Global Corporate Governance: Soft Law and Reputational Accountability

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GLOBAL CORPORATE GOVERNANCE: SOFT LAW AND REPUTATIONAL ACCOUNTABILITY

Kevin T. Jackson*

INTRODUCTION ....................................................................................... 43

I. CORPORATE SOCIAL RESPONSIBILITY: THE PARADIGM ...................... 48
   A. History of Corporate Social Responsibility ........................................ 48
   B. Social Responsibility, Responsiveness, and Performance
      Distinguished...................................................................................... 52
         1. Corporate Social Responsibility ................................................. 52
         2. Corporate Social Responsiveness ............................................... 54
         3. Corporate Social Performance (“CSP”) ..................................... 54
   C. Corporate Social Responsibility and Global Governance ............. 55

II. CORPORATE GOVERNANCE GLOBALLY ............................................. 58
   A. Monophonic Governance Model.................................................... 59
   B. Polyphonic Governance Model...................................................... 62
   C. Integrative Social Contracts Theory (“ISCT”) ............................. 63
   D. Corporate Reputational Capital: The Missing Link ................... 66

III. THE REGIME OF GLOBAL CIVIL REGULATIONS ................................ 67
   A. Background on Civil Regulations .................................................. 68
      1. The Global Public Domain......................................................... 69
      2. Scope and Magnitude of the Regulations................................. 70
   B. Characteristics of Civil Regulations .......................................... 72
   C. The “Triangular” Nature of Authority ........................................... 74
   D. Forms of Civil Regulations............................................................ 75
      1. Voluntary Self-Regulation ......................................................... 76
      2. Inter-Firm and Cross-Industry Cooperation ............................... 78
      3. Co-regulation and Multi-Stakeholder Partnerships .................... 80
   E. Why Global Businesses Adopt Voluntary Regulations ........... 85
      1. Protecting Reputations ............................................................... 85
      2. Breakdown in Global Governance ............................................. 87

IV. REPUTATIONAL ACCOUNTABILITY MECHANISMS ............................ 88
   A. Legal Accountability ...................................................................... 88
   B. Reputational Accountability........................................................... 90
      1. Elements of Reputational Accountability .................................. 91
      2. Enforcement of the Rule of Reputation ..................................... 92
   C. Networks of Reputational Accountability ...................................... 96

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D. Reputational Accountability is Dynamic ........................................... 97
E. Implications for Global Operations .................................................. 98
V. CRITICISMS AND REPLIES............................................................. 99
CONCLUSION ................................................................................... 105
INTRODUCTION

As transnational firms traverse the planet in today’s global economy, they conduct many of their business activities beyond the legal reach of nation-states.¹ To some, this seems like one of globalization’s most troubling consequences.² The conventional wisdom predicts that, if unchecked, corporations will freely flout societal interests and impose significant external costs on the public.³ However, globalization has been expanding the role of nongovernmental actors in shaping global governance.⁴ This trend tends to placate detrimental corporate conduct in the absence of governmental enforcement authority.⁵ Indeed, globalization has not only heralded a “global economy,” but has also brought about the phenomenon of a broader “global civil society.”⁶ Increasingly alert to the social and ecological dimensions of transnational corporate conduct, global civil society stands to exert significant regulatory control over firms simply by propounding public preferences and expectations.⁷ These


⁷ See DONALDSON, supra note 5, at 30–35.
preferences and expectations constrain corporate conduct and explain why firms have begun to self-impose civil regulations that proactively accommodate broader moral and social concerns.\(^8\)

Also known as “soft law”\(^9\) or “quasi-legislation,”\(^10\) voluntary civil regulations will prove an important alternative to governmental authority in the era of globalization.\(^11\) These emerging trends are arguably only the “tip” of a larger global social contract that has been forming in light of society’s demand for corporate social responsibility (“CSR”).\(^12\) In fostering soft law, this new global governance paradigm\(^13\) reignites timeless

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10. See *Gabriele Ganz, QUASI-LEGISLATION: RECENT DEVELOPMENTS IN SECONDARY LEGISLATION* 16–22 (2d ed. 1987).


12. See generally Thomas Donaldson & Thomas W. Dunfee, *Ties that Bind: A SOCIAL CONTRACTS APPROACH TO BUSINESS ETHICS* 233–36 (1999). In some sense, as a form of voluntary governance, corporate social responsibility was precipitated by global civil society’s pressure and constrains on multinational business interest.

13. Thomas Kuhn employed the term “paradigm” in an effort to account for the way that fields of knowledge are constituted by shared systems of belief which are defined by
principles and values such as human rights, environmental sustainability, responsible citizenship, and corporate accountability, as well as integrity and credibility of character.\textsuperscript{14} As a result transnational firms, despite their wherewithal, are now vulnerable as their brands have become susceptible to reputational harm in response to breaches of the social contract.\textsuperscript{15} Consequently, these firms are establishing regulatory regimes in an effort to build reputational capital and thereby enhance, or at least safeguard, their bottom lines.\textsuperscript{16}

Global civil society primarily demands that businesses abide norms of social responsibility in their pursuit of profit.\textsuperscript{17} This emphasis on the “character” of transnational business conduct is a departure from the entrenched metaphor that sees corporations as amoral profit machines, utterly devoid of moral character or probity.\textsuperscript{18} The fact that transnational firms adopt civil regulations \textit{voluntarily} in order to build credibility in the eyes of global civil society—i.e., the fact that firms proactively


\textsuperscript{15} See Harold James, \textit{The Ethics of Business Life: Some Historical Reflections, in Rethinking Business Management} 9, 14–15 (Samuel Gregg & James R. Stoner eds., 2008).


\textsuperscript{17} See generally Lynn S. Paine, \textit{Value Shift: Why Companies Must Merge Social and Financial Imperatives to Achieve Superior Performance} 47 (2003) (arguing that beyond good public relations, corporate social responsibility is a powerful tool for achieving superior performance and generating greater profits).

\textsuperscript{18} See generally Gareth Morgan, \textit{Paradigms, Metaphors and Problem Solving in Organization Theory}, 25 ADMIN. SCI. Q. 605, 616. (1980) (providing a critique of the metaphors that have “imprisoned” organization theory).
comply with the new global social contract—presupposes that international businesses are able to distinguish moral choices and then make them.19

Unlike traditional legal regimes whose norms are enforced through centralized systems of sanctions, the emergent soft law norms of global economic governance rely on decentralized enforcement mechanisms.20 These emergent norms are not the product of parochial regulation or local cultural mores.21 Rather, they represent the expectations of various economic communities around the world that together comprise global civil society.22 Thus, the promulgation of voluntary civil regulations by firms reveals an acceptance of extant global social contracts borne of growing global societal consensus as to the proper performance, responsiveness, and responsibility of transnational corporations.23

Consequently, transnational business enterprises are further committing to rule-making and rule-implementation in the spheres of social and environmental responsibility.24 They engage in inter-firm cooperation and collaborate with nongovernmental organizations.25 Over the past decade, CSR has gained prominence in both developed and developing countries at local, national, regional, and international levels.26 International businesses are therefore under increasing pressure from civil society organizations and corporate accountability networks that monitor

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22. See id. at 295–96; see also Scholte, supra note 20, at 19–21.
24. See JOHN BRAITHWAITE & PETER DRAHOS, GLOBAL BUSINESS REGULATION 18 (2000); see also Cutler, Haufler & Porter, supra note 4, at 3.
business conduct. In response, these firms are adopting responsible business policies.

Although the conventional views of corporate governance—"shareholder theory" and "stakeholder theory"—reach divergent conclusions about the proper nature and scope of CSR, both evolved at a time when firms were constrained, at least in principle, by the rule of law and legal sanctions. Yet, unlike traditional hard law enforcement regimes, today's emerging "civil regulations" are grounded in the "rule of reputation," which ties accountability solely to reputational capital, or lack thereof. Operating internationally and faced with pressure to self-regulate, a company's reputation has become one of its most valuable assets. Today's companies must reconcile economic and moral value with traditional notions of corporate governance.


28. See ZADEK, supra note 25, at 63.

29. Shareholder theory states that the corporation should serve the interests of shareholders only. See ARCHIE B. CARROLL & ANN K. BUCHHOLTZ, BUSINESS AND SOCIETY: ETHICS AND STAKEHOLDER MANAGEMENT 832–85 (7th ed. 2009). Grounded in agency theory, the underlying idea is that shareholders differ from other constituencies by virtue of being residual risk-bearers, and as such should exercise control over the firm. See id. at 84. Agency theory further asserts that, as residual risk-bearers, shareholders are in the best position to ensure that firms operate efficiently and focus on profit maximization. Thus, corporate managers answer only to shareholders and act only with the interests of shareholders in mind. See MILTON FRIEDMAN, CAPITALISM AND FREEDOM 133 (1962).


31. See KEVIN T. JACKSON, BUILDING REPUTATIONAL CAPITAL: STRATEGIES FOR INTEGRITY AND FAIR PLAY THAT IMPROVE THE BOTTOM LINE 28 (2004); see also Jackson, supra note 16, at 443–44.

In this Article, I will argue that corporate governance must focus on the role of soft law in today’s global environment. Soft law is a novel mechanism for constraining corporate behavior. In reconciling financial and social imperatives, firms must consider its impact on reputational capital. In Part I, I analyze the emergence of the CSR paradigm and its connection to global corporate governance. By examining its history, I will first illustrate how the CSR movement has rendered firms’ reputations accountable to the movement’s demands, and then I will trace the conceptual expansion of CSR to the related notions of “corporate social responsiveness” and “corporate social performance.” In Part II, I examine alternative conceptual models of global corporate governance including the “monophonic” model, the “polyphonic” model, the “integrative social contracts” model, and finally, the “reputational capital” model. In Part III, I examine specific types of global civil regulations in detail, and I discuss the bases for why global corporations accept the emerging soft law regime. After highlighting the chief characteristics of civil regulations in light of the underlying regulatory aim to bind firms and markets to worldwide norms, I will discuss the dominant forms of civil regulation within the triad of voluntary self-regulation, inter-firm and cross-industry initiatives, and co-regulation and multi-stakeholder partnerships. In Part IV, I build on the discussion in Parts II and III to analyze the role reputational accountability mechanisms play in securing firms’ compliance with global civil regulations. After distinguishing reputational accountability from legal accountability, I will explain the operational components of reputational accountability, the process by which key constituents of transnational firms enforce the “rule of reputation,” and the strategic and operational implications firms face as a result of such enforcement. In Part V, I take on arguments in opposition to the emerging paradigm of global civil regulation.

I. CORPORATE SOCIAL RESPONSIBILITY: THE PARADIGM

A. History of Corporate Social Responsibility

The origins of the modern debate on corporate social responsibility can be traced to the early 1950s. Howard Bowen, a renowned economist, first coined the phrase when he argued that economic and social benefits would result if businesses introduced broader social goals into their

decision-making processes.\textsuperscript{34} In the 1960s, the argument was extended further with the assertion that ethical principles should govern a corporation’s relationship with society.\textsuperscript{35} In the 1970s, the view emerged that business should not only protect but also improve the welfare of society.\textsuperscript{36}

Regarding the global context, attention to the ethics of international business has been mounting ever since the late 1960s.\textsuperscript{37} It began as an activist movement aimed at U.S.-based multinational companies in France and later spread to other parts of the world.\textsuperscript{38} Less-developed countries were especially worried about outside infiltration into their economies and the resulting dilution of national control. Yet, at the same time, as a means of economic development, they were interested in attracting foreign investment that would lead to a rise in employment. The expansion of direct foreign investment around the world prompted attempts to create codes of business conduct at the intra-firm and international levels.\textsuperscript{39} One notable example of this dynamic could be seen as early as the 1940s with the promulgation in the United Nations of the Universal Declaration of Human Rights.\textsuperscript{40} Another later example is the attempted development of a Voluntary Code of Conduct for Transnational Corporations at the United Nations Conference on Trade and Development (“UNCTAD”) beginning in the 1970s.\textsuperscript{41} Similarly, national legis-

\textsuperscript{34} See, e.g., HOWARD ROTHMANN BOWEN, SOCIAL RESPONSIBILITIES OF THE BUSINESSMAN 8 (1953).

\textsuperscript{35} See RICHARD EELLS & CLARENCE WALTON, CONCEPTUAL FOUNDATIONS OF BUSINESS 455–57 (3d ed. 1961).

\textsuperscript{36} See KEITH P. DAVIS & ROBERT L. BLOMSTROM, BUSINESS AND SOCIETY: ENVIRONMENT AND RESPONSIBILITY 8–9, 20–21 (3d ed. 1975).

\textsuperscript{37} See generally BARNET & MUELLER, supra note 2, at 113 (1974); JEAN JACQUES SERVAN-SCHREIBER, Le Défi américain [THE AMERICAN CHALLENGE] 1 (1968) (Fr.) (providing a provocative angle on America-style management, business, and ethics); RAYMOND VERNON, SOVEREIGNTY AT BAY 1 (1971) (a seminal book that was widely acclaimed to be “no more than the tip of an iceberg”).

\textsuperscript{38} See, e.g., BARNET & MUELLER, supra note 2, at 113.


latures, backed by enforcement regimes, adjusted their laws to reach transnational firms doing business overseas. International treaties and national legislation, however, did not succeed everywhere in combating misconduct. Rather, in a significant number of cases, business reforms were precipitated by public outrage at corporate malfeasance.

In the 1980s, a number of ecological and social calamities began impacting the reputations of individual firms and the corporate world in general. The ensuing reputational crises vividly illustrated the consequences of embracing a self-regulating, profit-maximizing, shareholder-focused brand of corporate governance, notwithstanding its substantial reputational risks. Hitherto, the traditional governance paradigm of multinational corporations rigidly stressed shareholder profit maximization. Essentially, in an effort to reach narrowly defined goals in the form of financial targets, many transnational firms failed to consider how backlash from public perceptions of raw corporate greed could affect business. Instead, leading and aspiring multinational corporations traversed the globe seeking locations that offered low labor costs and lax environmental and socioeconomic regulations.

