power inequalities in conflict situations. The ideas and strategies can guide efforts to address the social costs incurred by the impacted community stakeholders. This will involve a discerning commitment to work towards accountable government, sustainable business practices and social justice for impacted stakeholders. The approach requires a cultural shift in the business sector, and wider society, to equally value people, place and profit. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Social work, Corporate social responsibility, Dialogue, Impacted stakeholders, Social justice, Social precautionary principle, Social sustainability, Ethic of love, Warrants, Accountability

SUMMARY

- The case study shows how a practice model needs to address the dominance of the business sector's self-interested commercial activities. In particular, the model needs to ensure the interests of non-dominant impacted stakeholders are upheld. In the event of conflict or serious harm to the environment, animals or people, where corporate irresponsibility is occurring, it is manifestly illogical to leave to the corporation the task of self-regulating. For example, in a context of concerns for the air quality at Alcoa's Wagerup refinery, it was Alcoa, not the State Government or an independent body, who gathered, tested and reported on air samples.

- The proposed model involves the concepts of: anti-oppressive theory; social justice; dialogue; social sustainability; the social precautionary principle, and; an ethic of love. The concepts will be explained in this section and then the model will be presented. Anti-oppressive theories refer to ideas that seek to explain and respond to issues of discrimination and disadvantage where there tends to be a pattern of loss and harm for de-valued social groups such as women, people with disabilities and people who live on low incomes . These ideas bring a critique to privileged social groups who gain at the expense of non-dominant groups . In the context of issues with CSR, adversely impacted stakeholders are the non-dominant group which often have members who belong to other disadvantaged social categories. For example, in the mining sector in Australia one such category is disadvantage that relates to locality.
- This section describes the various aspects of the model that seeks accountability to adversely impacted stakeholders. The notion of critical social responsibility highlights this goal of the model. It brings an anti-oppressive focus to the resolution of mining conflicts to avoid further disadvantaging less powerful stakeholders. Specifically, Critical SR refers to an ongoing need to check and moderate the effects of actions by powerful stakeholder groups when these actions have adverse impacts .
- Thus, the government, as the corporate regulator, has the onus of responsibility to enact the SPP, for example, when a mining company applies for expansion or increases in their production levels in circumstances of unresolved conflict with impacted communities .
- It is for the impacted stakeholder group to declare if the desired outcomes are being achieved . In this regard it cannot be the prerogative of the powerful stakeholders to decide justice has been bestowed.
- The dialogue table is not a consultation process initiated by the corporation to gain support for their business plans and it is not a government regulatory process for consulting with the public about the corporation.
- The sources of power and authority to act, both to cause the issue and to resolve it, have been outlined in Fig. 1 with the idea of ‘onus of responsibility’.
- Drawing on the work of Fox & Miller , the starting point to dialogue is identifying the warrants that need to be achieved. If these warrants cannot be agreed to, or fall away at key decision-making points between the stakeholders, then dialogue has shifted to domination and control.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Ross, D. (2017). A research-informed model for corporate social responsibility: towards accountability to impacted stakeholders. *International Journal of Corporate Social Responsibility*, 2(1), 1–11.

This is the link to the publisher’s website:

<https://jcsr.springeropen.com/articles/10.1186/s40991-017-0019-7>

INTRODUCTION

The article explains how the social justice imperatives of social work led the author to respond to an invitation by Alcoa World Alumina, Australia (Alcoa) to assist them with issues they were having with Yarloop, their neighbouring community. This entrée point into the conflict between Alcoa and Yarloop has led to an ongoing interest in issues of failure of corporate social responsibility (CSR). In the Australian context, large scale extractive mining is a significant driver of its ‘two speed economy’ (Brueckner et al., 2013). One speed relates to the economy which functions on high levels of company profits and individual wealth in the mining industry. The second speed economy relates to the other end of the spectrum where almost one third of the population are living below the poverty line on government benefits (ACOSS 2014).

This broader context of inequality sets the scene for a complex intersection between social irresponsibility by mining companies and the pre-existing patterns of disadvantage in Australian society (Habibis & Walter 2015).

The question at the centre of CSR literature is - what responsibility does the mining sector have to its employees and local communities, and perhaps the broader society? Some examples noted in this introduction suggest that a number of multi-national mining companies do not consider their responsibility extends very far at all. The link between business claims of CSR in contexts of adverse impacts on, or conflicts with, community stakeholders appear to show an over-valuing of business profits at the expense of people and place (Brueckner & Author 2010). The article brings a focus to the social costs and inequalities in the mining sector which can be understood as examples of corporate social irresponsibility. The purpose in doing this is to establish an argument for the need to find effective ways to respond to these issues without further disadvantaging the less powerful, adversely impacted stakeholders.

