

## CREATING CORPORATE SUSTAINABILITY

This compelling volume considers three significant modern developments: the ever-changing role of women in society; a significant and growing dissatisfaction with current dominant understandings of corporate governance, corporate law and corporate theory; and the increasing concern to establish sustainable business models globally. A range of female scholars from across the globe and from different disciplines interconnect these ideas in this unique collection of new and thought-provoking essays. Readers are led through a carefully planned enquiry focussing initially on female activism and the corporation, secondly on liberal attempts to include women in business leadership and, finally, on critiquing the modern focus on women as a 'fix' for ethical and unsustainable business practises which currently dominates the corporate world. This collection presents a fresh perspective on what changes are needed to create the sustainable corporation and the potential role of women as influencers or as agents for these changes.

BEATE SJØFJELL is a professor in the Faculty of Law, at the University of Oslo.

IRENE LYNCH FANNON is a professor in the School of Law at University College Cork.

Cambridge University Press  
978-1-108-42711-1 — Creating Corporate Sustainability  
Edited by Beate Sjøfjell , Irene Lynch Fannon  
Frontmatter  
[More Information](#)

---

Cambridge University Press  
978-1-108-42711-1 — Creating Corporate Sustainability  
Edited by Beate Sjøfjell, Irene Lynch Fannon  
Frontmatter  
[More Information](#)

---

# CREATING CORPORATE SUSTAINABILITY

Gender as an Agent for Change

Edited by  
BEATE SJØFJELL  
*University of Oslo*  
IRENE LYNCH FANNON  
*University College Cork*



CAMBRIDGE  
UNIVERSITY PRESS

Cambridge University Press  
 978-1-108-42711-1 — Creating Corporate Sustainability  
 Edited by Beate Sjøfjell, Irene Lynch Fannon  
 Frontmatter  
[More Information](#)

## CAMBRIDGE UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom  
 One Liberty Plaza, 20th Floor, New York, NY 10006, USA  
 477 Williamstown Road, Port Melbourne, VIC 3207, Australia  
 314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre, New Delhi – 110025, India  
 79 Anson Road, #06–04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)  
 Information on this title: [www.cambridge.org/9781108427111](http://www.cambridge.org/9781108427111)  
 DOI: 10.1017/9781316998472

© Cambridge University Press 2018

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2018

Printed in the United Kingdom by Clays, St Ives plc

*A catalogue record for this publication is available from the British Library.*

*Library of Congress Cataloging-in-Publication Data*

Names: Sjøfjell, Beate, editor. | Lynch Fannon, Irene, editor.

Title: Creating corporate sustainability : gender as an agent for change / edited by Beate Sjøfjell, University of Oslo, Irene Lynch Fannon, University College Cork.

Description: 1 Edition. | New York : Cambridge University Press, [2018] |

Includes bibliographical references and index.

Identifiers: LCCN 2017057513 | ISBN 9781108427111 (hardback : alk. paper) |

ISBN 9781108447676 (pbk. : alk. paper)

Subjects: LCSH: Social responsibility of business. | Sustainable development. | Women executives.

Classification: LCC HD60 .C7396 2018 | DDC 658.4/08–dc23

LC record available at <https://lcn.loc.gov/2017057513>

ISBN 978-1-108-42711-1 Hardback

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Cambridge University Press  
978-1-108-42711-1 — Creating Corporate Sustainability  
Edited by Beate Sjøfjell, Irene Lynch Fannon  
Frontmatter  
[More Information](#)

---

To Katarina, and to Zoë, Tim and Grace

Cambridge University Press  
978-1-108-42711-1 — Creating Corporate Sustainability  
Edited by Beate Sjøfjell , Irene Lynch Fannon  
Frontmatter  
[More Information](#)