With the advent of the 1990s came a succession of ecological crises stemming from morally questionable business practices. This propelled...
multinational corporations further into the spotlight. The Exxon Valdes disaster in Prince William Sound and the Royal Dutch Shell controversy over the disposal of the Brent Spar in the North Sea were two well-publicized incidents that caused considerable damage to the reputations of the firms involved. Royal Dutch Shell also suffered reputational damage over its apparent complicity with the execution of Ogoni indigenous leaders in Nigeria, and Nike suffered significant backlash, especially between 1992 and 1997, when reports regarding the company’s operations in Southeast Asia spawned public concern over child labor and poor working conditions in “sweatshops.”

As a result of these public controversies, corporations began guarding their reputations while global civil society began questioning the unregulated market dominance of transnational firms. Such unbridled control was exacerbating social inequalities and human rights violations while endangering the earth’s ecological systems and depleting natural resources.

Seeking institutional authority to voice its position, global civil society condemned multinational corporations collectively for failure to provide proper employment conditions and decent wages, and for failure to foster human rights as mandated by the United Nations Declarations and International Labor Organization Conventions and Recommendations. With respect to ecology, civil society began to insist that firms comply with United Nations’ agreements and conventions on development and the environment. Furthermore, pressured by civil society, firms began to recognize state-sanctioned environmental regulations promulgated by regional organizations, such as the European Commission.

Consequently, in the latter part of the 1990s, many firms began advocating the notion that responsible corporate conduct produces mid- to long-term financial rewards. This idea stood in opposition to the long-


51. See Winston, supra note 48, at 72–73.

52. Barricades and Boardrooms, supra note 49, at 14–16.

53. Winston, supra note 48, at 72–73.

54. Scholte, supra note 20, at 15.

held notion that corporate wealth is solely grounded in maximization of profits for stockholders. Firms that were clinging to the conventional viewpoint were equally opposed to the advent of CSR because they believed it entailed significant financial costs. To this day, the international business community remains at odds over these divergent perspectives. Nevertheless, several features of CSR have gained prominence, including:

- Adoption of voluntary initiatives aimed at elevating the ethical level of operations above that which is required by law;
- Internalization of externalities;
- Consideration of a range of stakeholder interests;
- Integration of the firm’s social and economic mandates;
- Contributions to nonprofit, charitable, and other civic organizations and causes;
- Provision of employee benefits and improvement of quality of life in the workplace.

B. Social Responsibility, Responsiveness, and Performance Distiguished

Scholars have crafted a distinction between CSR, which stresses obligations and accountability, and “corporate social responsiveness,” which emphasizes action and activity. But beyond these distinctions, there is a third, results-oriented concept known as “corporate social performance.” Below, I will explain all three perspectives on social-awareness.

1. Corporate Social Responsibility

Some say it is futile to attempt an operational definition of CSR because there are too many conceivable applications of CSR. But, broadly stated, CSR merely implies that businesses share responsibility for societal conditions. Archie Carroll separates business obligations into

56. Friedman, supra note 46, at 32.
57. Winston, supra note 48, at 85.
58. See generally CORPORATE SOCIAL RESPONSIBILITY: READING AND CASES IN GLOBAL CONTEXT, supra note 25, at 1.
four classes: economic, legal, ethical, and discretionary.\textsuperscript{61} A firm has an economic responsibility to provide goods and services, offer employment at a living wage, and generate profits to survive.\textsuperscript{62} Through these obligations, firms enhance societal well-being. Similarly, corporations shoulder legal responsibilities imposed by courts, legislatures, and administrative agencies.\textsuperscript{63} These responsibilities can assume many forms and may extend to consumers, employees, stockholders, suppliers, and other stakeholders.\textsuperscript{64}

In addition, CSR signifies conformity to society’s expectations of appropriate business behavior such as honoring unwritten ethical standards.\textsuperscript{65} For example, while corporations are not legally bound to contribute to charities, many citizens expect profitable enterprises to do so.\textsuperscript{66} Moreover, as law sometimes lags behind social norms, some of society’s normative expectations may eventually evolve into law.\textsuperscript{67} Lastly, some of society’s expectations are not clearly defined for corporations.\textsuperscript{68} For instance, although society might expect corporations to invest in efforts to resolve significant social problems, society does not have a clear idea of what shape or form those solutions might take.\textsuperscript{69}


\textsuperscript{62} Peter Drucker elaborates this point of view as follows:

\begin{quote}
Economic performance is the \textit{first} responsibility of business. A business that does not show a profit at least equal to its cost of capital is socially irresponsible. It wastes society’s resources. Economic performance is the basis; without it, a business cannot discharge any other responsibilities, cannot be a good employer, a good citizen, a good neighbor. But economic performance is not the sole responsibility of business.
\end{quote}


\textsuperscript{63} See generally \textit{John R. Boatright, Ethics and the Conduct of Business} 1 (4th ed. 2003).

\textsuperscript{64} For instance, legal responsibilities imposed by FDA, FTC, OSHA, CPSC, EPA, EEOC, and SEC regulations, to name but a handful from the morass of U.S. regulatory agencies. See \textit{id.} at 111, 210, 264, 272, 306–11, 339.

\textsuperscript{65} See \textit{id.} at 369.

\textsuperscript{66} See Carroll, \textit{supra} note 61, at 500.

\textsuperscript{67} See \textit{id.} at 502–04.

\textsuperscript{68} See \textit{id.} at 500.

\textsuperscript{69} See \textit{id.} at 500.
2. Corporate Social Responsiveness

Robert Ackerman and Raymond Bauer claim that the term “social responsiveness” is a label more apt for a process-focused social outlook.\(^{70}\) Ackerman and Bauer have argued that emphasizing companies’ obligations places too much importance on motivation rather than on performance.\(^{71}\) In their words, “Responding to social demands is much more than deciding what to do. There remains the management task of doing what one has decided to do, and this task is far from trivial.”\(^{72}\) Focus on responsiveness allows companies to fulfill social responsibilities without being distracted by issues of accountability that arise when organizations attempt, prior to acting, to determine their precise responsibilities.\(^{73}\) Social responsiveness addresses a firm’s ability to be alert to social pressures.\(^{74}\) Thus, rather than simply reacting to a crisis, the socially responsive firm would have preempted the crisis by implementing a process enabling it to foresee predicaments and be proactive in a productive and humanitarian manner.\(^{75}\)

3. Corporate Social Performance (“CSP”)

Under the “performance” viewpoint, it is firms’ capabilities that are paramount.\(^{76}\) In other words, once a firm accepts that it has a “social responsibility” and adopts a responsiveness mentality, it is the results achieved thereafter that are critical. Constructing a CSP framework requires more than a determination of the nature of the responsibility.\(^{77}\) It also involves articulating certain philosophies, patterns, modes, or strategies of responsiveness.\(^{78}\) Carroll has designed a CSP model around three key facets: (1) social responsibility categories—economic, legal, ethical, and discretionary; (2) philosophies (or modes) of social responsiveness—reaction, defense, accommodation, and pro-action; and (3) social (or

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\(^{70}\) See Robert Ackerman & Raymond Bauer, Corporate Social Responsiveness: The Modern Dilemma 6–7 (1976).

\(^{71}\) See id. at 6.

\(^{72}\) See id.

\(^{73}\) See id.


\(^{75}\) Boatright, supra note 63, at 370 (discussing the difference between responsibility and responsiveness).

\(^{76}\) See Carroll, supra note 61, at 502, 504 (explaining the use of the social performance model to guide managerial actions in responding to a range of business obligations).

\(^{77}\) See id. at 500 (illustrating an elaborate framework of the “social issues involved”).

\(^{78}\) See id. at 501.
stakeholder) issues involved—consumer issues, environmental issues, and employee issues.\footnote{See id. at 502–04; Archie B. Carroll, The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders, BUS. HORIZONS, July–Aug. 1991, at 42.} This configuration illustrates that corporate social responsibility is not separate from financial performance. Moreover, it places ethical and philanthropic expectations into a rational, economic, and legal structure.\footnote{See sources cited supra note 79.}

C. Corporate Social Responsibility and Global Governance

As the preceding discussion suggests, the emergence of CSR\footnote{Hereafter “CSR” is used to designate corporate social responsibility, corporate social responsiveness and corporate performance collectively.} poses a challenge to a corporate governance framework centered on shareholder value creation.\footnote{See Reuven S. Avi-Yonah, The Cyclical Transformations of the Corporate Form: A Historical Perspective on Corporate Social Responsibility, 30 DEL. J. CORP. L. 767, 767 (2005); cf. Eric W. Orts, The Complexity and Legitimacy of Corporate Law, 50 WASH. & LEE L. REV. 1565, 1587 (1993) (arguing that the “policies underlying corporate law cannot be reduced to a unidimensional value, such as the economic objective of ‘maximizing shareholders’ wealth.’”).} The rise of CSR has engendered a debate about the ultimate purpose and essential nature of a business corporation.\footnote{See Avi-Yonah, supra note 82, at 768–70 (delineating the parameters of the debate about the broader role of the corporations).} The competing visions expose conflicting political and moral preferences regarding the corporation’s nature.\footnote{William T. Allen, Our Schizophrenic Conception of the Business Corporation, 14 CARDOZO L. REV. 261, 264 (1992).} In the same vein, scholars sympathetic to CSR argue that both the contractual model of the firm, where the corporation is seen as a “nexus of contracts,”\footnote{See Melvin A. Eisenberg, The Conception that the Corporation is a Nexus of Contracts, and the Dual Nature of the Firm, 24 J. CORP. L. 819, 825–26 (1999); Michael Klausner, The Contractarian Theory of Corporate Law: A Generation Later, 31 J. CORP. L. 779, 782–84 (2006); see also JOHN R. BOATRIGHT, ETHICS IN FINANCE 176, 193 (1999).} and the legal person model, where a corporation has a distinct legal personality,\footnote{David S. Allen, The First Amendment and the Doctrine of Corporate Personhood: Collapsing the Press-Corporation Distinction, 2 JOURNALISM 255, 259–260 (2001).} do not establish a basis for conferring superior property rights to shareholders over employees.\footnote{See Eisenberg, supra note 85, at 825; Kent Greenfield, The Place of Workers in Corporate Law, 39 B.C. L. REV. 283, 294 (1998).} It is argued instead that employees contributing labor
to the firm are entitled to legal recognition of their residual interest in the
assets of the enterprise.88

In addition, CSR advocates challenge narrow economics-based justifi-
cations for the stockholder-centered view, asserting that the ideal of cor-
porate efficiency carries a broader meaning than elevated stock prices.89
Accordingly, CSR-oriented theorists have generally repudiated the type
of cost-benefit analysis that ignores and segregates distributive consider-
ations from conventional notions of profit-maximizing efficiency.90
Because a corporation’s existence depends on sophisticated financial
transactions, contracts, managers, employees, and other relationships
among investors, it functions as a semi-public enterprise.91 However, this
view is not universally shared among corporate governance scholars.92

Consequently, CSR’s main tenets have highlighted corporate stake-
holders’ interests. They have recognized that firms’ constituencies play
similarly active roles in corporate conduct and strategy.93 Moreover,

88. E.g., Greenfield, supra note 87, at 304. Scholarly commentary has also focused
on the property rights justifications for the notion of the shareholder primacy. See Oliver
Hart & John Moore, Property Rights and the Nature of the Firm, 98 J. POL. ECON. 1119,
89. See generally Kent Greenfield, There’s a Forest in Those Trees: Teaching About
the Role of Corporations in Society, 34 GA. L. REV. 1011, 1011 (2000); Ronen Shamir,
The Age of Responsibilization: On Market-Embedded Morality, 37 ECON. & SOC’Y 1, 1
(2008).
90. See generallyKent Greenfield, New Principles for Corporate Law, 1 HASTINGS
BUS. L.J. 87, 117 (2005); Lawrence E. Mitchell, A Theoretical and Practical Framework
91. See KENT GREENFIELD, THE FAILURE OF CORPORATE LAW: FUNDAMENTAL FLAWS
AND PROGRESSIVE POSSIBILITIES 29 (2006). See generally Margaret M. Blair & Lynn A.
(building upon the presumption that corporate managers owe a duty beyond that which
they owe to the shareholders).
92. For example, corporate law professors Henry Hansmann and Reinier Kraakman
argue that “the recent dominance of a shareholder-centered ideology of corporate law
among the business, government, and legal elites in key commercial jurisdictions” has
left no serious contenders to this view of a corporation. Henry Hansmann & Reinier
Kraakman, The End of History for Corporate Law, 89 GEO. L.J. 439, 439 (2001); see
also John C. Coffee, Jr., The Future as History: The Prospects for Global Convergence
in Corporate Governance and Its Implications, 93 NW. U. L. REV. 641, 650 (1999); Ro-
nald J. Gilson, Globalizing Corporate Governance: Convergence of Form or Function,
49 AM. J. COMP. L. 329, 333 (2001). For a critique of Hansmann’s and Kraakman’s position
decrying their perspective as “Americanocentric,” see Douglas M. Branson, The
93. See FREEMAN, supra note 29, at 24–25. See generally Thomas Donaldson & Lee
E. Preston, The Stakeholder Theory of the Corporation: Concepts, Evidence, and Imp-
recent scholarly literature illustrates that conventional approaches to corporate governance are changing due to concerns facing management of multinational firms. These changes have led to economic analysis of managerial incentives for undertaking corporate social responsibility, fiduciary duties, stakeholder-oriented management strategies, and pro-CSR activism by corporate boards and their shareholders. The inquiry also highlights quantitative metrics of ratings, reporting practices, and indexes that relate to corporate responsibility governance. In addition, new methods have been suggested for allowing enhanced participation on the part of boards of directors. Greater inclusion on a board will foster a stronger connection between corporate accountability and governance.