CSR is typically defined as those capacities exercised by businesses, governments and other civil entities to ensure the impact of their operations has a social positive value and not a negative harmful effect (The International Organisation for Standardisation, cited in MOSS 2015: np). CSR is understood as being good for business and research shows that an explicit social emphasis to business operations can favourably impact on business profits and reputation. For example, research by Galbreath (2010) found evidence of gains in a wide cross section of Australian businesses who adopted CSR activities. The following summary of the findings explains the positive value of CSR:

First, due to exhibited fairness, socially responsive activities appear to be a means to reduce employee turnover. Second, by meeting the needs of customers, CSR is likely to increase customer satisfaction. Lastly, CSR activities provide visible signals from which stakeholders infer various positive characteristics of firms, thus creating an avenue to increase overall firm reputation. (Galbreath 2010: p411)

Where a social positive value is not experienced by some social groups or communities, the pressing task is how to engage the involved stakeholders to work towards a fairer outcome. An illustrative case study is presented which developed from some initial research into the conflict between Alcoa and the town of Yarloop.

A practice model is outlined for responding to failures of CSR which features an ethic of love premised on: social justice; social sustainability, and; the social precautionary principle. A key component of the model is the inclusion of warrants which hold the powerful stakeholders accountable for their contributions toward addressing the issues they have created. These ideas and other features of the model will be explained using details from the Yarloop-Alcoa case study.

CONCLUSION

The long running industrial conflict between Yarloop and Alcoa in Western Australia was explored to show a contribution being made by social work. This contribution took the form of industry funded research and subsequent support of the impacted stakeholders. The article presented a model for engaging key stakeholders which can enable redress to social justice issues as part of achieving CSR. The model is the culmination of the author's involvement in the issue since the early 2000s. It fits into a politico-economic context of pro-development and limited checks and balances for harm done to impacted stakeholders. As such the model is feasible and adaptable to contemporary circumstances where multinational mining companies are operating in close proximity to pre-existing towns and agricultural businesses.

Crucially though, the warrants which set the parameters of areas of focus and who is responsible need to be secured before efforts at dialogue are attempted. It is extremely difficult to enable dialogue across differences of power where there is a perceived or actual threat to the powerful stakeholders. Alcoa was able to employ a range of tactics to avoid being accountable, including senior management foiling local efforts of its own people at problem-solving. As Freire (1970) notes, the dominant stakeholders won't want to give up their privileges and advantage and are unlikely to do so without legal pressure. The role of government in bringing this legal pressure to bear becomes a central matter needing further investigation.

The outcome from using the proposed model is not assured for the impacted stakeholders as the Yarloop people have found. In such circumstances, there is perhaps a greater obligation on civil society to regulate for CSR and to direct the areas of social concern and social impact that the businesses need to address as part of their legal licence to operate.