---

CONTENTS

<i>List of Contributors</i>	ix
<i>Foreword</i>	xvi
<i>Preface</i>	xix
<b>1 Corporations, Sustainability and Women</b>	<b>1</b>
IRENE LYNCH FANNON AND BEATE SJØFJELL	
<b>PART I Women as Influencers of Corporate Action</b>	<b>15</b>
<b>2 Reclaiming Value and Betterment for Bangladeshi Women Workers in Global Garment Chains</b>	<b>17</b>
LORRAINE TALBOT	
<b>3 Access to Voice: Meaningful Participation of Women in Corporate Consultations</b>	<b>45</b>
RAGNHILD LUNNER	
<b>4 Ascertaining Corporate Sustainability from ‘Below’: The Case of the Ghanaian Rural Mining Communities</b>	<b>67</b>
ADAEZE OKOYE AND EMMANUEL OSUTEYE	
<b>PART II Current Strategies for Corporate Sustainability</b>	<b>89</b>
<b>5 Company Reporting of Environmental, Social and Gender Matters: Limitations, Barriers and Changing Paradigms</b>	<b>91</b>
GILL NORTH	
<b>6 ‘A Toad We Have to Swallow’: Perceptions and Participation of Women in Business and the Implications for Sustainability</b>	<b>114</b>
IRENE LYNCH FANNON	

viii	TABLE OF CONTENTS	
7	<b>Gender Diversity on Corporate Boards: An Empirical Analysis in the EU Context</b>	138
	IDOYA FERRERO-FERRERO, M. ÁNGELES FERNÁNDEZ- IZQUIERDO AND M. JESÚS MUÑOZ-TORRES	
8	<b>Social Entrepreneurship: (The Challenge for) Women as Economic Actors? The Role and Position of Women in Dutch Social Enterprises</b>	164
	AIKATERINI ARGYROU, ROSALIEN DIEPEVEEN AND TINEKE LAMBOOY	
9	<b>How Change Happens: The Benefit Corporation in the United States and Considerations for Australia</b>	188
	VICTORIA SCHNURE BAUMFIELD	
	<b>PART III Feminist Theories and Corporate Sustainability</b>	213
10	<b>Exploring Spatial Justice and the Ethic of Care in Corporations and Group Governance</b>	215
	YUE S. ANG	
11	<b>The Uneasy Relationship between Corporations and Gender Equality: A Critique of the ‘Transnational Business Feminism’ Project</b>	237
	ROSEANNE RUSSELL	
12	<b>The Gendered Corporation: The Role of Masculinities in Shaping Corporate Culture</b>	258
	CATHERINE O’SULLIVAN	
13	<b>Power and the Gender Imperative in Corporate Law</b>	282
	CAROL LIAO	
14	<b>Corporate Sustainability: Gender as an Agent for Change?</b>	305
	BEATE SJØFJELL AND IRENE LYNCH FANNON	
	<i>Index</i>	326



## CONTRIBUTORS

**YUE S. ANG** Yue S. Ang, LLB, LLM, PhD is a senior lecturer in law at Oxford Brookes University. Her research interests are in the areas of legal theory and normativity, vulnerability and the human condition of resilience, ethical outsourcing, female entrepreneurship, social enterprises, corporations and corporate spaces, corporate group governance and corporate social responsibility (CSR). Yue is a member of Daughters of Themis: International Network of Female Business Scholars and of the Sustainable Market Actors Network, which contributes to the international research project Sustainable Market Actors for Responsible Trade (SMART).

**AIKATERINI ARGYROU** Aikaterini Argyrou LLM, PhD is a postdoctoral researcher affiliated to the Utrecht Centre for Water, Oceans and Sustainability Law at Utrecht University (UCWOSL) and the Utrecht University Social Entrepreneurship Initiative. She is also a visiting research fellow at Nyenrode Business University. She obtained her bachelor of laws degree (LLB) from the Faculty of Law of the Kapodestrian University in Athens in 2009, her master of laws degree (LLM) from Utrecht University in 2011 and her PhD from Utrecht University in 2018 (2013–2018). She is a qualified corporate attorney in Greece and a member of the Athens Bar Association since 2012. Prior to her PhD studies (2011–2013), she was involved in many CSR research projects in the Netherlands, including the establishment of the ‘ACCESS’ CSR Conflict Management Center by the Hague Utilities for Global Organisations (HUGO) Initiative, and the development of the Good Governance Index by the Hague Institute of the Internationalisation of Law (HiiL). In the past, she worked as a trainee legal counsel for the Greek Embassy in The Hague and as a trainee attorney for two Greek-based legal firms (2009–2010). She is a member of the steering committee of Daughters of Themis (2016–2018).