97. See Bradley, Schipani, Sundaram, & Walsh, supra note 94, at 28–29; see also Adam Winkler, Corporate Law or the Law of Business?: Stakeholders and Corporate Governance at the End of History, LAW & CONTEMPPROBS., Autumn 2004, at 109, 110.
II. CORPORATE GOVERNANCE GLOBALLY

From the standpoint of global corporate governance, the discussion regarding corporate social responsibility, corporate social responsiveness, and corporate social performance is reduced to a debate about what may be termed a monophonic versus a polyphonic view of corporate objectives. For years, assuming various labels, the debate between the monophonic and polyphonic camps has encompassed business ethics, management, corporate law, and corporate governance theories. The debate has focused predominately on the behavior of domestic, rather than multinational, business enterprises. It has thus centered on interpretations of domestic corporate law (e.g., U.S. corporate law). As the following discussion demonstrates, the monophonic-polyphonic controversy—either in a local or global context—aims to explain what form of governance would fulfill the obligations of corporate social responsibility while moving beyond the narrow goal of shareholder wealth maximization.

102. The author uses the terms by way of analogy to music. In musical composition, polyphony (derived from the Greek words for “many” and “voice”) refers to a texture made up of two or more independent melodic voices. By contrast, monophony refers to music composed with only a single voice. BARBARA RUSSANO HANNING, CONCISE HISTORY OF WESTERN MUSIC 44 (1st ed. 1998). Accordingly, a monophonic orientation in global corporate governance is characterized by its concern for the single voice of shareholders, while a polyphonic orientation seeks to orchestrate a plurality of stakeholder voices.

103. Depending on disciplinary context, the various designations have included: “communitarian versus contractarian,” “Berle versus Dodd debate,” “shareholder paradox,” “separation fallacy,” “separation thesis,” and “monotonic versus pluralist” and “unidimensional versus multidimensional.”


105. Curiously, the same conflict is embodied in the Company Law of the People’s Republic of China, which sets out a legal framework for the organization and operation of private stock enterprises. See Michael Irl Nikkel, Note, “Chinese Characteristics” in Corporate Clothing: Questions of Fiduciary Duty in China’s Company Law, 80 MINN. L. REV. 503, 523 (1995) (Whereas Article 102 states that shareholders “shall be the organ of authority” of the firm, Article 14 maintains that business enterprises must “strengthen the establishment of a socialist spiritual civilization, and accept the supervision of the government and the public.”).

A. Monophonic Governance Model

Over the years, the debate over the nature and purpose of the corporate enterprise has lingered and has sought to apportion priority between shareholder and nonshareholder interests. In the United States, the debate extends back to the landmark case of Dodge v. Ford Motor Company, where the court held that a business corporation is organized primarily for the profit of its stockholders, rather than for its employees or the community. The debate then poured into academia. Whereas Adolf Berle advocated the stockholder-centric view, E. Merrick Dodd urged increased consideration for nonstockholders.

For a considerable time, the prevailing corporate governance paradigm was dominated by the monophonic perspective, which emphasizes the stockholder-centric approach to corporate governance. Consequently,

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109. Id. The Dodge Court reasoned:

A business corporation is organized and carried on primarily for the profit of the stockholders. The powers of the directors are to be employed for that end. The discretion of directors is to be exercised in the choice of means to attain that end and does not extend to a change in the end itself, to the reduction of profits or to the nondistribution of profits among stockholders in order to devote them to other purposes.

Id. Later, the debate resurfaced in the context of corporate mergers and acquisitions during the 1980s. The Delaware Supreme Court held that the interests of non-shareholders could be taken into account by managers and directors when assessing the implications of the takeover bids. Cf. Unocal Corp. v. Mesa Petroleum Co., 493 A.2d 946, 949 (Del. 1985) (finding a duty to evaluate the threat to the corporate enterprise as a whole).


111. See Boatright, supra note 85, at 194.
corporate governance was focused mainly on the board’s structure, its functions, and its relations with other corporate organs, and the emphasis was on profit maximization. This governance model was heavily influenced by both Berle’s and Means’s analyses of principal-agent problems arising from separating stockholders’ ownership rights from corporate managerial duties. The business community relies on corporate law to influence management so as to reduce such agency-cost problems. This enables shareholders to trust managers with their investments. With an emphasis on resolving agency conflicts, the monophonic corporate governance paradigm embraced a view of economic efficiency that favored cost-benefit analysis and value-maximization objectives in business decision-making. But it typically ignored adverse social and environmental externalities, downplayed the stakeholders’ interests, and disregarded firms’ obligations to nonshareholders. Milton Friedman advocated an extreme version of the monophonic view for promoting a free-market economy:

In such an economy, 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

112. Id. at 172.
115. See id.
is to say, engages in open and free competition, without deception or fraud.\textsuperscript{120}

This view emphasizes competition to maximize the bottom line. This approach, called the “separation thesis” by some, is antithetic to the view that economic value may flow from a firm’s commitment to social responsibility.\textsuperscript{121} Business managers view economics and ethics as two mutually exclusive spheres.\textsuperscript{122} From the monophonic standpoint, “social responsibility” possesses three key defects. First, it expresses a fundamental misunderstanding of the essence of a free market.\textsuperscript{123} Second, it mistakenly allows the interests of groups other than shareholders to constrain, rather than expand, corporate activities.\textsuperscript{124} Third, it does not provide evidence of any economic benefits from investing in social initiatives.\textsuperscript{125} This position suggests a single argument for legal and ethical compliance; namely, to sidestep the monetary costs of noncompliance.\textsuperscript{126} Accordingly, the monophonic view of corporate governance leads to reactive compliance with environmental and human rights standards but only insofar as these norms are grounded in the “hard” rule of law.\textsuperscript{127} That is, under the monophonic view, corporations comply only when noncompliance threatens sanctions pursuant to the “hard” rule of law. The monophonic view is hardwired to legal accountability (legal norms

\textsuperscript{120} See Friedman, supra note 29, at 133; see also Willa Johnson, Freedom and Philanthropy: An Interview with Milton Friedman, 71 BUS. & SOC. REV. 11, 14 (1989). Friedman also offered this decidedly monophonic account of corporate governance:

In a free-enterprise, private-property system, a corporate executive is an employee of the owners of the business. He has direct responsibility to his employers. That responsibility is to conduct the business in accordance with their desires, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom.

Friedman, \textit{supra} note 46, at 32.


\textsuperscript{122} See Jackson, \textit{supra} note 31, at 87; Kevin T. Jackson, \textit{A New Mindset for Business Education: Cultivating Reputational Capital}, in \textit{Rethinking Business Management} 149, 150 (Samuel Gregg and James Stoner, Jr. eds., 2d ed. 2008).

\textsuperscript{123} See Friedman, \textit{supra} note 29, at 133 (arguing that a corporation’s social responsibility is to “increase profits”).

\textsuperscript{124} See \textit{id.} at 133 (implying that social responsibility is distracting and restrains corporate activity).

\textsuperscript{125} Cf. \textit{id.} at 133–36.

\textsuperscript{126} See Jackson, \textit{supra} note 122, at 149, 150.

\textsuperscript{127} Jackson, \textit{supra} note 16, at 448.
backed by hard sanctions) and fiscal accountability to stockholders, insofar as this is mandated by corporate law.128

B. Polyphonic Governance Model

Whereas the monophonic model is addressed to matters of agency, the polyphonic model focuses on ethics and accountability to parties outside the firm.129 Under the polyphonic approach, maximizing profits for shareholders is not the sole purpose of a business.130 Polyphonic corporate governance seeks to link relationships among various parties together with a broadly defined corporate mission.131 This model sees businesses as fulfilling various functions within a society.132 Here, businesses serve an array of other constituents.133 Thus, the scope of social responsibility extends beyond merely meeting the bottom line, and business firms’ ethical and discretionary responsibilities go beyond their purely economic and legal objectives.134 Nevertheless, the monophonic view retains the basic assumption that corporations are fundamentally profit-making enterprises.135 Corporations strive to meet the bottom line as it is necessary to preserve their economic viability. They are not social welfare agencies. Stated differently, managers have an institutional and moral duty to broader constituencies to keep the firm profitable. Norman Bowie writes, “[N]ot only does Wall Street expect a business rationale for corporate good deeds; Wall Street has a moral right to those expectations.”136 Bowie continues, “This strategy grounds the motive to seek profits in ethics itself.”137 The polyphonic view, however, correctly assumes that,

128. Id.
129. See CARROLL & BUCHHOLTZ, supra note 29, at 83–85 (discussing the notion of a stakeholder, and what is at stake for stakeholders or those outside of the firm).
130. See id.
133. These constituencies include employees, customers, bondholders, suppliers, distributors, lenders, creditors, regulators, local communities, state and federal governments, special interest groups, the environment, the communities in which the firm operates. See FREEMAN, supra note 29, at 25; see also Goodpaster, supra note 29, at 54; McDaniel, supra note 29, at 123; David Millon, Communitarians, Contractarians, and the Crisis in Corporate Law, 50 WASH. & LEE L. REV. 1373, 1378–79 (1993).
134. See CARROLL & BUCHHOLTZ, supra note 29, at 87 (providing a graphical illustration of stakeholder view of the firm).
135. See Jensen & Meckling, supra note 116, at 310.
137. See id. at 142.
even in pursuit of profit, corporations must deploy financial, political, and social capital in a socially responsible way. Corporate governance must seek to confer not only financial benefits to shareholders, but also social benefits to all of the firm’s stakeholders.138

The monophonic perspective, which has been characterized as “corporate Neanderthalism,”139 fails to account for the fact that, in today’s information age, corporations are under meticulous observation.140 It fails to consider that a watchful public, media, and government will hold multinational corporations accountable for “corporate Neanderthalism”; it ignores firms’ broader social responsibilities; and it ignores the potential for firms to incur “ethical blowback”141 from broader constituencies. Robert Solomon, for example, attacks the monophonic model for its “pa-
thetic understanding of stockholder personality as homo economicus.”142 Whereas Amartya Sen challenges the mindset according to which “business principles are taken to be very rudimentary . . . essentially restricted . . . to profit maximization, but with a very wide reach [to] . . . all economic transactions.”143

Before turning to the question of whether a polyphonic approach to corporate governance provides a satisfactory theoretical anchoring for the emerging regime of civil regulations that increasingly characterizes global governance, it will be useful to examine an additional approach, known as “integrative social contracts theory.”

C. Integrative Social Contracts Theory (“ISCT”)

Both corporate social responsiveness and the stakeholder view alike are criticized on the ground that they do not provide management with precise standards of conduct.144 By itself, the concept of corporate social responsiveness falls short of offering normative guidelines for managers

138. See BOATRIGHT, supra note 63, at 385 (setting forth the stakeholder theory).
139. DONALDSON, supra note 5, at 45.
140. Ross, supra note 32, at 7–8; Spar, supra note 47, at 7–9.
143. See Amartya Sen, Economics, Business Principles, and Moral Sentiments, 7 Bus. Ethics Q. 5, 5 (1997). “In contrast, moral sentiments are seen to be quite complex (involving different types of ethical systems), but it is assumed, that at least in economic matters, they have a very narrow reach (indeed, it is often presumed that such sentiments have no real influence on economic behavior).” Id.
144. See BOATRIGHT, supra note 63, at 368; see also DONALDSON, supra note 5, at 45.
to pursue in response to social expectations and demands. Likewise, stakeholder theory has been faulted for its failure to reconcile the competing interests of various stakeholders.

In response to these challenges, Thomas Donaldson and Thomas Dunfee developed a social contract theory of business. The ISCT develops two key concepts: hypernorms and moral free space. These concepts are illustrated by a reference to a series of concentric rings that represent core norms accepted by corporations, industries, or economic cultures. Hypernorms, which rest at the center, are norms embodying transcultural values fundamental to human existence, such as prescriptions shared by main religions around the world and most basic human rights. Such higher-order norms impose minimal necessary constraints on the capacity of communities to formulate their own rules. Advancing away from the center of the rings, one finds norms which have greater cultural specificity than those at the center. These rules are molded by the social norms of sundry economic communities, such as corporations, subunits

145. See Boatright, supra note 63, at 370 (noting that CSR requires “responsiveness”); R. Edward Freeman & Daniel R. Gilbert, Jr., Corporate Strategy and the Search for Ethics 104–05 (1988); CSR-1 to CSR-2, supra note 59, at 152; Mitnick, supra note 59, at 6.

146. Donaldson, supra note 5, at 45–46. Thomas Donaldson writes that “[d]espite its important insights, the stakeholder model has serious problems. The two most obvious are its inability to provide standards for assigning relative weights to the interests of the various constituencies, and its failure to contain within itself, or make references to, a normative justificatory foundation.” Id.; see also Thomas W. Dunfee & Thomas Donaldson, Contractarian Business Ethics: Current Status and Next Steps, 5 Bus. Ethics Q. 173, 175 (1995). The stakeholder model has also been challenged on the ground that it does not provide sufficiently rigorous criteria for settling disputes about who or what qualifies as a legitimate stakeholder, as in the case of child laborers working for a multinational corporation’s supplier when the firm is in the process of a merger with another multinational firm. See Bert van de Ven, Human Rights as a Normative Basis for Stakeholder Legitimacy, 5(2) Corp. Governance 48, 55–56 (2005).