APPENDIX

**FIGURE 1
KEY PRINCIPLES FOR ENABLING AN ETHIC OF LOVE PER STAKEHOLDER
RESPONSIBILITY**



**FIGURE 2
THREE WAY STAKEHOLDER DIALOGUE OUTCOMES**



FIGURE 3
STAKEHOLDERS SIT AT THE DIALOGUE TABLE

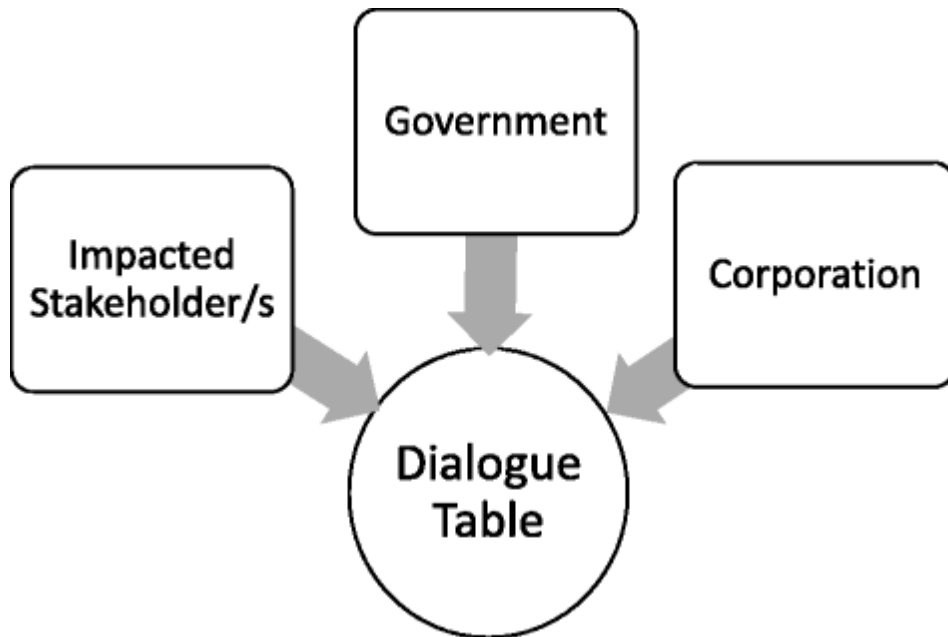


FIGURE 4
SOURCES OF STAKEHOLDER AUTHORITY IN DIALOGUE PROCESS

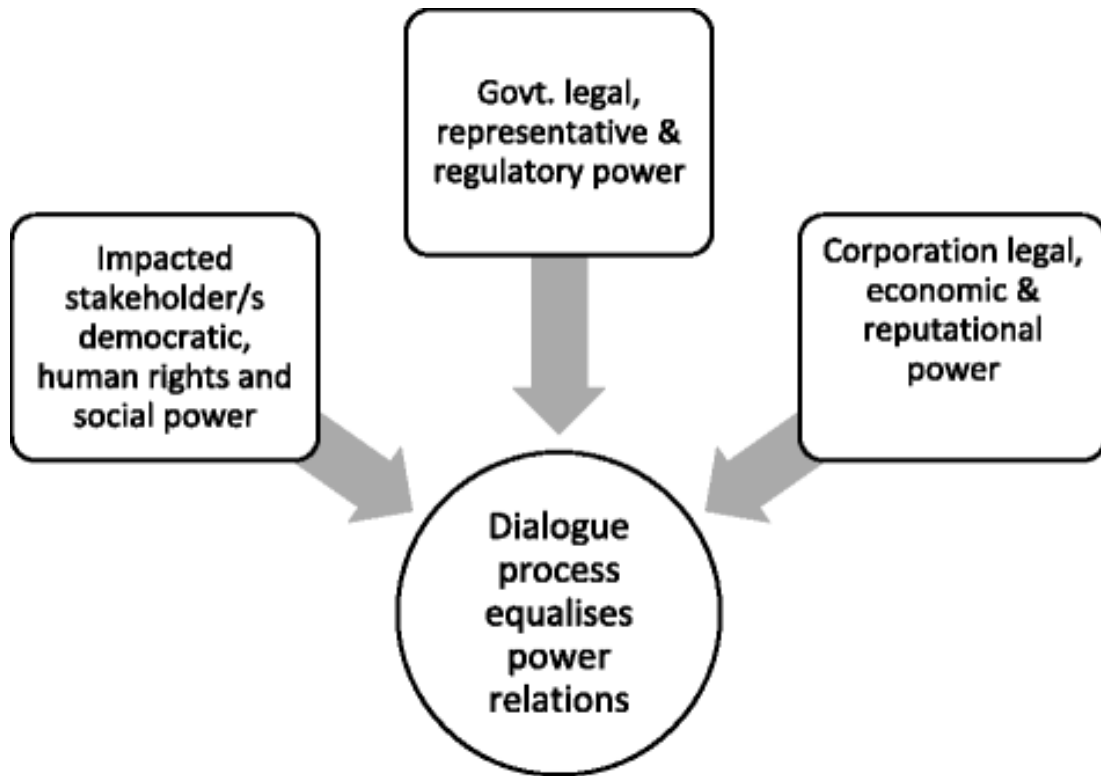
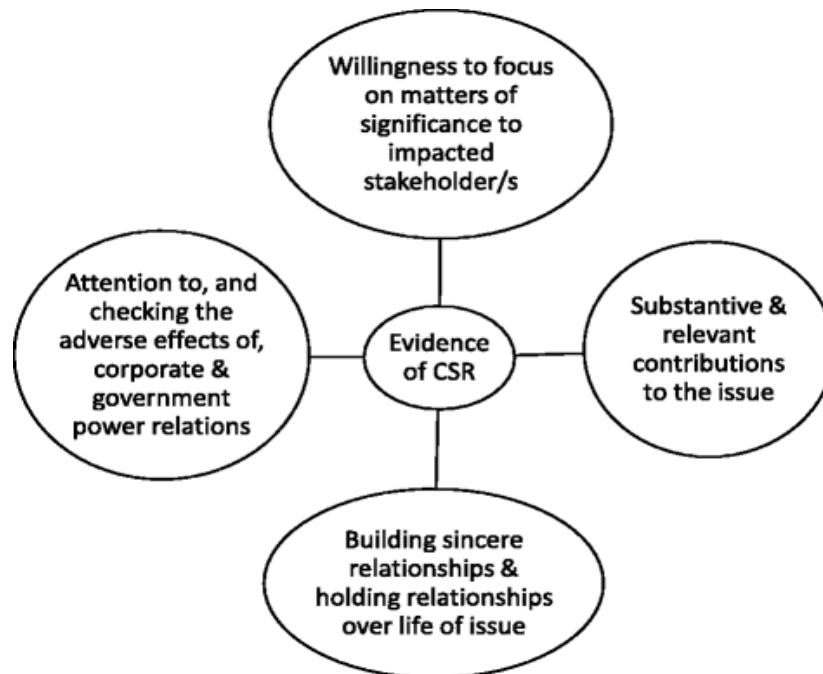


FIGURE 5
WARRANTS FOR ENSURING CSR IS ENACTED



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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