**VICTORIA SCHNURE BAUMFIELD** Victoria (Tory) Baumfield is an assistant professor of law at Bond University, Australia, a PhD candidate

in law at the University of Queensland, and a member of the New York Bar. Tory received her BA in international relations and French from the University of Pennsylvania in 1994 and her JD from Columbia Law School in 1997. Tory practiced as a commercial litigator at the Wall Street law firm Cahill Gordon & Reindel LLP for nine years before moving to Australia. Tory's research focuses on corporate law theory, regulation and corporate governance issues, in particular in the context of government-owned businesses (GOBs), public utilities, and the public/private divide. She is a member of the steering committee of Daughters of Themis (2017–2018).

**ROSALIEN DIEPEVEEN** Rosalien Diepeveen, LL.M., is a lecturer and researcher at Nyenrode Business University. She obtained her master's degree from Utrecht University in 2014. She was involved in various research projects in the fields of corporate law, corporate governance, and CSR and still lectures about these themes. Her PhD focuses on gender diversity in corporate boards. Furthermore, she is the editorial secretary of *International and Comparative Corporate Law Journal*. She is a member of Daughters of Themis.

**MARÍA ÁNGELES FERNÁNDEZ-IZQUIERDO** Professor María Ángeles Fernández-Izquierdo received a PhD in financial economics and accountancy from the Universidad de Valencia in 1991. She is a full professor in finance and accountancy at Universitat Jaume I, and a member of the Spanish Institute of Financial Analysts. Her research focuses on efficiency, microstructure, and hedging in stock markets and their derivatives; ethical investment; and CSR. She has published scientific papers in high-impact international academic journals and is involved in several externally funded research projects such as Sustainable Market Actors for Responsible Trade (SMART). She is a member of Daughters of Themis.

**IDOYA FERRERO-FERRERO** Dr. Idoya Ferrero-Ferrero has a PhD in business management (2012) from the Universitat Jaume I. Currently, she works as a lecturer at the Finance and Accounting Department of the Universitat Jaume I. Her current research focus is on corporate governance, board diversity, sustainability assessment and reporting. She has taken part in several international congresses and published academic papers in international academic journals. She is involved in several externally funded research projects such as SMART. She is a member of the steering committee of Daughters of Themis (2017–2018).

## LIST OF CONTRIBUTORS

xi

**TINEKE LAMBOOY** Tineke Lambooy is a full-time professor in corporate law at Nyenrode Business University, where she is a member of the Research Centre for Entrepreneurship, Governance and Stewardship. She is also an associate professor in CSR with the Utrecht University Research Centre for Water, Oceans and Sustainability Law. Her research activities concentrate on corporate law, corporate governance, CSR, social entrepreneurship, and the role of business regarding ecosystems. In her PhD research, she analysed how legal and semi-legal frameworks support CSR (Kluwer, 2010), and in her inaugural lecture, she examined how corporate law can prompt leadership, entrepreneurship and stewardship. She is a Work Package leader in the project Sustainable Market Actors for Responsible Trade (SMART), and a member of Daughters of Themis.