149. See id.

150. See id. at 74–81.

151. See id. at 49–52.

152. Id. at 222.
within firms, industries, professional associations, trade groups, governmental bodies, and so on.\textsuperscript{153}

The next ring represents moral free space, where one finds norms that are inconsistent with at least some other norms embraced by other economic communities.\textsuperscript{154} Within moral free space, members are free to establish their own norms for economic conduct.\textsuperscript{155} However, such norms must have the status of being both “authentic” and “legitimate.”\textsuperscript{156} A norm is “authentic” if community members have given their informed consent to the norm’s existence while still retaining a right to exit the community should they come to disapprove of the norm.\textsuperscript{157} The existence of specific authentic norms is established by empirical conditions expressing customary acceptance by the relevant economic community.\textsuperscript{158}

A norm is “legitimate” if it does not run afoul of a hypernorm.\textsuperscript{159} At the outermost ring are illegitimate norms, which are incompatible with hypernorms. Donaldson and Dunfee assert that integrative social contracts theory provides a normative core for stakeholder theory.\textsuperscript{160} Following this line of thought entails consulting relevant community norms to decide, first, who counts as a stakeholder, and, second, what obligations extend from the firm to the stakeholders.\textsuperscript{161} Conflicts between norms are resolved by determining the dominant legitimate norms, which are accorded priority.\textsuperscript{162}

The preceding discussion shows the need for corporations to adapt to societal expectations and adopt societal norms. While both CSR and stakeholder theory advance the general notion that corporations should be attuned to a variety of stakeholders’ demands, social contract theory makes a significant contribution beyond those accounts. Social contract

\begin{itemize}
\item \textsuperscript{153} Id. at 40.
\item \textsuperscript{154} Id. at 222.
\item \textsuperscript{155} Id. at 38.
\item \textsuperscript{156} Id. at 46.
\item \textsuperscript{157} Id. at 43.
\item \textsuperscript{158} Most members of community C approve of compliance with N in recurrent situation S, most members of C disapprove of deviance from N in S, a substantial percentage (well over 50\%) of members of C comply with N when facing S. \textit{See Toward a Unified Conception, supra} note 147, at 263–64.
\item \textsuperscript{159} Id. at 265.
\item \textsuperscript{160} Id. at 254.
\item \textsuperscript{161} \textit{See DONALDSON & DUNFEE, supra} note 12, at 235–36.
\item \textsuperscript{162} Id. at 49. In circumstances lacking dominant or well-established norms, firms remain in the area of moral free space. Id. at 85. It should be noted that, according to ISCT, all of firms’ activities must comply with extant and applicable hypernorms. \textit{See} Donaldson & Dunfee, \textit{supra} note 147, at 89; \textit{see also Toward a Unified Conception, supra} note 147, at 268–69.
\end{itemize}
theory accords deeper meaning and substance to the notion of CSR by fastening it to communal norms.\textsuperscript{163} The social contract perspective on corporate governance provides an explanation for corporations’ acceptance of global civil regulations.\textsuperscript{164} These regulations, as understood in ISCT’s terminology, are “extant social contracts”—the product of economic communities voluntarily adopting norms within moral free space.\textsuperscript{165} ISCT highlights the normative content of the standards necessary for adopting moral principles. Without definite content—i.e., without a definite mission for corporate governance—stakeholders would engage in power-wars over their respective interests.\textsuperscript{166} CSR scholars and ethicists, for instance, consider the human rights and environmental norms that are voluntary established by multinational firms to incorporate genuine moral obligations that are recognized by worldwide consensus.\textsuperscript{167} Accordingly, ISCT’s notion of hypernorms accounts substantially for the emergence of global civil regulations in the form of “soft” and “hard” law.

D. Corporate Reputational Capital: The Missing Link

Given its emphasis on the wider society, the rise of civil regulation should lead corporate governance to embrace the polyphonic view. Paradoxically, however, its rise has not diminished the importance global companies attach to the monophonic model.\textsuperscript{168} Nevertheless, as many global companies have discovered, there is evidence that commitment to responsible global corporate citizenship comes with financial advantages.\textsuperscript{169} The rise of civil regulations, therefore, begs the question whether corporate governance can effectively synchronize the monophonic and polyphonic viewpoints. When corporate governance, in an effort to

\begin{itemize}
  \item 164. \textit{See generally} DONALDSON & DUNFEE, \textit{supra} note 12, at 25 (discussing social contract and global civil regulations).
  \item 166. \textit{See DONALDSON & DUNFEE, supra} note 12, at 97 (the graphic table sets out the dynamics that occur in the “moral free space”).
  \item 167. \textit{See, e.g.,} Frederick, \textit{supra} note 14, at 165.
  \item 168. BAKAN, \textit{supra} note 3, at 27.
\end{itemize}
stockpile reputational capital, begins to maximize shareholder wealth by properly accommodating various stakeholders’ interests, synchronization may be attained. 170 In other words, reputational capital provides a missing link in global governance. The notion of reputational capital recognizes that the volume and breadth of social expectations are increasing. The ISCT provides the theoretical foundation. When micro-social contracts are breached, the breaches cause direct reputational harm and diminish corporate “reputational assets.” 171 When the “contracts” are “performed,” the firm’s reputational capital grows. 172

The concept of reputational capital emerged in tandem with the ideal of free-market capitalism, which has been modified with the advent of civil society’s focus on CSR. 173 Reputational capital may prove to be indispensable for modern corporate managers. It illuminates how managers should commit to CSR to preserve and build a firm’s intangible reputational assets. 174 Managers’ commitment to CSR is further buttressed by the emerging corpus of global civil regulations. 175 Simply put, the “sanction” for noncompliance with civil standards translates into reputational loss. The “reward” for honoring the standards is reputational gain. Accordingly, the emerging “accountability regimes” sanction corporations for breaches of their CSR.

III. THE REGIME OF GLOBAL CIVIL REGULATIONS

I now turn to the emergence of a global governance regime that primarily stands for civil business regulation, or “soft law.” Civil regulations utilize private, nonstate, and market-based regulatory regimes to

170. See Goodpaster, supra note 29, at 57–58.
171. See Donaldson, supra note 141, at 534–36.
172. The author defines “reputational capital” as a firm’s intangible long-term strategic assets calculated to generate profits. The reputational capital of a corporation is a hybrid of economic values and moral values. See Graham Dowling, Creating Corporate Reputations: Identity, Image, and Performance 23 (2001); see also Charles J. Fombrum & Cees B.M. van Riel, Fame & Fortune: How Successful Companies Build Winning Reputations 32–35 (2004) (discussing “perceptual and social assets”); Jackson, supra note 31, at 56; Paine, supra note 17 (discussing numerous payoffs including increased market share, acquisition of ideas and talent, and diminished costs for activities such as funding, marketing, and recruiting). See generally Ronald J. Alsup, The 18 Immutable Laws of Corporate Reputation 17 (2004); Charles J. Fombrun, Reputation: Realizing Value from the Corporate Image 1 (1996).
173. See Jackson, supra note 31, at 25–35.
174. Ross, supra note 32, at 8.
govern multinational enterprises and their global supply networks.\textsuperscript{176} They regulate the impact multinational companies and markets have on human rights practices, labor conditions, environmental sustainability, and community development, particularly in less developed countries.\textsuperscript{177} In the past, businesses and their leaders sought to cure social ills at the local level through philanthropic initiatives.\textsuperscript{178} Unlike local community philanthropy, however, CSR has become increasingly transnational in its reach due to the social contract for multinational business.\textsuperscript{179}

\textbf{A. Background on Civil Regulations}

Along with the growth of CSR, a surge of public interest advocacy, spearheaded by nongovernmental organizations (“NGOs”) and regulators, calls for the introduction of enforceable instruments to support supervision of social responsibility and corporate accountability.\textsuperscript{180} Among the mechanisms to be employed are public monitoring campaigns and litigation targeting multinational enterprises over human rights and workplace violations, as well as promulgation of “soft” law norms.\textsuperscript{181} The goal is to increase businesses’ involvement with CSR.\textsuperscript{182} To that aim, civil society groups step in to pressure businesses and hold them accountable.\textsuperscript{183}

\begin{itemize}
\item \textsuperscript{177} See id. at 262.
\item \textsuperscript{178} See, e.g., Robert H. Bremner, \textit{American Philanthropy} 45, 123 (1st ed. 1960) (noting that philanthropy occurred on the local, community level).
\item \textsuperscript{179} See Donaldson & Dunfee, supra note 12, at 15 (discussing the European social contract).
\item \textsuperscript{182} See Parker, supra note 181, at 207, 215–16.
\item \textsuperscript{183} See generally Winston, supra note 48.
\end{itemize}
Civil regulations differ from customary methods of business self-regulation in several ways. First, the regulations promote a variety of public interests, not just the interests of companies or industries. Second, unlike established modes of business self-regulation, civil regulations arise in reaction to the society’s expectations with respect to businesses. Society’s expectations, in turn, are driven by activists who expose corporations’ breaches of their CSR, or, in terms of the ISCT, breaches of the “terms” of the social contract. Finally, unlike conventional business self-regulation, civil regulation is more apt to engage nonbusiness constituents in processes that are pertinent to civil society. In sum, the regulations establish nonstate mechanisms for governing transnational companies and markets.

1. The Global Public Domain

The growth of global civil regulation serves as an interface between multinational corporations and private governance. The rise of such regulation is connected to the emergence of a new global public domain. Comprised of both private and public participants, the global public domain is a forum for discussion, debate, and activism regarding the creation of “global public goods.” In the context of global environmental and social responsibility, cooperation between multinationals and civil society institutions presupposes delineation of the scope of those responsibilities. Many of the entities comprising the global public domain are NGOs. NGOs are mainly headquartered in North America and

184. See Vogel, supra note 176, at 263.
185. See id. at 262–63.
186. See generally Donaldson, supra note 141.
187. See Vogel, supra note 176, at 263.
188. Robert Falkner, Private Environmental Governance and International Relations: Exploring the Links, GLOBAL ENVTL. POL., May 2003, at 72, 79.
189. See Ruggie, supra note 55, at 499–531.
191. See id. 113–15; see also Ronnie D. Lipschutz, From Local Knowledge and Practice to Global Environmental Governance, in APPROACHES TO GLOBAL GOVERNANCE THEORY 259, 261 (Martin Hewson & Timothy J. Sinclair eds., 1999).
192. NGOs are turning increasingly global, as illustrated by the fact that over 1,000 of them have memberships comprised from three or more countries. See Shaughn McArthur, Global Governance and the Rise of NGOs, ASIAN J. OF PUB. AFF. 54, 60 (2009). NGOs are also becoming highly influential global agents. See id. Although a significant amount of NGO efforts have been directed toward public institutions and policies, in recent years, they have been seeking more and more to gain sway over practices of companies, industries, and markets as well. See Caroline Harper, Do the Facts Matter? NGOs, Research,
They scrutinize and try to gain sway over an array of transnational business practices. There are, however, other actors in the global public domain that exert influence on corporate accountability. Consumer organizations, environmental and sustainability groups, human rights advocates, labor unions, religious affiliations, student associations, social and ethical funds, and socially oriented institutional investors, are all part of the global public domain.

2. Scope and Magnitude of the Regulations

The quantity and span of global civil regulations grew substantially throughout the 1990s. Private regulations that specify standards for responsible business conduct are in place for nearly all global industry sectors and internationally traded products or services. Currently,
approximately 300 products or industry codes are enacted. Many of these codes speak to environmental or employment practices. Multiple codes regulate a significant number of different products and sectors. Many companies periodically report their environmental and social practices. A large number of these companies have formulated their own codes while also subscribing to additional industry and cross-industry codes of conduct. For example, The United Nations Global Compact, which is the biggest private business code, boasts over 3,500 corporate signatories, spanning six continents. The number of major global financial institutions signing the United Nations Principles for Responsible Investment more than doubled to reach 381 in 2008, representing assets of $14 trillion.

As previously noted, the growth of civil regulations has resulted from civil society’s increased expectations for CSR. Self-regulation and voluntary compliance have grown up within the global business framework. A variety of self-regulation tools are available to assist

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198. Vogel, supra note 176, at 262.

199. See id.

200. See id.

201. See id.

202. See id.

203. See generally U.N. GLOBAL COMPACT., CORPORATE CITIZENSHIP IN THE WORLD ECONOMY (2008), available at http://www.unglobalcompact.org/docs/news_events/8.1/gc_brochure_final.pdf. Among them are BP, Cisco Systems, Daimler Benz, Deloitte-Touche, DuPont, Hewlett-Packard, Novartis, Royal Dutch Shell, Unilever, and Volvo. The Compact contains 10 principles that aim to advance human rights and worker rights, protect the environment, and reduce corruption. Firms wishing to join the Compact submit a letter of intent from the CEO and consent to publish in annual reports or similar communications an account of the ways they are lending support for the Compact. The objective is to merge principles of the Compact into a company’s business culture, strategy, and day-to-day undertakings.


205. See generally Ruggie, supra note 55, at 499–531.

206. See ZADEK, supra note 25, at 122.

207. Voluntary compliance takes various forms, but they are mainly best practices, codes of conduct, environmental and social management systems, performance standards,
firms in their commitments to corporate social responsibility. As the discussion below illustrates, these tools are used within the context of accountability regimes, which are principally linked to the firms’ reputations. Thus in the context of reputational capital, the private sector is equipped with instrument to manage and regulate business conduct. This regulation seeks to reduce the degree of environmental and social risk that firms’ actions otherwise cause.

B. Characteristics of Civil Regulations

Unlike traditional top-to-bottom relations established by governmental authority, no clearly established hierarchy exists among the various agents exerting influence on international commercial society within transnational civil regulation. For the past several decades, globalization has transformed the landscape of international civil and business regulations. The polyphonic view has finally caught up with corporate labeling and certification schemes, rating agencies, sustainable monitoring, reporting transparency, and disclosure guidelines. Barricades and Boardrooms, supra note 49, at 27–30.

