

## Contents

<i>List of illustrations</i>	page vi
<i>List of tables</i>	vii
<i>Acknowledgments</i>	viii
1 Introduction	1
2 The firm as political actor and a theory of private policymaking	17
3 Unveiling the public roots of private policymaking	35
4 The public, the state, and corporate environmentalism	60
5 Public opinion and gay rights in the workplace	88
6 Total executive compensation and regulatory threat	116
7 Conclusion	144
<i>Appendix</i> Data sources and variable measurement by chapter	157
<i>References</i>	168
<i>Index</i>	185

## Illustrations

2.1	A model of political influences on private policymaking	page 25
3.1	Annual mean S&P 500 firm stakeholder management score, 1991–2005	41
4.1	Number of annual entries under “environment” in the <i>New York Times Index</i> , 1960–2005	62
4.2	Pew Research Center, Gallup Poll, and General Social Survey results on the environment, 1972–2006	67
4.3	Environmental policies in the S&P 500, 1991–2005	70
4.4	Federal activity with regard to the environment, 1990–2005	73
5.1	Gay rights policies in the <i>Fortune</i> 500, 1995–2006	89
5.2	Number of annual entries under “homosexuality” in the <i>New York Times Index</i> , 1960–2005	90
5.3	Gay rights laws in the US states, August 2011	94
5.4	Feeling thermometer results for gays and lesbians, 1984–2004	96
5.5	Gallup Poll and General Social Survey results on homosexuality, 1977–2005	98
5.6	Hazard rate effects on nondiscrimination policy adoption, varying equal employment support, firm shareholder resolution, and state civil rights legacy	111
6.1	Number of annual entries under “executives and management” in the <i>New York Times Index</i> , 1970–2009	117
6.2	Distribution of total CEO compensation in the S&P 500, 2001–2006	127
6.3	Predicted probabilities of compensation outcomes, varying SEC lawsuits	135
6.4	Predicted probabilities of compensation outcomes, varying S&P 500 annualized returns	139

## Tables

2.1	Issue typology and predicted driver(s) of private policymaking, should it occur	<i>page 29</i>
3.1	Starbucks mission statement and guiding principles	43
3.2	A firm-level model of aggregate private policymaking	47
4.1	A firm-level model of pollution prevention policy adoption	76
4.2	A firm-level model of environmental reporting adoption	78
4.3	Substantive impact of statistically significant variables in the pollution prevention model, specification two	80
4.4	Substantive impact of statistically significant variables in the environmental reporting model, specification two	81
5.1	A firm-level model of sexual orientation nondiscrimination policy adoption	106
5.2	A firm-level model of domestic partnership benefits policy adoption	108
6.1	A firm-level model of adherence to executive compensation limits	133