**CAROL LIAO** Dr. Carol Liao is an assistant professor of the Peter A. Allard School of Law at the University of British Columbia, and a UBC Sauder Distinguished Scholar of the Peter P. Dhillon Centre for Business Ethics at the Sauder School of Business. She specializes in business law, corporate governance, law and economics, and the emerging field of social enterprise law. An award-winning scholar and teacher, her work has appeared in numerous journals and books, and has been widely cited in Canadian media. She is also the co-author of Canada's leading business law textbook, *Business Organizations: Practice, Theory, and Emerging Challenges*, 2nd ed. (Emond). Previously, she practised as a senior associate in the New York Mergers & Acquisitions Group of Shearman & Sterling LLP, a global law firm. She is a member of the steering committee of Daughters of Themis (2016–2018).

**RAGNHILD LUNNER** Ragnhild Lunner has a master's degree from the Faculty of Law, University of Oslo. She has worked as a research assistant at the Faculty's Department of Private Law, and wrote her master's thesis on human rights in public procurement, with Beate Sjøfjell and Anja Wiesbrock as her supervisors. Ragnhild has a bachelor's degree in journalism from Oslo and Akershus University College of Applied Sciences, and a background in development studies at the University of Oslo. She is the author of *Annual Meetings: A Handbook (Årsmøtehandboka)*. In 2014, she was the Norwegian UN Youth Delegate on Post 2015 and Sustainable Development, representing the Norwegian Children and Youth Council. She is a member of Daughters of Themis.

**IRENE LYNCH FANNON** Irene Lynch Fannon is a professor at the School of Law at University College Cork. She has a BCL from Oxford University, a Doctorate in Juridical Science (SJD) from the University of Virginia, USA and is a Solicitor. Her research occupies two areas of corporate law, the first emanating from her comparative monograph *Working within Two Kinds of Capitalism* (Hart Publishing, 2003). She has written many book chapters and articles on corporate law and theory. She received funding from the Irish Research Council for projects on the role of women on corporate boards in 2013 and 2015. She also researches in the area of corporate insolvency and rescue law, having co-authored two editions of *Corporate Insolvency and Rescue* (Bloomsbury Professional, 1996 and 2012) and published many articles and chapters in this area of law. Her work has been cited in the Irish Supreme Court. She is involved in the EU funded Sustainable Market Actors for Responsible Trade (SMART), and is a member of Daughters of Themis. Over the course of her career she has been nominated to many regulatory review bodies established by the Irish Government and is currently a member of the Company Law Review Group in Ireland.

**MARÍA JESÚS MUÑOZ-TORRES** Professor María Jesús Muñoz-Torres has a PhD in agricultural economics from the Polytechnic University of Valencia (1994). She is a professor in finance in the Department of Finance and Accountancy at the Jaume I University. Her research currently focuses on sustainability assessment, socially responsible investing, sustainable efficiency of public financial support to companies and Sustainable Business Models. She has published scientific papers in high-impact international academic journals and is involved in several externally funded research projects such as Sustainable Market Actors for Responsible Trade (SMART). She is also a member of Daughters of Themis.

**GILL NORTH** Gill North is a professorial research fellow in the law school at Deakin University and is a member of its Centre for Comparative Corporate Governance. After completing a first-class honours law degree, she was awarded a doctorate in law from the University of New South Wales in 2011. Gill is a chartered accountant and experienced financial analyst, as well as a law academic. Prior to joining academia, she worked at multinational corporations and investment banks in the major financial centres (London, Tokyo, New York, and Sydney), where her roles included senior executive positions in the areas of corporate

## LIST OF CONTRIBUTORS

xiii

strategy, corporate finance, mergers and acquisitions, and funds management. Gill has advised and provided consultancy services to a broad spectrum of international and domestic entities, including governments, regulators, corporations, academics, lawyers, financiers, and consumer advocacy groups. Her primary areas of research include the law and practice of corporate governance, company disclosure, corporate sustainability, finance, and investment. Gill has published extensively on these areas in Australia and internationally, including two monographs, *Company Disclosure in Australia* and *Effective Company Disclosure in the Digital Age*.