208. See EU Green Paper, supra note 48, at 6.
209. See Ronnie D. Lipschutz, supra note 191, at 259, 261. Nevertheless, significant connections remain between civil regulations and conventional ‘hard’ legal regimes. See Kenneth W. Abbott & Duncan Snidal, The Governance Triangle: Regulatory Standards Institutions and the Shadow of the State, in THE POLITICS OF GLOBAL REGULATION 44, 48 (Walter Mattli & Ngaire Woods eds., 2009). For example, civil regulations adopted by private enterprise tend to incorporate host countries’ domestic legal norms. See id. at 49. Moreover, many private regulatory initiatives result from regulatory standards promulgated by intergovernmental organizations, such as the International Finance Corporation of the World Bank, the International Labor Organization, and the Organization for Economic Cooperation and Development. Id. at 44. Further, the United Nations and the European Union, along with the governments of Austria, Belgium, France, Germany, Great Britain, and the United States, have all been involved in promoting the establishment of global industry codes of conduct. See K. J. Holsti, Governance Without Government: Polyarchy in Nineteenth-Century European International Politics, in GOVERNANCE WITHOUT GOVERNMENT: ORDER AND CHANGE IN WORLD POLITICS 30, 55–56 (James N. Rosenau & Ernst-Otto Czempiel eds., 1992).

governance. That, together with the advent of CSR, reveals the private sector’s intensifying influence on public policy and regulation. Scholars have noted that the regulatory power of the state is undergoing extensive decentralization under the influence of globalization. Accordingly, blends of state and market, public and private, and traditional and self-regulatory institutional structures, characterized by alliances built among nation-states, NGOs, and business enterprises, are replacing the traditional mode of top-to-bottom hierarchical regulation.

Public policy once created and enforced through official regulatory organs, such as environmental boards and employment nondiscrimination panels, is being handled by means of dialogue, negotiation, and cooperation between the public and private sectors. Consequently, global business regulatory instruments are undergoing transformation. Global business regulation is no longer restricted to administrative and legislative activity. It encompasses market-oriented agents that impose business disclosure, monitoring, reporting, and transparency requirements, backed with reputational sanctions to address business misconduct.


C. The “Triangular” Nature of Authority

Civil regulation is comprised of market-based, nonstate, and private regulatory structures.219 These components govern the behavior of transnational enterprises along with their global supply networks.220 One of the chief characteristics of civil regulation is that its enforcement, governance, and legitimacy do not rest on traditional institutions of public authority.221 Whereas, traditionally, corporate governance was shaped by substantive law promulgated by governmental authority, today’s transnational businesses function within a new slate of authorities.222 Areas of authority traditionally reserved to government are now shared with nonstate authorities.223

Civil regulations ordinarily function alongside nation-states, not from within.224 Thus, as opposed to hard law, civil regulations are the product of “soft law,” or private law, rather than of nation-states’ legally enforceable norms.225 In that sense, companies subject to a multitude of civil regulations face reputational rather than legal penalties.226 The advent of soft-law’s regulatory influence outside nations’ regulatory schemes has empowered transnational nonstate actors.227 The result is that the private sector has a much more prominent public role, and private authorities have a growing role in transnational economic regulation.228 Corporations increasingly form a part of an emerging global public domain. Civil regulations, however, do not supplant nation-states. Instead, they institute

219. Cutler, Haufler & Porter, supra note 4, at 3; see Scholte, supra note 20, at 19.
220. See sources cited supra note 219.
221. See sources cited supra note 219.
222. See Cutler, Haufler & Porter, supra note 4, at 4–18; Scholte, supra note 20, at 19.
225. See id. at 226–27.
governance systems within wider global structures of “social capacity and agency” where none existed before.⁴⁲⁹ The advent of civil regulation spells the emergence of what some scholars term a global “governance triangle,” wherein nation-states are but a single source of global regulatory authority.⁴³⁰

The notion of governance without government made its debut in the scholarly literature during the 1990s.⁴³¹ Its debut, precipitated by economic globalization, highlighted the changes that globalization caused in the governance structure of international society.⁴³² The term “governance” came to be used to refer to self-organizing systems that stand alongside the hierarchies and markets that comprise government structures.⁴³³ Global governance, in turn, refers to the expansion of the sphere of influence of governing structures to entities beyond nation-states that do not possess sovereign authority.⁴³⁴ Governance and government are in fact two logically distinct notions. Governance connotes a process founded on absence of centralized international governmental authority. Ideally, “global governance” undertakes the role within the international realm that governments assume within the nation-state.⁴³⁵

D. Forms of Civil Regulations

The growth of corporate social responsibility reveals the emergence of novel global governance mechanisms and business civil regulations.⁴³⁶ Global companies are deploying a variety of devices to propagate principles for responsible business conduct.⁴³⁷ These may be categorized as follows: (1) self-regulation—voluntary mechanisms taken on individually in the market; (2) inter-firm cooperation—voluntary tools established

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⁴²⁹ See Ruggie, supra note 55, at 519.
⁴³⁰ See Abbott & Snidal, supra note 209, at 44–50.
⁴³² See id.
⁴³⁶ See Cutler, Haufler & Porter, supra note 4, at 20.
⁴³⁷ See Laura Albareda, Corporate Responsibility, Governance and Accountability: From Self-Regulation to Co-Regulation, 8 CORP. GOVERNANCE 430, 430 (2008).
cooperatively between firms and business associations; and (3) co-regulation and multi-stakeholder partnerships—voluntary mechanisms developed collaboratively with other entities, such as public-private and hybrid partnerships (governments, international organizations, NGOs, trade unions, and governments).

1. Voluntary Self-Regulation

Numerous large, global companies institute their own codes of conduct that aim to regulate their operations worldwide. One example of voluntary self-regulation is the Leon Sullivan Foundation’s promulgation of the Global Sullivan Principles of Social Responsibility (the “Principles”) in 1999. The Principles encompass a breadth of CSR concerns, such as: employee freedom of association, health and environmental standards, and sustainable development. Fortune 500 companies are now motivated to adjust their internal practices to comply with the standards found within the Principles.

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238. See id. at 435–36.
239. See, e.g., Gene R. Laczniak & Jacob Naor, Global Ethics: Wrestling with the Corporate Conscience, Bus., July—Sept. 1985, at 7 (discussing the examples of Allis Chalmers, Caterpillar Tractor, Chiquita Brands International, Medtronic, and S.C. Johnson). While there are firms that do not have comprehensive codes addressing their international operations, many adopt codes that include sections that speak to foreign practices. Id. For instance, Northrop Grumman Corporation’s “Standards of Business Conduct” contains an “International” segment. Northrop Grumman Corporation, Standards of Business Conduct, at 10, http://www.northropgrumman.com/pdf/noc_standards_conduct.pdf (last visited Sept. 20, 2009). The section reads, in relevant part:

Employees and consultants or agents representing the company abroad or working on international business in the United States should be aware that the company’s Values and Standards of Conduct apply to them anywhere in the world. Less than strict adherence to laws and regulations that apply to the company’s conduct of international business would be considered a compromise of our Values and Standards of Conduct. Id.

241. The objectives of the Principles are to support economic, social, and political justice by firms wherever they conduct operations; to advance human rights and to promote equality of opportunity at all levels of employment, including racial and gender diversity on decision-making committees and boards; and to train and advance disadvantaged workers for technical, supervisory, and management opportunities. Id.
In 2005, the Global Business Standards ("GBS") Codex was published by a group of scholars.243 Intended “as a benchmark for [firms] wishing to create their own world-class code,” the GBS Codex set forth eight principles shared by five well-known codes that are embraced by the world’s largest companies.244 Incorporated in the principles were standards in the following categories: citizenship, dignity, fairness, fiduciary, property, reliability, responsiveness, and transparency.245 Individual corporate codes of conduct usually contain an amalgamation of prudential, technical, and moral norms, declared as general principles.246 Critics point to the various codes’ failures to include enforcement sanctions and failures to emphasize profit maximization.247 Yet corporations increasingly specify criteria such as “profitability” and “shareholder interests” in their mission statements.248 Nevertheless, they also affirm that corporate responsibility for “stakeholder interests” means considering both community interests and sustainability.249


244. Id. at 124–25.

245. See id. at 125.


247. WALDMANN, supra note 246, at 65 (discussing the need to emphasize profit); James E. Post, Global Codes of Conduct: Activists, Lawyers, and Managers in Search of a Solution, in GLOBAL CODES OF CONDUCT: AN IDEA WHOSE TIME HAS COME 103, 111 (Oliver F. Williams ed., 2000) (expanding on the lack of enforcement criticism).

248. Broadhurst, supra note 42, at 89.

249. The credo of Johnson & Johnson, for instance, is particularly noteworthy:

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers’ orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment,
2. Inter-Firm and Cross-Industry Cooperation

As key agents in the global economy, transnational firms wield enormous clout to influence economic activities. Firms utilize various instruments to influence global civil society. Among the more significant mechanisms are inter-firm and cross-industry cooperative instruments. These instruments are developed through CSR business associations, which formulate strategies for concerted action in the form of self-regulating proposals within the private sector. These nongovernmental associations of businesses promote the dissemination of best business practices. They seek to establish universal, uniform standards to combat a wide range of practices including apartheid, conflicts of interest, deception, discrimination, embezzlement, executive compensation, fraud, forgery, genocide, insider trading, the misuse of pension funds, slavery, theft, and corruption. Business associations serve as forums for corpo-

development and advancement for those qualified. We must provide competent management, and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must be good citizens—support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.


251. See Albareda, supra note 237, at 435–36.
252. See id. at 434.
254. For example, Business for Social Responsibility runs programs including business ethics, the workplace, the marketplace, the community, the environment, and the global economy. See BSR, How We Work, http://www.bsr.org/about/how-we-work.cfm (last visited Sept. 12, 2009).
255. For example, the Caux Round Table, headquartered in Switzerland, has adopted an international code for multinational firms in Europe, North America, and Japan. The Code identifies five basic principles which, as statements of aspirations for business lead-
rate leaders to discuss and agree on a CSR plan. This entails creation of consolidated private rules, standards, and management instruments, all in the absence of legally enforceable “hard” sanctions. The associations often serve as a means for collective exertion of pressure, in order, for instance, to defend the corporations’ positions before national governments and international organizations, such as the European Union and the United Nations. As such, business associations serve as an interface between public and private authorities.

Joining cooperative regulations is a wise business tactic for companies whose social or environmental practices have been targeted by activists. Whereas implementing higher environmental or social standards normally increases costs, attracting the competition to follow suit levels the playing field. At least in theory, industry and cross-industry standards inhibit companies from competing with each other. In their absence, firms would engage in a “race to the bottom” by adopting less rigorous protections for employees or the environment. Similarly, civil regulations help companies to assist each other in establishing best practices. They also assist with communication and implementation of operational upgrades recommended by civil society. It is noteworthy that NGOs’ participation in civil regulations accords a higher degree of legitimacy than obtained by codes of conduct authored by individual companies.


256. See Albareda, supra note 237, at 433.
257. For example, the “WBCSD defended a voluntary approach before the United Nations; CSR Europe did the same before the European Commission, [the executive branch of the European Union], and individual European governments, and BSR has done the same with the United States government.” Id. at 435.
258. Although typically underwritten by corporate contributions, inter-firm initiatives sometimes obtain financial backing from international organizations. Id. at 436 (noting contributions from European Union, various national governments, and the United States).
259. See Sethi & Sama, supra note 169, at 89.
261. See Broadhurst, supra note 42, at 95–96.
262. See id. at 97.
This partnership increases the credibility of a company’s commitments to corporate social responsibility.\textsuperscript{264}

Moreover, transnational enterprises often follow their industry peers to implement comparable procedures and norms.\textsuperscript{265} This “follow the leader” dynamic spreads managerial protocols, global CSR undertakings being among them.\textsuperscript{266} Hence, if an industry leader consents to a code of practices, its industry peers typically follow suit.\textsuperscript{267} This trend also works across sectors.\textsuperscript{268} Indeed, the rise of civil regulations among global companies and industries has provided its own impetus as market participants wish to avoid losing reputational capital.\textsuperscript{269}

Lastly, even ill-intended modifications in standards often have a substantial and lasting impact on business practices.\textsuperscript{270} CSR-type initiatives that originate as mere symbolic gestures or efforts at appeasement may well acquire legitimacy among global civil society.\textsuperscript{271} In today’s increasingly transparent global economy, staffing a CSR office, sending out an annual CSR report, combining forces with NGOs, signing on to voluntary industry codes, and having a chief reputation officer are all becoming standard operating practices for management at global companies that attract high visibility.\textsuperscript{272}

3. Co-regulation and Multi-Stakeholder Partnerships

Together with self-regulation instruments, transnational firms are increasingly implementing various CSR mechanisms and civil regulations geared to a number of collaborative regulatory arrangements.\textsuperscript{273} They arise out of crossbreed devices originating with civil society bodies and

\begin{itemize}
\item \textsuperscript{264} See O’Rourke, supra note 263, at 125.
\item \textsuperscript{265} See generally Marvin B. Lieberman & Shigeru Asaba, Why Do Firms Imitate Each Other?, 31 ACAD. MGMT. REV. 366, 366–75 (2006).
\item \textsuperscript{266} See id. at 366.
\item \textsuperscript{267} See Broadhurst, supra note 42, at 97.
\item \textsuperscript{268} See id.
\item \textsuperscript{269} See Alison Maitland, Industries Seek Safety in Numbers, FIN. TIMES (Special Report), Nov. 25, 2005, at 1. The headline by the author here is ostensibly intended as a quip.
\item \textsuperscript{270} See Lieberman & Asaba, supra note 265, at 366.
\item \textsuperscript{272} See generally Emerging Norm, supra note 271, at 1431 (discussing the relationship between corporate social responsibility and human rights movement).
\item \textsuperscript{273} See Albareda, supra note 237, at 435–36.
\end{itemize}
business associations. For example, some civil regulations and civil regulatory bodies have been instituted with the backing of trade unions, inter-state organizations, or governments. Nevertheless, nation-states have not insisted on enforcing the regulations, which, after all, are not compulsory. Instead, states have mainly played the role of intermediaries. They help companies and, in some instances, NGOs and labor unions, to reach a consensus on mutual standards. Such multi-stakeholder initiatives amount to public-private systems of co-regulation.