El artículo explica cómo los imperativos de justicia social de la obra social llevaron al autor a responder a una invitación de Alcoa World Alumina, Australia (Alcoa) para ayudarles con los problemas que estaban teniendo con Yarloop, su comunidad vecina. Este punto principal en el conflicto entre Alcoa y Yarloop ha llevado a un interés continuo en cuestiones de fracaso de la responsabilidad social corporativa (RSC). En el contexto australiano, la minería extractiva a gran escala es un factor importante de su "economía de dos velocidades" (Brueckner et al., 2013). Una velocidad se relaciona con la economía que funciona en altos niveles de beneficios de la empresa y la riqueza individual en la industria minera. La segunda economía de velocidad se relaciona con el otro extremo del espectro, donde casi un tercio de la población vive por debajo del umbral de pobreza sobre los beneficios del gobierno (ACOSS 2014). Este contexto más amplio de desigualdad establece el escenario de una compleja intersección entre la irresponsabilidad social de las empresas mineras y los patrones de desventaja preexistentes en la sociedad australiana (Habibis & Walter 2015).

La pregunta en el centro de la literatura de RSC es: ¿qué responsabilidad tiene el sector minero con sus empleados y comunidades locales, y tal vez la sociedad en general? Algunos ejemplos observados en esta introducción sugieren que varias empresas mineras multinacionales no consideran que su responsabilidad se extienda en absoluto. El vínculo entre las reclamaciones comerciales de RSE en contextos de impactos adversos o conflictos con las partes interesadas de la comunidad parecen mostrar una sobrevaluación de los beneficios empresariales a expensas de las personas y el lugar (Brueckner & Author 2010). El artículo pone un foco en los costos sociales y las desigualdades en el sector minero que pueden ser entendidos como ejemplos de irresponsabilidad social corporativa. El propósito de ello es establecer un argumento para la necesidad de encontrar formas efectivas de responder a estas cuestiones sin desavanzar aún más a las partes interesadas menos poderosas y afectadas negativamente.

La RSE se define típicamente como aquellas capacidades ejercidas por las empresas, los gobiernos y otras entidades civiles para garantizar que el impacto de sus operaciones tenga un valor social positivo y no un efecto perjudicial negativo (La Organización Internacional de Normalización, citada en MOSS 2015: np). La RSE se entiende como buena para los negocios y la investigación muestra que un énfasis social explícito para las operaciones comerciales puede tener un impacto favorable en los beneficios y la reputación de los negocios. Por ejemplo, una investigación de Galbreath (2010) encontró evidencia de ganancias en una amplia sección de empresas australianas que adoptaron actividades de RSC. El siguiente resumen de las conclusiones explica el valor positivo de la RSE:

En primer lugar, debido a la equidad exhibida, las actividades socialmente receptivas parecen ser un medio para reducir la rotación de los empleados. En segundo lugar, al satisfacer las necesidades de justicia de los clientes, es probable que la RSC aumente la satisfacción del cliente. Por último, las actividades de RSE proporcionan señales visibles de las que las partes interesadas deducen diversas características positivas de las empresas, creando así una vía para aumentar la reputación general de las empresas. (Galbreath 2010: p411)

Cuando algunos grupos o comunidades sociales no experimentan un valor social positivo, la tarea apremiante es cómo involucrar a las partes interesadas implicadas para que trabajen hacia un resultado más justo. Se presenta un estudio de caso ilustrativo que se desarrolló a partir de una investigación inicial sobre el conflicto entre Alcoa y la ciudad de Yarloop.

Se describe un modelo de práctica para responder a los fracasos de la RSE que presenta una ética del amor basada en: la justicia social; sostenibilidad social, y; el principio social pre-cautionary. Un componente clave del modelo es la inclusión de órdenes que responsabilizan a las poderosas partes interesadas de sus contribuciones para abordar los problemas que han creado. Estas ideas y otras características del modelo se explicarán utilizando los detalles del caso práctico de Yarloop-Alcoa.

CONCLUSIÓN

El largo conflicto industrial entre Yarloop y Alcoa en Australia Occidental fue explorado para mostrar una contribución de la obra social. Esta contribución tomó la forma de investigación financiada por la industria y el apoyo posterior de las partes interesadas afectadas. El artículo presenta un modelo para involucrar a las partes interesadas clave que puede permitir la reparación de las cuestiones de justicia social como parte del logro de la RSE. El modelo es la culminación de la participación del autor en el tema desde principios de la década de 2000. Encaja en un contexto político-económico de pro-desarrollo y controles y equilibrios limitados para los daños causados a las partes interesadas afectadas. Como tal, el modelo es factible y adaptable a las circunstancias contemporáneas en las que las empresas mineras multinacionales operan muy cerca de ciudades preexistentes y empresas agrícolas.

Sin embargo, es crucial que las órdenes que establecen los parámetros de las áreas de enfoque y quién es responsable deben ser aseguradas antes de que se intenten los esfuerzos de diálogo. Es extremadamente difícil permitir el diálogo entre las diferencias de poder cuando existe una amenaza percibida o real para las poderosas partes interesadas. Alcoa fue capaz de emplear una serie de tácticas para evitar ser responsable, incluyendo la alta dirección frustrando los esfuerzos locales de su propia gente en la resolución de problemas. Como señala Freire (1970), las partes interesadas dominantes no querrán renunciar a sus privilegios y ventajas y es poco probable que lo hagan sin presiones legales. El papel del gobierno en la presión legal se convierte en un asunto central que necesita más investigación.