**ADAEZE OKOYE** Dr Adaeze Okoye is a senior lecturer at the University of Brighton. She holds a PhD from the University of Hull and a master's degree in environmental law and policy from the University of Dundee, Scotland. She is an academic fellow of the Honourable Society of the Inner Temple and in 2015–2016 she was a visiting fellow at the Institute of Advanced Legal Studies, University of London. Her recent book, *Legal Approaches and Corporate Social Responsibility* (Routledge Research in Corporate Law, 2016) explores a Llewellyn law-jobs approach to the law and CSR relationship. She has also written about law and development, corporate governance, joint development agreements and environmental management systems in the oil industry.

**EMMANUEL OSUTEYE** Dr. Emmanuel Osuteye is a post-doctoral researcher with the Development Planning Unit, University College London. His PhD research and current research interests focus on the emergence and counterhegemonic activity of indigenous environmental movements to influence policy, as well as the interplay of formal and informal governance and planning structures on urban development in Africa. Emmanuel has significant in-country research and consultancy experience in a number of African countries including Ghana, Benin, Sierra Leone, Malawi, Tanzania and The Gambia.

**CATHERINE O'SULLIVAN** Dr. Catherine O'Sullivan is a lecturer at the School of Law at University College Cork (UCC). She is a graduate of UCC (BCL, LLM) and Osgoode Hall Law School (PhD). Her main research interests lie in criminal law, criminology, gender and the law, and law and popular culture. She has been instrumental in the promotion of criminology within UCC, being one of the founding members of the interdisciplinary MA in Criminology (2005) and BA in Criminology

(2014). She also contributes to the MA in Women's Studies. She was a founding member of the Centre for Criminal Justice and Human Rights, established in 2006, and served as co-director from November 2010 to February 2013. She is currently a director of the Sexual Violence Centre Cork (SVCC). The SVCC provides services for survivors of rape, sexual assault and sexual abuse, holds workshops for second- and third-level students, and advocates for law reform. She is a co-author of a leading student and practitioner text, *Criminal Law in Ireland: Cases and Materials* (2010), and of *Fundamentals of the Irish Legal System* (2016). Her articles have been published in various journals, including the *Irish Jurist*, the *Dublin University Law Journal*, the *Northern Ireland Legal Quarterly* and *Legal Studies*. She is one of the founding editors of the *Irish Journal of Legal Studies* ([www.ijls.ie](http://www.ijls.ie)).

**ROSEANNE RUSSELL** Roseanne Russell is a lecturer in law at the University of Bristol. Her research interests include company law, employment law, and feminist legal theory. Before moving to academia, she held senior roles in private practice and in-house at the UK's former Equal Opportunities Commission. She is a member of the Law Society of England and Wales's Employment Law Committee, co-convenor of the Society of Legal Scholars Company Law Stream, and former consultative committee member for the UK Office of Tax Simplification's review of employment status. She is a member of Daughters of Themis, and was on its steering committee 2016–2017.

**BEATE SJØFJELL** Dr. Beate Sjøfjell is a professor at the University of Oslo, Faculty of Law, and professorial research fellow at Deakin University School of Law. She is the head of the Oslo Faculty's Research Group Companies, Markets and Sustainability, a founding member of Daughters of Themis and chair of its steering committee. She coordinates the international research project Sustainable Market Actors for Responsible Trade (SMART), funded under the EU Framework Programme for Research and Innovation Horizon 2020, and has previously coordinated Sustainable Companies (2010–2014), funded by the Research Council of Norway. Her publications include the monograph *Towards a Sustainable European Company Law* (Kluwer Law International, 2009), the edited volumes *The Greening of European Business under EU Law: Taking Article 11 TFEU Seriously* (Routledge, 2015, co-editor Anja Wiesbrock), *Company Law and Sustainability: Legal Barriers and Opportunities* (Cambridge University Press, 2015, co-editor Benjamin Richardson),

and *Sustainable Public Procurement under EU Law: New Perspectives on the State as Stakeholder* (Cambridge University Press, 2016, co-editor Anja Wiesbrock). Her scholarship include a number of papers on EU company and financial market law and the integration of sustainable development.