Business-NGO cooperative arrangements have emerged over the past several years. There is a significant variety among these cooperative arrangements. In addition, an array of regulatory bodies is undertaking multi-stakeholder projects such as the Ethical Trading Initiative that
seeks to promote compliance with labor guidelines within the context of business supply chains.\(^{283}\)

The growth of these arrangements has given corporations a role in global public policy networks.\(^{284}\) Global public policy networks are coalitions linking civil society organs, firms, government agencies, international organizations, NGOs, professional associations, and religious groups.\(^{285}\) Companies that join global public policy networks commit to dialogue with other stakeholders to devise ethical standards.\(^{286}\) Their objective is to establish monitoring mechanisms for firms, so as to improve accountability.\(^{287}\) The formation of global public policy networks takes place on three levels: (1) establishment of standards, (2) development of regulatory structures, and (3) creation of assessment and enforcement systems.\(^{288}\)

For example, the Global Reporting Initiative is a partnership of the Coalition for Environmentally Responsible Economies (“CERES”) and the United Nations Environmental Program (“UNEP”), linking firms, governments, the media, NGOs, and professional associations in order to establish uniform reporting standards to assess the organizations’ environmental and social impact.\(^{289}\) Signatory firms agree to observe CERES principles and to preserve and protect the environment at levels exceeding what local law mandates.\(^{290}\) Every five years, CERES conducts an independent audit to certify that signatory companies are in compliance with the principles.\(^{291}\)

As for Western NGOs, many of them deem co-regulation initiatives an effective way to influence trends in transnational corporate conduct.\(^{292}\) Altering procurement protocols of corporate giants such as Carrefour,
Tesco, and Wal-Mart can obtain more substantial environmental and social results than enacting even massive quantities of national regulations. Although some NGOs stress strategies that “name and shame” multinational corporations, others opt to combine forces with companies and industry associations to establish voluntary standards and take an active part in their enforcement. The NGOs’ forming of coalitions with transnational companies has been instrumental to the creation, legitimacy, and efficacy of civil regulations.

A number of Western governments, particularly those in Europe, are supporting civil regulations. The European Union has offered substantial support for global CSR. Some European governments implicitly endorse CSR by demanding that firms trading on their stock exchanges distribute annual reports detailing environmental and social performance. Additionally, public pension funds are either encouraged or, at times, required to take firms’ environmental and social track records into account in choosing investments. Moreover, some governments grant preferences for privately certified merchandise pursuant to their procurement policies.

Various features of civil regulation resemble characteristically European attitudes toward business regulation. That is, the European Union, along with a number of European governments, lean heavily on voluntary agreements and soft-law, often turning to nonstate actors to formulate regulatory standards. In the eyes of some European governmental


298. See id. at 336.

299. See id. at 337.

300. See, e.g., MICHELINE EGAN, CONSTRUCTING A EUROPEAN MARKET 263 (2001); Christopher Ansell & David Vogel, The Contested Governance of European Food Safety Regulation, in WHAT’S THE BEEF?: THE CONTESTED GOVERNANCE OF EUROPEAN FOOD SAFETY 8–9 (Christopher Ansell & David Vogel eds., 2006); Jan Willem Biekart, Negotiated Agreements in EU Environmental Policy, in NEW INSTRUMENTS FOR
authorities, endorsing global civil regulations is a convenient way of assuaging home-country activists and trade unions that may well be antagonistic to globalization and the immense political sway held by multinational companies.\textsuperscript{301} This, however, does not grant nation-states sole regulatory authority over firms operating in their territories. Thus one notable benefit of civil regulations as a mechanism of global business regulation is that their terms are outside the World Trade Organization’s (“WTO”) purview, as the WTO’s regulations have force only if accepted by national governments.\textsuperscript{302} Whereas the WTO deems government-mandated eco-labels to constitute potential trade barriers, private product certifications and labels do not have that status.\textsuperscript{303} Similarly, whereas companies could require global suppliers’ compliance with environmental rules and labor standards as a prerequisite for transacting business, governments typically may not condition market access upon such requirements.\textsuperscript{304}

In the case of co-regulation and multi-stakeholder partnerships, CSR’s focus shifts away from voluntariness and toward accountability backed by enforcement mechanisms.\textsuperscript{305} Accordingly, public accountability mechanisms for private actors constitute a centerpiece of the emerging global governance paradigm.\textsuperscript{306} As illustrated below, such emerging governance networks are “held in orbit” around the notion of reputational

\begin{footnotesize}
\textsuperscript{301} See Institutional Emergence in an Era of Globalization, supra note 282, at 337.


\textsuperscript{303} See Organisation for Economic Co-operation and Development [OECD], Informing Consumers of CSR in International Trade, ¶¶ 44–46, June 28, 2006.

\textsuperscript{304} See Vogel, supra note 176, at 264–65.

\textsuperscript{305} See Utting, supra note 281, at 381.

\textsuperscript{306} See id. at 383–86.
\end{footnotesize}
capital. Reputational sanctions and rewards linked to global firms’ most valuable asset (reputational capital) therefore constitute an emerging mode of accountability in global governance. Global firms utilize corporate legitimacy management to shift the role of businesses in society at large. Meanwhile, multi-stakeholder initiatives provide the forum for a dialogue between business and society—a dialogue that is required for accountability mechanisms to work. Moreover, involvement in co-regulation and enforcement of multi-stakeholder devices is connected with the new idea of corporate citizenship, or what has been termed “political activism.” Through these devices, citizens can participate in dialogue with, and can influence, the conduct of businesses in the environmental and social spheres.

E. Why Global Businesses Adopt Voluntary Regulations

1. Protecting Reputations

To a significant extent, the growth and influence of civil regulations is attributable to the rise of global brands. The pervasiveness of branding means that companies are becoming increasingly vulnerable to attacks on their reputations in consumer, labor, and financial markets. Moreover, firms’ reputations are susceptible to technological advancements in communication via broadband internet, coupled with the advent of decentralized and globally available media, such as Facebook, YouTube, and Twitter, to name a few, as well as the proliferation of inexpensive voice and text communication via wireless handheld devices. Such

307. Id. at 384 (discussing the relationship between rewards and penalties on accountability and performance); Ross, supra note 32, at 8 (arguing that managing reputation requires awareness of stakeholder’s opinion and the capacity to respond); see Jackson, supra note 31, at 35–38 (explaining that the market rewards or sanctions corporate deeds and misdeed).
310. See generally Virginia Hauffer, Self-Regulations and Business Norms: Political Risk, Political Activism, in PRIVATE AUTHORITY AND INTERNATIONAL AFFAIRS 199, 199 (A. Claire Cutler, Virginia Hauffer & Tony Porter eds., 1999) (arguing that corporate behavior is guided by principles and norms beyond profit maximization).
technologies subject companies to attack by blogs, spoofs, e-mail campaigns, parasites, and other protest campaigns. This technology has made it easier for activists to obtain and disseminate information concerning business conduct at the speed of light around the globe. Thus, inability to hide, literally and figuratively, in a distant part of the world has made reputation a valuable commodity.

Consequently, the bulk of civil regulations emerge as a result of citizen campaigns aimed at specific business behavior, enterprises, or industry sectors. The number of such campaigns has gradually increased over the past two decades. They address workplace conditions, fair wages, child labor, agricultural worker compensation, sustainable forestry practices, corruption, environmental preservation, and human rights. Such campaigns to “name and shame” corporate character have targeted prominent companies including Citibank, Exxon, Levi-Strauss, Monsanto, Nike, Royal Dutch Shell, The Gap, Nestlé, Rio Tinto, Starbucks, Union Carbide, and Wal-Mart. The assault on corporate character through modern media, reaching audiences globally, has pressured transnational companies to behave with increased responsibility.

The combination of two trends, in CSR and firms’ building and preservation of their reputational capital, has manifested in a nascent framework of global governance. The movement has led companies to develop environmental and social standards and to formulate strategies that impact their supply chains. Additionally, companies have begun to reconfigure as “relational corporations,” from “vertical” to “flat” and from domestic to international. They have also begun to transition

313. See sources cited supra note 312.
316. Vogel, supra note 176, at 268
317. See generally supra notes 310–315 and accompanying text.
318. See Kracher & Martin, supra note 308, at 62; see also Bartley & Child, supra note 315.
319. See Kracher & Martin, supra note 308, at 59; see also O’Rourke, supra note 263, at 121–22, 124 (discussing the role of the media in successful campaigns by NGOs against companies, specifically by the foreign press and international NGOs in the anti-sweatshop market campaign against Nike).
320. See Vogel, supra note 176, at 268; see also Scholte, supra note 20, at 19.
321. See Lozano, supra note 131, at 60–63.
away from managing relationships and toward building relationships. Moreover, in cooperation with civil society actors, firms continue to implement settled transnational, environmental, and social regulation standards, which substantially impact the firms’ reputations.

2. Breakdown in Global Governance

Over the last twenty years, globalization has transformed the world economic landscape. The situs of manufacturing has moved from industrialized nations to developing nations. In addition, global corporations’ production and supply chains transcend national borders more than ever. The bulk of transnational commerce occurs among firms or inter-firm networks. The rise of global civil regulation has, in significant measure, resulted from the recognition that globalization dampens the ability of national legal authorities to effectively regulate global companies and markets. Hence, it has been observed that, although some multinational firms are as powerful as some small nation-states, they are less accountable.

While state and international business regulations are still growing in range and degree, today’s global economy, while highly integrated, is plagued by regulatory breakdown. The multinational nature of global manufacturing strains national governments’ abilities to control economic activity outside of, and straddling, their own territories. National and global regulatory frameworks will remain dangerously ineffective so long as national governments and global companies alike are incapable of controlling, or ill-disposed to control the international trade’s envi-

322. See id.
323. See ZADEK, supra note 25, at 66.
325. See CARROLL & BUCHHOLTZ, supra note 29, at 395 (noting the trend that jobs follow manufacturing).
326. See RICHARD T. DE GEORGE, COMPETING WITH INTEGRITY IN INTERNATIONAL BUSINESS 78–79 (1993); DONALDSON, supra note 5, at 30-35.
327. See generally sources cited supra note 324.
328. See Vogel, supra note 176, at 266.
331. Abbott & Snidal, supra note 209, at 44.
environmental and socioeconomic externalities. Yet, the rise of civil regulation does not signify an outright replacement of state regulation. Rather, it signifies an attempt to expand regulation to a broad array of transnational corporate conduct that remains difficult to regulate via purely national mechanism.332 The advent of novel types of public civil regulation has resulted in reputational accountability, complementing nation-states’ regulations that have proven inadequate in the era of globalization.333

IV. REPUTATIONAL ACCOUNTABILITY MECHANISMS

As a result of major industry scandals, coupled with the recent global financial meltdown, and motivated by accountability principles, corporate management is implementing ethical, transparency, and disclosure standards.334 The following discussion aims to highlight the need for global corporate governance to recognize the crucial role of the rule of reputation. The need to adopt voluntary civil regulations is especially strong for firms operating in the global environment. The traditional concept of legal accountability is distinguishable from the emerging concept of reputational accountability. As will be shown, the latter is especially intricate since it entails multifaceted components of accountability. This section will illustrate how the reputational capital model of corporate governance influences managerial decision-making—namely, how managers seek to accommodate the burgeoning demands for reputational accountability under the emerging regime of civil regulations.

A. Legal Accountability

Legal accountability simply means that normative regulatory standards are enforceable.335 Compliance with black-letter legal rules creates a presumption of validity in the eyes of judicial tribunals or quasi-judicial forums.336 The notion of legal accountability stems from the rule of law...
maxim.\textsuperscript{337} A vast body of civil and criminal law has developed to hold non- and for-profit institutions legally accountable.\textsuperscript{338} In the international arena, the WTO Dispute Settlement System, the Hague International Criminal Tribunal for the Former Yugoslavia, the International Criminal Tribunal for Rwanda, and the International Criminal Court, are just some of the institutions that enforce “hard” international law.\textsuperscript{339} Of course, an actor’s failure to comply with law will typically trigger reputational sanctions as well; and compliance may provide for its own reputational rewards.\textsuperscript{340}

Similar to the early international law phenomena, civil regulations, absent hard enforcement mechanisms, function as mere normative stan-
Corporations comply with soft law in order to protect their intangible reputational assets; it is not that they are deterred by enforcement sanctions. Arguably, a regime of global civil regulations and the accompanying rule of reputation comprise an integral part of both the domestic and international rule of law. They are, however, often ignored by commentators because they are only backed by reputational sanctions, the nature and extent of which are not always fully appreciated. To fully account for the ontology of civil regulation and actors’ compliance internationally, the concept of reputational capital must be incorporated into our current thinking about corporate governance. A deeper inquiry into the various sources of soft law, however, reveals its intricacy and complexity. Global civil regulations embody a compromise among private and public entities. Rather than imposing cost of compliance with formal regulation, civil regulations encourage corporations to examine their conduct and guide it by means of voluntary self-regulation. Global civil regulations are continually undergoing an organic evolution, yet national law depends on its institutions to act, which takes longer.