El resultado de la utilización del modelo propuesto no está garantizado para las partes interesadas afectadas como el pueblo Yarloop ha encontrado. En tales circunstancias, tal vez exista una mayor obligación de la sociedad civil de regular la RSE y de dirigir las áreas de interés social y de impacto social que las empresas deben abordar como parte de su licencia legal para operar.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

L'article explique comment les impératifs de justice sociale du travail social ont conduit l'auteur à répondre à une invitation d'alcoa world alumina, en australie (alcoa) pour les aider dans les problèmes qu'ils avaient avec yarloop, leur communauté voisine. Ce point d'entrée dans le conflit entre alcoa et yarloop a conduit à un intérêt continu pour les questions d'échec de la responsabilité sociale des entreprises (rse). Dans le contexte australien, l'exploitation minière extractive à grande échelle est un moteur important de son « économie à deux vitesses » (brueckner et al., 2013). Une vitesse concerne l'économie qui fonctionne à des niveaux élevés de bénéfices de l'entreprise et de richesse individuelle dans l'industrie minière. L'économie de la deuxième vitesse se rapporte à l'autre extrémité du spectre où près d'un tiers de la population vit en dessous du seuil de pauvreté en ce qui concerne les prestations gouvernementales (acoss, 2014). Ce contexte plus large d'inégalité ouvre la voie à une intersection complexe entre l'irresponsabilité sociale des sociétés minières et les schémas préexistants de désavantage dans la société australienne (habibis et walter 2015).

La question qui se pose au centre de la documentation sur la rse est la suivante : quelle responsabilité le secteur minier a-t-il envers ses employés et les collectivités locales, et peut-être la société en général? Certains exemples mentionnés dans cette introduction suggèrent qu'un certain nombre de sociétés minières multinationales ne considèrent pas que leur responsabilité s'étend très loin du tout. Le lien entre les revendications commerciales de rse dans des contextes d'impacts négatifs sur les intervenants communautaires ou les conflits avec ceux-ci semblent montrer une surévaluation des bénéfices des entreprises au détriment des personnes et des lieux (brueckner et author, 2010). L'article met l'accent sur les coûts sociaux et les inégalités dans le secteur minier qui peuvent être compris comme des exemples d'irresponsabilité sociale des entreprises. Le but de cette mesure est d'établir un argument en faveur de la nécessité de trouver des moyens efficaces de répondre à ces questions sans désavantager davantage les intervenants moins puissants et moins touchés par les effets négatifs.

La rse est généralement définie comme les capacités exercées par les entreprises, les gouvernements et les autres entités civiles pour s'assurer que l'impact de leurs opérations a une valeur sociale positive et non un effet négatif préjudiciable (l'organisation internationale pour la normalisation, citée dans moss 2015 : np). La rse est comprise comme étant bonne pour les entreprises et la recherche montre qu'une mise en avant sociale explicite sur les opérations commerciales peut avoir un impact favorable sur les bénéfices et la réputation des entreprises. Par exemple, des recherches menées par galbreath (2010) ont révélé des gains dans un large éventail d'entreprises australiennes qui ont adopté des activités de rse. Le résumé suivant des résultats explique la valeur positive de la rse :

Premièrement, en raison de l'équité, les activités socialement réactives semblent être un moyen de réduire le roulement des employés. Deuxièmement, en répondant aux besoins de la justice des clients, la rse est susceptible d'accroître la satisfaction de la clientèle. Enfin, les activités de rse fournissent des signaux visibles à partir desquels les intervenants induisent diverses caractéristiques positives des entreprises, créant ainsi une occasion d'accroître la réputation globale de l'entreprise. (galbreath 2010: p411)

Lorsque certains groupes ou communautés n'ont pas de valeur positive sociale, la tâche urgente consiste à inciter les parties prenantes concernées à travailler à un résultat plus équitable. Une étude de cas

illustrative est présentée qui a été réalisée à partir de quelques recherches initiales sur le conflit entre alcoa et la ville de yarloop.

Un modèle de pratique est décrit pour répondre aux échecs de la rse qui comporte une éthique de l'amour fondée sur: la justice sociale; la durabilité sociale, et; le principe social de pré-mise en garde. Un élément clé du modèle est l'inclusion de mandats qui tiennent les puissants intervenants responsables de leurs contributions à la résolution des problèmes qu'ils ont créés. Ces idées et autres caractéristiques du modèle seront expliquées à l'aide des détails de l'étude de cas yarloop-alcoa.