**LORRAINE TALBOT** Lorraine Talbot is professor of company law in context at Birmingham Law School. She previously held a chair in law at York University. Lorraine's work is concerned with the tension between labour and capital in the company and the conditions under which the company might become a force for social progress – also the topic of a two-year research fellowship from the Leverhulme Trust (2015–2017). Lorraine is a coordinating lead author in the International Panel for Social Progress, focusing on corporations, exploitation and social inequalities as well as barriers to innovation. Her previous work includes 'Why Shareholders Shouldn't Vote: A Marxist-Progressive Critique of Shareholder Empowerment' (*Modern Law Review*, 2013), 'Changing the World with Company Law? Some Problems' (*Legal Studies*, 2016), and book publications *Progressive Corporate Governance for the 21st Century* (Routledge, 2012), *Great Debates in Company Law* (Palgrave, 2014), and *Critical Company Law* (Routledge, 2007 and 2015). She is a member of the steering committee of Daughters of Themis (2017–2018) and a member of the Sustainable Market Actors Network.

## FOREWORD

It has been forecast that global demand for resources will triple by 2050. We already consume some 1.5 globes worth of resources every single year and, following the estimates, would need around four planets full of resources to satisfy the demand by 2050 under business-as-usual scenario. There is just one problem with this: we only have one planet.

European economies cannot survive – let alone grow and prosper – unless we take some radical steps to increase our resource efficiency and move toward a true circular economy. We have to stop wasting precious resources and start using them more efficiently.

In this challenge there also lies a huge opportunity. The one who can deliver solutions for the resource efficiency dilemma is also the winner of the new economic race: this means solving the problem of doing more with less – creating more added value with less resources.

In a sustainable circular economy there is no waste, products are designed to be durable, repairable, reusable, and recyclable, and when they come to the end of their life, the resources contained in these products are pumped back into productive use again. The European Commission has calculated that increasing resource productivity by 30 per cent by 2030 would create 2 million new jobs while boosting our GDP by 1 per cent.

In order to support this change, however, we also need to change the rules of the game. Regulation is never neutral. Legislation is one of the essential drivers of the business revolution, as businesses and investors alike need a stable and predictable regulatory environment in order to change.

This regulation also needs to have a gender perspective.

Economic power is real power. Currently, women are underrepresented in positions where economic power is wielded, and globally they hold fewer economic resources than men do. Even in Europe, women have a lower purchasing power than their male counterparts.

The world is full of intelligent and capable girls and young women students. Women perform well academically and are known to be dedicated students. Over half of university graduates are women.



Somehow, however, fewer women than men make it to the top, to holding the decision-making positions in public or private enterprises. Somewhere along the way their path takes a different route to that of their male counterparts. Women account for only 7 per cent of board chairs and presidents and 6 per cent of chief executives in the largest companies. In 2014, a study by Harvard Business School of alumni who had indistinguishable goals in terms of work and career growth found that 57 per cent of men were in senior management positions, compared with 41 per cent women.

The World Economic Forum noted in November 2017 that at the current rate, women might expect to reach economic parity with men in 2234. We cannot wait that long.

Women are obviously not less intelligent or capable. It is a matter of different competencies, and of building appreciation for and acknowledging these competencies. Women have throughout history been innovators. We cannot let this innovation power go unutilized.

We have to actively harness women's potential and their agency. We need appropriate regulation to support this. We need quotas. We need social policies that provide a security net for working women, encompassing child-care, health services and opportunities to combine work with the role of informal carer, for example. We have to introduce ways to teach the skills of the future in a way that engages girls and women, to ensure that their interest in areas such as science, technology, engineering, mathematics and the digital economy is captured. We also need to build a supportive network that encourages and provides role models for girls and women.