### B. Reputational Accountability

From the standpoint of the conventional rule of law maxim and its experience, voluntary CSR seems utterly inadequate. That is, CSR is de-

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345. The sources of law applied and enforced by courts of law are generally understood by both legal practitioners and scholars. But what sources of “soft law” are applied by reputational accountability-holders? Consider the famous dictum that the task of jurists is to prophesy what courts will do. See Oliver Wendell Holmes, *The Path of the Law*, 10 HARV. L. REV. 457, 457–58 (1897). This so-called “predictive theory” of law helps us understand the nature of the “soft law” of accountability holders. “The idea is that the law [of soft law] resides in the actual judgment given, not in any crisp preexisting formulation in a statute or case precedent.” Jackson, supra note 31, at 38. The challenge for firms is to forecast what these (non-legal and unelected) accountability-holders expect. Id.
centralized, it carries conflicting norms, it is run by bureaucrats, and there are no hard sanctions for noncompliance. The concept of reputational accountability offers an explanation for how the enforcement of civil regulations makes global firms more accountable. Accountability means that actors may ensure that other actors also follow standards, and may apply sanctions for noncompliance with those standards. In the context of global corporate governance, civil regulations that impact a firm’s reputational capital arguably represent the strongest sanctions, as a firm’s most valuable, albeit intangible, asset is its reputation.

1. Elements of Reputational Accountability

The process of corporate reputational accountability involves the following three components. First, reputational accountability presupposes the existence of civil regulations that hold companies accountable; thus, compliance is expected. Similar to the maxim that the law must be knowable—i.e., that it must be published by the State so that citizens can discover what rights and responsibilities are given or imposed upon them by law—civil regulations must also be a matter of common knowledge. Second, reputational accountability requires that “enforcement agents” possess relevant information about firms’ actions to evaluate...
compliance with applicable civil regulations.\textsuperscript{353} Thus, on the one hand, to be held accountable, firms must be aware of the expectations.\textsuperscript{354} On the other hand, enforcement agents must know by what standards to render an assessment of business conduct.\textsuperscript{355} Because accurate information is essential, some measure of transparency and dialogue among stakeholders appears to be a prerequisite for reputational accountability.\textsuperscript{356} Third, reputational accountability depends upon the existence of incentives for compliance.\textsuperscript{357} That is, enforcement agents must be able to impose reputational sanctions or reputational rewards.\textsuperscript{358} Of course, no worldwide government, democratic or otherwise, exists to provide wholesale regulation.\textsuperscript{359} Consequently, demands for corporate accountability are decentralized and, thus, diffused.

2. Enforcement of the Rule of Reputation

Whereas the concept of legal accountability derives its central meaning from the notion of the rule of law (ultimately upheld by courts), the concept of reputational accountability may be understood in terms of the rule of reputation. The rule of reputation is upheld by market participants that evaluate business conduct within several forums. For instance, the "Forum of Key Constituents" is especially significant for business enter-

\begin{enumerate}
\item Keohane, \textit{supra} note 32, at 362, 366.
\item See Ross, \textit{supra} note 32, at 11.
\item See id. at 5.
\item \textit{See Jackson, supra} note 31, at 150–52.
\item In the eyes of one commentator, what we are witnessing is a worldwide disfibration of traditional forms of representative democracy, alongside an overall mistrust of politics. \textit{See} Pierre Rosanvallon, \textit{Democracy Past and Future} 192–93 (Samuel Moyn ed., 2006). Replacing procedural representation by means of elections, alternative modes of representation are becoming prevalent within civil society, such as functional representation by experts, and ethical representation, asserted by social groups and NGOs. Such developments increase the number of political players, diffusing political legitimacy. “We are moving bit by bit to more disseminated forms of civil democracy,” \textit{id.} at 235, an “indirect democracy,” created by “whole congeries of efforts—through informal social movements but institutions too—intended to compensate for the erosion of trust by institutionalizing distrust.” \textit{Id.} at 238. Indirect democracy is engaged in the deployment of “mechanisms of oversight, the creation of independent institutions, and the formation of powers of rejection.” \textit{Id.} at 239.
\end{enumerate}
prises. “Key Constituents” are firms’ customers, employees, and investors, whose authority and control are exerted in transactions occurring in consumer, labor, and capital markets respectively. For example, individual investors as well as mutual funds may cease investing in companies whose practices or policies they find objectionable. Some pension funds shun securities of certain companies, often on the basis of criteria determined by their beneficiaries. Alternatively, investors may require higher interest rates on corporate bonds. Further, customers may decline to purchase the products produced by firms struck by negative publicity stemming from human rights violations, unfair labor practices, or environmental violations. It has been shown that consumers are willing to incur added costs, such as the cost of traveling greater distances, in order to punish retailers whose conduct they find egregiously unfair. Finally, those in employment markets may select among competing job offers on the basis of the prospective employer’s publicity and reputation.

Business partners and associates comprise another type of forum for the evaluation of conduct. This forum functions as a peer-driven reputational accountability network powered by the process of business partners’ reciprocal appraisals. Institutional lenders, for instance, use caution in scrutinizing their borrowers’ creditworthiness as well as that of their

361. See id. at 106–108.
362. The Council on Economic Priorities reports that there are three key factors accounting for escalation in social and ethical investing: (1) the existence of more reliable and more sophisticated data regarding corporate social performance than previously; (2) investment firms utilizing social criteria have a demonstrated track record, and it is not necessary for investors to sacrifice gains for principles; (3) the socially conscious generation of the 1960s is currently engaged in rendering investment decisions. See, e.g., First Affirmative Financial Network, LLC, Socially Responsible Investing (SRI) In the United States, http://www.firstaffirmative.com/news/sriArticle.jsp (last visited Oct. 12, 2009); see also Samuel B. Graves & Sandra A. Waddock, Institutional Owners and Corporate Social Performance, 37 ACAD. MGMT. J. 1034, 1034 (1994).
368. Grant & Keohane, supra note 335, at 35. “When standards are not legalized, we would expect accountability to operate chiefly through reputation and peer pressures, rather than in more formal ways.” Id.
partners’ borrowers. Business enterprises that are rated low by their peers are less likely to find willing business partners among them. These businesses find themselves in a strategic disadvantage and therefore tend to stagnate.

Next is the forum of public opinion, or the proverbial “court of public opinion.” Public reputational accountability means that members of civil society penalize companies by promulgating negative publicity. Lawmakers, courts, government regulators, fiscal watchdogs, journalists, competitors, licensing boards, rating agencies, and markets, all render judgments about the reputations of market participants. In fact, reputation constitutes a type of “soft power,” which has been characterized as “the ability to shape the preferences of others.” Companies with tarnished reputations find it hard to establish relationships, assert authority, or attract loyalty from others.

The Royal Dutch Shell scandal involving the Brent Spar and the Ogoni in Nigeria presents a vivid example of a company experiencing a reputational crisis as a result of its failure to comply with public social expectations and its neglect of both environmental and human rights standards. In 1995, Shell made plans to sink a large decommissioned oil buoy storage rig in the North Sea. It conducted an environmental impact assessment and gained approval from the government of Great Britain. Greenpeace activists challenged the proposed deep-sea dumping and alleged that Shell’s sinking the rig would cause serious environmental

370. Id. at 14.
371. Id.
372. Id. at 36.
374. See JACKSON, supra note 31, at 42, 45.
376. See JACKSON, supra note 31, at 15, 36.
378. See Graeme Smith, Precedent Feared as Shell Saves £34m: Atlantic Grave Approved for Giant Oil Installation, HERALD (Glasgow), Feb. 17, 1995, at 9.
damage. Shell disputed the claim on scientific grounds and maintained that sinking was the best available option. Since Shell refused to abandon its plans, Greenpeace, acting in front of television crews, surrounded the rig with small boats and even occupied it. Millions of protests erupted throughout Europe. In response to Greenpeace’s pressure and the boycotts, Shell abandoned its sinking strategy and towed the rig to a Norwegian fiord.

Reversing its original plan cost Shell considerable expense. In addition, when Shell failed in the same year to intercede to stop the execution of Ken Saro-Wiwa in Nigeria, voices worldwide expressed indignation. Saro-Wiwa, a writer, businessman, and political journalist, had organized the Movement for the Survival of the Ogoni People to take a stand against mounting problems with Shell and the government of Nigeria. Saro-Wiwa, along with nine others, was tried for the murder of four Nigerian officials, a fabricated accusation. Saro-Wiwa was not tried by a traditional court, but rather a special tribunal that refused to admit evidence of innocence. As the defendants were found guilty and sentenced to death, Shell stated that political issues were not their concern. Magazines and newspapers roundly called for punishment of Nigeria and Shell, the Sierra Club initiated a massive boycott campaign against the company, and celebrities advocated a U.S. oil embargo. Shell’s subsequent efforts to revive its reputation in the aftermath of the Spar and Nigerian scandals, while very expensive, were successful at

379. See id. at 9.
382. JACKSON, supra note 31, at 36.
384. In January 1998, after assessing a range of proposals, Shell opted to cut up the rig and turn it into a pier in Norway, costing the company approximately $42 million, over twice the cost of dumping the rig into the sea. See id.
385. JACKSON, supra note 31, at 36.
386. Eaton, supra note 377, at 269.
387. Id. at 270.
388. See id. at 270 (citing Paul Lewis, Nigeria Rulers Back Hanging of 9 Members of Opposition, N.Y. TIMES, Nov. 9, 1995, at A9).
389. See id. at 271 (citing Paul Lewis, Rights Groups Say Shell Oil Shares Blame, N.Y. TIMES, Nov. 11, 1995, at A6).
averting a public relations crisis, which could have been relentless.\footnote{391} By contrast, companies that achieve superior reputations within each of the above forums, enjoy a host of advantages.\footnote{392} In that sense, reputational accountability involves not just punishing firms but also rewarding them for their compliance with civil regulations and commitment to CSR.

C. Networks of Reputational Accountability

Reputational accountability in global economic governance is multifaceted. Global companies operate within networks of continuous relationships. Firms are linked with their customers, suppliers, and even rivals via strategic alliances.\footnote{393} When companies enter into arrangements with various parties, such as government regulators and special interest groups, they are in effect establishing “reputational networks.” These networks form a variety of channels of accountability, which are divided by and cover a range of topical areas. On the other hand, relationships involving international organizations typically establish sequences of accountability.\footnote{394} In addition, multiple intersecting accountability relationships exist when different groups of market participants, with potentially diverse interests, set out to hold other agents accountable for their behavior.\footnote{395}

In the modern business environment, companies confront manifold and frequently incompatible or contradictory reputational accountability demands.\footnote{396} Often it is not sufficient to meet the demands of shareholders and credit markets.\footnote{397} Moreover, it is not enough to comply with legal rules as law often lags behind rapidly evolving social norms.\footnote{398}

\footnote{391. See Eaton, \textit{supra} note 377, at 270–71; \textit{see also} sources cited \textit{supra} notes 386–89.}
\footnote{392. See \textit{JACKSON}, \textit{supra} note 31, at 13, 47, 59.}
\footnote{393. \textit{See id.} at 5.}
\footnote{394. In a common accountability sequence, an agent will be authorized by a given accountability relationship, and yet another such relationship will restrict it. Thus, the International Accounting Standards Board holds companies responsible for accounting practices, yet is itself accountable to the entities granting authority to it, namely the G-7 Finance Ministers and Central Bank Governors and the International Organization of Securities Commissions. \textit{See Keohane, \textit{supra} note 32, at 364.}}
\footnote{396. \textit{See Ross, \textit{supra} note 32, at 8, at 11–13.}}
\footnote{397. \textit{See id.} at 7–8.}
\footnote{398. \textit{CARROLL & BUCHHOLTZ, \textit{supra} note 29, at 41.}}
nesses, however, must remain mindful of their constituencies’—peers, the media, and advocacy groups—reactions to their actions. Various calls for reputational accountability concerning a firm’s conduct reveal conflicting expectations of outside observers.399

A reputational crisis can also rapidly spread to infect an extensive network. For example, the uncovering of accounting irregularities at the Indian outsourcing firm Satyam Computer Services, Ltd. led to immediate suspicion about the firm’s global auditor, PriceWaterhouseCoopers, and prompted a group of its clients, including Cigna, Citigroup, Coca-Cola, GlaxoSmithKline, Merrill Lynch, Nissan, Novartis, Pfizer, and State Farm Insurance to move their business away from the firm.400

D. Reputational Accountability is Dynamic

Mandates for reputational accountability undergo a constant process of change as activist campaigns are impermanent and public interest and attention are constantly shifting; in general, however, the bar continues to rise.401 For example, only a few decades ago, controversy regarding environmental and labor conditions was almost nonexistent, whereas today it is front and center.402 Those unable to forecast these shifts tend to lag behind the current norms.403 As far as reputational accountability is concerned, such lag may cause strategic problems.404 New laws and regulations may be enacted, the ire of civil society activists raised, or reputations sullied before managers implement remedial measures. Thus, a key

399. See generally JACKSON, supra note 31. For example, when U.S. West contributed to the Boy Scouts of America they were criticized by gay-rights activists. Id. at 109. Yet when Levi-Strauss ceased its funding of the Boy Scouts, they were attacked by many religious leaders. Id. Similarly, the retailer Dayton-Hudson donated to Planned Parenthood. Id. This led to anti-abortion demonstrators outside of the company’s stores. Id. The company reversed its stance and began contributing to anti-abortion groups instead. This move was met by pro-choice protesters’ denouncing the company for abandoning their cause. Id.


401. See CARROLL & BUCHHOLTZ, supra note 29, at 15–16.


404. For example, in the Financial Times 1997 annual survey of Europe’s most respected corporations, the Times cited the public criticism of Shell’s ethical behavior in connection with environmental and human rights issues as the main cause of the firm’s precipitous fall in ranking. BP Steals the Limelight from Shell, FIN. TIMES (Surveys edition), Sept. 24, 1997, at I-II.
motivation for companies to become industry leaders in building reputational capital is the need for additional insurance against reputational harm from negative publicity and pressures that may be detrimental to the company. In such instances, having a superior reputation may turn out to be a global company’s most valuable asset, albeit an intangible one.