CONCLUSION

Le conflit industriel de longue date entre yarloop et alcoa en australie-occidentale a été exploré pour montrer une contribution apportée par le travail social. Cette contribution a pris la forme de recherches financées par l'industrie et d'un soutien subséquent des intervenants touchés. L'article présentait un modèle permettant d'engager les principaux intervenants qui peuvent permettre de remédier aux questions de justice sociale dans le cadre de la réalisation de la rse. Le modèle est l'aboutissement de l'implication de l'auteur dans le numéro depuis le début des années 2000. Elle s'inscrit dans un contexte politico-économique de pro-développement et de freins et contrepoids limités pour les dommages causés aux parties prenantes touchées. En tant que tel, le modèle est réalisable et adaptable aux circonstances contemporaines où les sociétés minières multinationales opèrent à proximité des villes préexistantes et des entreprises agricoles.

Mais surtout, les mandats qui fixent les paramètres des domaines d'intérêt et qui sont responsables doivent être obtenus avant que des efforts de dialogue ne soient tentés. Il est extrêmement difficile de permettre le dialogue entre les différences de pouvoir lorsqu'il existe une menace perçue ou réelle pour les puissants intervenants. Alcoa a été en mesure d'utiliser toute une gamme de tactiques pour éviter d'être responsable, y compris la haute direction déjouer les efforts locaux de ses propres employés à la résolution de problèmes. Comme le fait remarquer freire (1970), les principaux intervenants ne voudront pas renoncer à leurs privilèges et à leur avantage et il est peu probable qu'ils le fassent sans pression juridique. Le rôle du gouvernement dans la mise en œuvre de cette pression juridique devient une question centrale qui doit faire l'objet d'une enquête plus approfondie.

Le résultat de l'utilisation du modèle proposé n'est pas assuré pour les intervenants touchés, comme l'ont constaté le peuple yarloop. Dans de telles circonstances, la société civile a peut-être une plus grande obligation de réglementer la rse et d'orienter les domaines de préoccupation sociale et d'impact social que les entreprises doivent aborder dans le cadre de leur licence légale d'exploitation.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Der artikel erklärt, wie die sozialen gerechtigkeitszwänge der sozialen arbeit den autor dazu veranlassten, auf eine einladung von alcoa world alumina, australien (alcoa) zu reagieren, um ihnen bei problemen zu helfen, die sie mit yarloop, ihrer nachbargemeinde, hatten. Dieser entrée-punkt im konflikt zwischen alcoa und yarloop hat zu einem anhaltenden interesse an fragen des versagens der sozialen verantwortung von unternehmen (corporate social responsibility, csr) geführt. Im australischen kontext ist der großflächige bergbau ein bedeutender treiber seiner "zwei-gang-wirtschaft" (brueckner et al., 2013). Eine geschwindigkeit bezieht sich auf die wirtschaft, die auf einem hohen niveau der unternehmensgewinne und des individuellen reichums im bergbau funktioniert. Die zweite wirtschaft bezieht sich auf das andere ende des spektrums, wo fast ein drittel der bevölkerung unterhalb der armutsgrenze von staatlichen leistungen lebt (acoss 2014). Dieser breitere kontext der ungleichheit bildet die voraussetzungen für eine komplexe schnittmenge zwischen sozialer verantwortungslosigkeit durch bergbauunternehmen und den bereits bestehenden benachteiligungsmustern in der australischen gesellschaft (habibis & walter 2015).

Die frage, die im mittelpunkt der csr-literatur steht, lautet: welche verantwortung hat der bergbausektor für seine mitarbeiter und lokalen gemeinschaften und vielleicht die breitere gesellschaft? Einige beispiele, die in dieser einleitung genannt werden, deuten darauf hin, dass eine reihe von multinationalen bergbauunternehmen ihre verantwortung überhaupt nicht als sehr weit betrachtet. Der zusammenhang zwischen geschäftlichen ansprüchen von csr in kontexten nachteiliger auswirkungen auf die interessenvertreter der gemeinschaft oder konflikten mit anderen scheinen eine überbewertung der unternehmensgewinne auf kosten von mensch und ort zu zeigen (brueckner & author 2010). Der artikel konzentriert sich auf die sozialen kosten und ungleichheiten im bergbausektor, die als beispiele für soziale verantwortungslosigkeit der unternehmen verstanden werden können. Dabei soll ein argument für die notwendigkeit gefunden werden, wirksame wege zu finden, um auf diese probleme zu reagieren, ohne die weniger mächtigen, nachteilig betroffenen interessengruppen weiter zu benachteiligen.

Csr wird in der regel definiert als die kapazitäten, die von unternehmen, regierungen und anderen zivilen einrichtungen ausgeübt werden, um sicherzustellen, dass die auswirkungen ihrer operationen einen sozialen positiven wert haben und keine negativen schädlichen auswirkungen (international organisation for standardisation, zitiert in moss 2015: np). Csr wird als gut für die wirtschaft verstanden und die forschung zeigt, dass eine explizite soziale betonung des geschäftsbetriebs sich positiv auf die unternehmensgewinne und den ruf auswirken kann. Zum beispiel fanden untersuchungen von galbreath (2010) hinweise auf gewinne in einem weiten querschnitt australischer unternehmen, die csr-aktivitäten übernahmen. Die folgende zusammenfassung der ergebnisse erklärt den positiven wert von csr:

Erstens scheinen sozial ansprechbare aktivitäten aufgrund der gezeigten fairness ein mittel zu sein, um die fluktuation der mitarbeiter zu reduzieren. Zweitens wird csr durch die erfüllung der gerechtigkeitsbedürfnisse der kunden wahrscheinlich die kundenzufriedenheit erhöhen. Schließlich liefern csr-tätigkeiten sichtbare signale, aus denen die interessenträger verschiedene positive merkmale der unternehmen ableiten und so einen weg schaffen, um den ruf eines unternehmens insgesamt zu steigern. (galbreath 2010: s411)

Wenn einige gesellschaftliche gruppen oder gemeinschaften keinen sozialen positiven wert erfahren, besteht die dringende aufgabe darin, die beteiligten interessengruppen einzubinden, um auf ein gerechteres ergebnis hinzuarbeiten. Es wird eine anschauliche fallstudie vorgestellt, die aus ersten untersuchungen zum konflikt zwischen alcoa und der stadt yarloop hervorgeht.

Es wird ein praxismodell skizziert, um auf misserfolge von csr zu reagieren, die eine ethik der liebe aufweist, die auf: soziale gerechtigkeit; soziale nachhaltigkeit und; das soziale vorwarnprinzip. Eine schlüsselkomponente des modells ist die einbeziehung von optionschein, die die mächtigen interessenträger für ihre beiträge zur lösung der von ihnen geschaffenen probleme zur rechenschaft ziehen. Diese ideen und andere merkmale des modells werden anhand von details aus der yarloop-alcoa-fallstudie erläutert.

SCHLUSSFOLGERUNG

Der seit langem andauernde arbeitskampf zwischen yarloop und alcoa in westaustralien wurde untersucht, um einen beitrag der sozialarbeit zu zeigen. Dieser beitrag erfolgte in form von industriefinanzierter forschung und anschließender unterstützung der betroffenen interessengruppen. Der artikel präsentierte ein modell für die einbeziehung wichtiger interessenträger, das im rahmen der erreichung von csr die wiedergutmachung von fragen der sozialen gerechtigkeit ermöglichen kann. Das modell ist der höhepunkt der verwicklung des autors in das thema seit den frühen 2000er jahren. Sie fügt sich in einen politisch-ökonomischen kontext von entwicklungsfördernden und begrenzten kontrollen und abwägungen für schäden an, die den betroffenen interessengruppen zugefügt werden. Als solches ist das modell machbar und anpassungsfähig an die heutigen gegebenheiten, in denen multinationale bergbauunternehmen in unmittelbarer nähe zu bereits bestehenden städten und landwirtschaftlichen betrieben tätig sind.

Entscheidend ist jedoch, dass die haftbefehle, die die parameter der schwerpunkte festlegen und wer dafür verantwortlich ist, gesichert werden müssen, bevor versuche im dialog unternommen werden. Es ist äußerst schwierig, einen dialog über machtunterschiede hinweg zu ermöglichen, wenn eine wahrgenommene oder tatsächliche bedrohung für die mächtigen interessengruppen besteht. Alcoa war in der lage, eine reihe von taktiken anzuwenden, um nicht rechenschaftspflichtig zu sein, einschließlich der führung, die lokale bemühungen der eigenen leute bei der problemlösung vereitelt. Wie freire (1970) bemerkt, werden die dominanten stakeholder ihre privilegien und vorteile nicht aufgeben wollen und werden dies wahrscheinlich nicht ohne rechtlichen druck tun. Die rolle der regierung bei der erbringung dieses rechtlichen drucks wird zu einer zentralen angelegenheit, die einer weiteren untersuchung bedarf.

Das ergebnis der verwendung des vorgeschlagenen modells ist für die betroffenen interessengruppen nicht gewährleistet, wie die yarloop-leute festgestellt haben. Unter diesen umständen besteht für die zivilgesellschaft vielleicht eine größere verpflichtung, für csr zu regulieren und die bereiche von sozialem interesse und sozialen auswirkungen zu lenken, die die unternehmen als teil ihrer rechtlichen betriebserlaubnis angehen müssen.

TRANSLATED VERSION: PORTUGUESE

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VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

O artigo explica como os imperativos da justiça social do trabalho social levaram o autor a responder a um convite da Alcoa World Alumina, Austrália (Alcoa) para ajudá-los com questões que estavam tendo com Yarloop, sua comunidade vizinha. Este ponto de entrada para o conflito entre Alcoa e Yarloop levou a um interesse contínuo em questões de falha da responsabilidade social corporativa (RSE). No contexto australiano, a mineração extrativa em larga escala é um driver significativo de sua "economia de duas velocidades" (Brueckner et al., 2013). Uma velocidade diz respeito à economia que funciona em altos níveis de lucros da empresa e riqueza individual na indústria de mineração. A segunda economia de velocidade está relacionada com a outra extremidade do espectro, onde quase um terço da população vive abaixo da linha de pobreza nos benefícios governamentais (ACOSS 2014). Esse contexto mais amplo de desigualdade

abre o cenário para uma complexa intersecção entre a irresponsabilidade social das mineradoras e os padrões pré-existentes de desvantagem na sociedade australiana (Habibis & Walter 2015).

A questão no centro da literatura da RSE é: que responsabilidade o setor de mineração tem com seus funcionários e comunidades locais, e talvez a sociedade mais ampla? Alguns exemplos observados nesta introdução sugerem que uma série de empresas multinacionais de mineração não consideram que sua responsabilidade se estende muito longe. A ligação entre as reivindicações empresariais da RSE em contextos de impactos adversos ou conflitos com as partes interessadas comunitárias parece mostrar uma super valorização dos lucros dos negócios em detrimento das pessoas e do lugar (Brueckner & Author 2010). O artigo traz um foco para os custos sociais e desigualdades no setor de mineração que podem ser entendidos como exemplos de irresponsabilidade social corporativa. O objetivo de fazer isso é estabelecer um argumento para a necessidade de encontrar formas eficazes de responder a essas questões sem desencorajar ainda mais as partes interessadas menos poderosas e negativamente impactadas.

A RSE é tipicamente definida como aquelas capacidades exercidas por empresas, governos e outras entidades civis para garantir que o impacto de suas operações tenha um valor social positivo e não um efeito nocivo negativo (A Organização Internacional para a Padronização, citada na MOSS 2015: np). A RSE é entendida como boa para os negócios e pesquisas mostram que uma ênfase social explícita nas operações de negócios pode impactar favoravelmente nos lucros e reputação dos negócios. Por exemplo, uma pesquisa realizada por Galbreath (2010) encontrou evidências de ganhos em uma ampla seção transversal de empresas australianas que adotaram atividades de RSE. O seguinte resumo dos achados explica o valor positivo da RSE:

Em primeiro lugar, devido à equidade exibida, as atividades socialmente responsáveis parecem ser um meio de reduzir a rotatividade dos funcionários. Em segundo lugar, ao atender às necessidades de justiça dos clientes, é provável que a RSE aumente a satisfação dos clientes. Por fim, as atividades da RSE fornecem sinais visíveis a partir dos quais as partes interessadas inferem várias características positivas das empresas, criando assim um caminho para aumentar a reputação geral da empresa. (Galbreath 2010: p411)

Quando um valor social positivo não é experimentado por alguns grupos sociais ou comunidades, a tarefa premente é como engajar as partes interessadas envolvidas para trabalhar em direção a um resultado mais justo. Um estudo de caso ilustrativo é apresentado que se desenvolveu a partir de algumas pesquisas iniciais sobre o conflito entre a Alcoa e a cidade de Yarloop.

Um modelo de prática é delineado para responder a falhas da RSE que apresenta uma ética do amor premissa em: justiça social; sustentabilidade social, e; o princípio social pré-cautelar. Um componente fundamental do modelo é a inclusão de mandados que responsabilizam as poderosas partes interessadas por suas contribuições para abordar as questões que criaram. Essas ideias e outras características do modelo serão explicadas usando detalhes do estudo de caso Yarloop-Alcoa.

CONCLUSÃO

O longo conflito industrial entre Yarloop e Alcoa na Austrália Ocidental foi explorado para mostrar uma contribuição que está sendo feita pelo trabalho social. Essa contribuição tomou a forma de pesquisa financiada pela indústria e posterior apoio das partes interessadas impactadas. O artigo apresentou um modelo para engajar as principais partes interessadas que podem permitir a reparação das questões de justiça social como parte da obtenção da RSE. O modelo é o ápice do envolvimento do autor no tema desde o início dos anos 2000. Encaixa-se em um contexto político-econômico pró-desenvolvimento e controles e equilíbrios limitados para os danos causados às partes interessadas impactadas. Como tal, o modelo é viável e adaptável às circunstâncias contemporâneas em que as mineradoras multinacionais estão operando nas proximidades de cidades e negócios agrícolas pré-existentes.

Crucialmente, porém, os mandados que estabelecem os parâmetros das áreas de foco e quem é responsável precisam ser assegurados antes que os esforços de diálogo sejam tentados. É extremamente difícil permitir o diálogo entre as diferenças de poder onde há uma ameaça percebida ou real às poderosas partes interessadas. A Alcoa foi capaz de empregar uma série de táticas para evitar ser responsabilizada, incluindo a alta administração frustrando os esforços locais de seu próprio povo na resolução de problemas. Como observa Freire (1970), os atores dominantes não vão querer abrir mão de seus privilégios e vantagem e dificilmente o farão sem pressão legal. O papel do governo em trazer essa pressão legal para suportar torna-se uma questão central que precisa de uma investigação mais aprofundada.

O resultado do uso do modelo proposto não está garantido para as partes interessadas impactadas como o povo Yarloop encontrou. Em tais circunstâncias, talvez haja uma obrigação maior da sociedade civil de regular a RSE e direcionar as áreas de interesse social e impacto social que as empresas precisam enfrentar como parte de sua licença legal para operar.