E. Implications for Global Operations

To integrate the considerations of reputational capital into global corporate governance is to recognize the corporation’s reputation as a productive asset that generates capital, not only for the firm’s shareholders, but ultimately for a broad range of constituents. Of course, reputational capital goes unrecorded on corporate balance sheets. But creating shareholder value extends beyond capitalization on traditional balance sheet assets; it also entails leveraging value from the company’s reputational capital.

A firm will realize competitive advantage by correctly forecasting “new waves” of civil society’s expectations for responsible corporate conduct. Corporate officers must develop the ability to effectively reach consensus with key decision makers regarding new waves of demand for CSR. To become industry leaders in terms of CSR standards, corporations must implement internal ethical standards and focus on their visions, developing strategies to beat the competition. Having to define accountability requirements imposes a burden and diverts managers from profit-

405. See generally Joe Marconi, Crisis Marketing: When Bad Things Happen to Good Companies 26 (2d ed. 1997).

406. As one scholar writes:

[Companies that have built up a stock of reputational capital may enjoy an extra measure of goodwill in times of difficulty or crisis. This goodwill can cash out in varied and sometimes surprising ways—as other parties refrain from using their superior bargaining power, remain willing to forego costly and time-consuming formalities, or tolerate mistakes they would otherwise challenge.

Paine, supra note 17, at 49.

407. See Dowling, supra note 172, at 145; Fombrun & Van Riel, supra note 172, at 33; see also Fombrun, supra note 172, at 1; Jackson, supra note 31, at 1; Paine, supra note 17, at 49. See generally Alsop, supra note 172, at 1.

creating activity. If firms fail to comply with reputational accountability requirements, however, they may eventually face reputational sanctions. Still, over time, industry as a whole seeks to catch up with its leaders and innovators. At this point, no special advantage comes from compliance with the new norms. Nevertheless, the emerging global civil regulations function as sign-posts for corporations. Following their trends, firms may institutionalize norms to respond to their demands.

V. CRITICISMS AND REPLIES

On the one hand, the advent of global civil regulation and CSR has been hailed as a panacea to the unhealthy symptoms caused by the inability of nation-states to regulate internationally. For example, laws are often outpaced by rapidly developing technology. This often happens in technical fields, such as the supervision and regulation of risk in the banking industry. In this context, international industry leaders call for allowing institutions’ own risk models to participate in financial regulation.

On the other hand, while acknowledging the numerous positive aspects of self-regulation, critics contend that voluntary business regulations are intrinsically unable provide a comprehensive regulatory landscape, especially because transnational firms may evade regulation by relocating. Moreover, critics allege that civil regulations are too soft when it comes to regulating conduct as compared to the hard rule of law. For example, absent any adjudicative institution with multinational


412. See James, supra note 15, at 20.

413. See id.

414. See id.

415. See Lipschutz & Rowe, supra note 181, at 154, 167.

or international jurisdiction, it is difficult to obtain redress for human rights violations if the victim’s home state does not provide the same.417

In addition, conceptual difficulties arise to the extent that civil regulations amount to self-regulation and are voluntary codes that merely codify firms’ or their primary subjects’ responsibilities.418 A potential drawback is the perception that compliance with the codes is undertaken on a purely voluntary or discretionary basis.419 Nevertheless, logic dictates that responsibility for human rights, in their broad sense,420 stems from the fundamental maxim that people possess a bundle of human rights that may not be transgressed.421 Acknowledging the universality of the human rights principle negates the notion that firms’ human rights responsibilities are purely voluntary or discretionary. Rather, the universal maxim of human rights imposes overriding obligations on transnational firms. Human rights norms fall squarely within the category of hypernorms.422 Therefore, any CSR initiative that seeks to comply with human rights hypernorms should be viewed as mandatory, rather than discretionary. The Integrative Social Contract Theory, however, fails to account for why corporations commit their resources to advancing human rights. While detailing the firms’ decision making processes, the ISCT focuses on mechanisms for resolving conflicts between authentic norms and hypernorms.423 The theory does not address the businesses’ economic motivations, resources, or competencies.424 The ISCT framework is thus deficient. Under the ISCT, a firm’s decision to act responsibly with respect to human rights remains discretionary, or, within “moral free space.”425 This, however, betrays the nondiscretionary nature of human rights. An alternative theory is necessary—namely, the theory of reputational capital. The latter best accounts for how firms, recognizing the mandatory nature of human rights obligations, can expect support from civil society while proactively advancing them, thus improving their financial and social standing.

Regulation and Adverse Selection: A Comparison Across Four Trade Association Programs, 12 BUS. STRATEGY & ENV’T 343, 343 (2003); Eaton, supra note 377, at 297.


418. See Khanna, supra note 416, at 15, 35.

419. See id. at 15, 31–32.

420. See Eaton, supra note 377, at 261, 297.

421. Ven, supra note 146, at 50.

422. See DONALDSON & DUNFEE, supra note 12, at 74–81.

423. See Donaldson & Dunfee, supra note 147, at 89.

424. See id. at 90–94, 109–110.

425. DONALDSON & DUNFEE, supra note 12, at 38.
While the practical impact of civil regulations is slight, it is nevertheless palpable. The scores of intergovernmental treaties and agreements have been ineffective, at least in the area of ecological preservation. Civil regulations provide greater influence than inter-governmental treaties with respect to human rights, workplace conditions, and forestry practices as they reach beyond national borders. Yet in the absence of universally accepted criteria for assessing such impact, it is difficult to draw solid conclusions.

But the reputational pressure is on. In order to effectuate positive change in businesses’ environmental and socioeconomic practices in the developing world, activists in the West make public demands on well-reputed, high-profile transnational companies based in Europe and the United States. These demands and pressures often obviate the need for governmental involvement in the sphere that is left unchecked due to governments’ limitations. The main aim in this process is to transfer the more demanding regulatory guidelines from the developed world to businesses, industries, and markets in the developing world. In doing so, civil regulations cause the “California effect” — the export of higher standards through international trade.

Of course, international civil regulations are arguably more effective than the human rights, environmental, and labor standards originating from the developing world. Indeed, civil regulations are almost the exclusive source of effective business regulation for many developing countries. Global civil regulations have led to greater levels of compliance with human rights, workplace, and environmental standards by


428. See id. at 81.


432. See Winston, supra note 48, at 76.

433. See id. at 72–73.
Western companies or their affiliates operating in a developing region. However, some would deny this claim or discount its significance. Indeed, the traditional regimes of hard law and the emerging regimes of soft law are capable of working together. They are not mutually exclusive vehicles for corporate governance. While civil regulations offset some deficiencies in governmental regulation, they need not completely replace or substitute the hard regulation that originates in domestic, regional, or global arenas. The continuing success of private global business regulation hinges on the degree to which its standards and its instrumentalities for accountability can be successfully incorporated into, and strengthened by, regulatory procedures backed by both traditional legal sanctions and emergent reputational sanctions at domestic, regional, and transnational levels.

Another criticism is that manufacturers in the developing world consider the Western civil regulations to be a burden on their development. Critics point out that compliance with Western codes elevates


437. See, e.g., HALINA WARD, PUBLIC SECTOR ROLES IN STRENGTHENING CORPORATE SOCIAL RESPONSIBILITY: TAKING STOCK 381 (2004); see also CORPORATE SOCIAL RESPONSIBILITY INITIATIVE, LEADERSHIP, ACCOUNTABILITY AND PARTNERSHIP: CRITICAL TRENDS AND ISSUES IN CORPORATE SOCIAL RESPONSIBILITY (2004).

business costs. Consequently, companies in developing countries are tempted to follow the bare minimum in terms of compliance with requirements foisted upon them by Western contractors. Their relationships with private inspectors and ethics auditors often turn hostile and even involve instances of deception.

Similar criticisms are leveled at Western companies as well. Critics contend that Western firms adopt civil regulations merely as public relations ploys to divert attention away from wrongdoing, or as marketing strategies, or in reaction to public and peer influences. For example, the Global Compact is accused of “blue washing.” It permits member-companies to exhibit the blue logo of the United Nations, while ignoring their failure to file annual reports and their mere token efforts to comply with the Compact’s standards. Thus, critics contend that the corporations become free-riders. Some companies have even been accused of violating the Compact’s principles.

Nevertheless, not all CSR initiatives lack genuine commitment. Arguably, those with genuine respect for civil regulations, as opposed to their mere instrumental value for good business, are most likely to reap long term reputational and financial rewards. The public, in the long run, is able to discern which firms exhibit a genuine commitment to CSR.

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439. See Lobel, supra note 438, at 56. See generally Henderson, supra note 438, at 58.
440. See Lobel, supra note 438, at 56.
441. For an insightful documentary into factories’ working conditions, see A DECENT FACTORY (First Run/Icarus Films 2004). See Dexter Roberts & Pete Engardio, Secrets, Lies and Sweatshops, BUS. WK., Nov. 27, 2006, at 50, 50–58.
446. Among those criticized were Aventis, Bayer, BHP, Nestle, Nike, Norsk Hydro, Rio Tinto, Shell, Unilever, and the International Chamber of Commerce. See David M. Bigge, Bring on the Bluewash: A Social Constructivist Argument Against Using Nike v. Kasky to Attack the UN Global Compact, INT’L LEGAL PERSP., Spring 2004, at 6, 12–13 (2004).
presuppose that it is possible to distinguish disingenuous public relations ploys from sincere moral commitments. In other words, the skeptic’s argument assumes what it wants to deny—that corporations are behaving wrongly when they use CSR superficially instead of honoring environmental and social standards for their own sake. If it were true that all corporations always act insincerely, meaning, therefore, that they are incapable of acting otherwise, then what would be the point of drawing our attention to, and condemning, such behavior?

In addition, critics doubt whether firms that proactively comply with civil regulations in order to merely enhance profitability can ultimately grow reputational capital.\textsuperscript{448} In other words, critics insist that the pure profit motivation necessarily taints any purported ethical act. Addressing this important objection requires reflection upon two fundamental points. First, wealth creation is itself a source of public good.\textsuperscript{449} Second, while getting reputational rewards from CSR most likely requires genuine commitment, it is unnecessary and likely impossible to gauge the degree of its authenticity, as the motives for corporate compliance with CSR are notoriously complex.\textsuperscript{450} The public, however, deplores corporate marketing and public relations campaigns masquerading as citizenship and social responsibility initiatives, especially when used to divert attention


\textsuperscript{449} Roger Scruton makes this point as follows:

The very same ‘invisible hand’ that, according to Mandeville and Smith, produces public good from the pursuit of private profit, produces private profit from the pursuit of public good. Moral and economic values are not in competition but, in the right context, to pursue the one is to obtain the other: and the dependency goes both ways.


\textsuperscript{450} One author identifies four ways in which companies respond to demands placed by CSR, arguing that taken together they establish a business case for CSR. ZADEK, \textit{supra} note 25, at 64. The four approaches are distinguished as follows: (1) defensive approach, intended to alleviate pain; (2) traditional cost-benefit approach holding that firms commit to activities for which they can see direct benefits exceeding costs; (3) strategic approach, according to which firms recognize the changing environment and thus engage with CSR as part of a conscious emergent strategy; (4) innovation and learning approach, where active engagement with CSR both provides fresh opportunities to understand the marketplace and enhances organizational learning, all of which fosters competitive advantage. \textit{Id.}
from a firm’s own misconduct. As has been shown, activists have been quick to expose firms that engage in disingenuous image-laundering tactics. Any attempt to deceive the public, in today’s age of far-reaching, decentralized media, will quickly cause reputational harm.

In other words, reputational capital is generated from CSR backed by genuine intention. A company will find it difficult to capitalize on compliance with civil regulations unless it has explicitly declared its moral commitment. Companies that exhibit the “it pays to be ethical” attitude will be undermining their efforts in the long run. From a purely financial standpoint, it arguably pays to appreciate the intrinsic value of good business conduct. Executives of multinational corporations should guide their organizations’ actions by this premise.

Finally, some critics contend that the bulk of global CSR practices resemble corporate philanthropic efforts in the sense that they are situated at the outer margins rather than at the core of firms’ business strategies. Thus, critics see the CSR practices more as constituting inoculation against public denunciation than as an effort at long-term competitive advantage. On the other hand, such companies as American Apparel, British Petroleum, Seventh Generation, Starbucks, Timberland, and Whole Foods make CSR commitments a vital component of their brands and their core business policies. As it is commonly suggested in order to debunk the widespread misconception that costly Madison Avenue advertising campaigns do not really work: if that were really true, then why would companies continue to spend so much on them?

CONCLUSION

This article has attempted to delineate the transformative trends in global governance that are backed by reputational capital. This change is taking place through emerging civil regulations enforced by reputational accountability mechanisms established by global civil society to impose responsibility on firms for environmental and social standards. Several

452. See Deva, supra note 442, at 148.
factors have caused the emergence of CSR, including: economic globalization, the development of global civil society, and the role multinational enterprises have begun to play as private authorities. The efforts of businesses to advance human rights and to promote ethical, responsible, and sustainable practices continue to mature, manifesting in the advent of civil regulations and the emergence of a regime of global economic governance.

The rise of CSR is also the result of firms—pressured by the corporate accountability movement—seeking to address the social and ecological byproducts of their conduct. A set of self-regulating norms and mechanisms, along with multi-stakeholder initiatives and co-regulation, guide CSR. The global corporate governance paradigm continues to be shaped by ethical standards and the pursuit of greater accountability for business. As corporate social responsibility adjusts to meet expectations for transnational business conduct, it will coalesce within the space of reputational capital theory. Thus, reputational accountability will continue to fill the ever-expanding gap between national regulations and the burgeoning multitude of “soft law” civil regulations.