Most importantly, we need to understand the forces that keep business on the unsustainable track it is on now. This volume offers important insights into these issues, to the (mainly insufficient) initiatives to realize the potential of women as agents for creating corporate sustainability, and crucial reflections on possible ways forward. As such, the volume is an invaluable contribution to the discussion we must have now: how to achieve the fundamental transition to a sustainable, circular, and just economy. We cannot afford not to have girls and women as partners in sustainable development, resource efficiency and circular economy – in painting the way for the future of our planet.

**Sirpa Pietikäinen**

*Director of GLOBE EU*

*Member of the European Parliament*

Cambridge University Press  
978-1-108-42711-1 — Creating Corporate Sustainability  
Edited by Beate Sjøfjell , Irene Lynch Fannon  
Frontmatter  
[More Information](#)

---

## PREFACE

This volume springs out of the work of Daughters of Themis: International Network of Female Business Scholars. The success of this relatively new initiative reflects the idea that female business scholars from different disciplines and various backgrounds have a common desire for a ‘room of our own’ (to paraphrase Virginia Woolf). With annual international workshops as a forum where ideas can be discussed openly, across disciplinary and geographical boundaries, Daughters of Themis supports and encourages new ideas on some of the most pervasive issues in corporate law and the broader area of business scholarship.

While we reject the notion that women, as opposed to men, are inherently sustainability-oriented, we recognize that many of the members of Daughters of Themis are concerned with corporate sustainability challenges. We see that in research projects challenging mainstream corporate governance assumptions, female scholars, while otherwise in a distinct minority, are in equal numbers or even in a majority compared with male scholars – for example in the Sustainable Companies Project, 2010–2014, and the Sustainable Market Actors for Responsible Trade (SMART) 2016–2020, both coordinated by the University of Oslo. With much of the dominant theories and understandings being brought forward by men and male-dominated milieus, we present ourselves as a group of female scholars who, with a different perspective, may be a uniquely disruptive force. As this collection illustrates, women often experience issues from the perspective of the outsider, and we believe that this leads to innovation in the way we analyse current thinking.<sup>1</sup>

As editors of this volume, we have benefited tremendously from the insights of our contributors. Through the process of editing this

<sup>1</sup> That is not to say that we see innovation as the preserve of women, as is illustrated by our collaboration in various research projects, including the ongoing SMART Project. And although this volume originally was intended to have female contributors only, one of the contributions is co-authored by a male scholar.

interdisciplinary volume, we have learned so much that brings important nuances and challenges to preconceived notions about the role of gender in achieving corporate sustainability. We see interdisciplinarity as a necessary contribution to the fundamental understanding of business and finance and of the challenges posed to environmental, social and economic sustainability. We have a greater appreciation of how we can begin to shape the contours of the urgently required, and well overdue, shift from the current highly unsustainable state of corporate and business activity. We hope you, the reader, might be similarly inspired.

Many of the contributions in this volume were first presented as papers at the Second International Workshop of Daughters of Themis, in a secluded venue on the lovely island of Kea, Greece. We thank the participants for the supportive, helpful and critically constructive in-depth discussion of each topic presented. The warmth and companionship combined with high academic rigour that characterise our annual workshops facilitate fresh insights and encourage thinking beyond the frontiers of mainstream understanding. A number of the contributors, including the editors, are also involved in, or otherwise contribute to, the SMART Project, funded under the European Union's Framework Programme for Research and Innovation Horizon 2020, Grant Agreement No 693642.<sup>2</sup> We gratefully acknowledge this support.

Working together with the contributors to this volume has been a great pleasure. We are grateful to them for their insightful reflections and their patience with, and constructive responses to, our editorial suggestions. Our warmest thanks also go to Kim Hughes, Senior Commissioning Editor of Cambridge University Press, whose guidance and advice every step of the way from first idea to published book has been invaluable. We are grateful to the Department of Private Law of the Faculty of Law, University of Oslo, for dedicating resources in the form of research assistance for this volume, and we thank research assistants Hanne Bjørge Eriksen and Kaja Skille Hestnes for research assistance and diligent work on the footnotes.

Our thanks go also to our families for their understanding and support, and we dedicate this volume to our children, whose very presence reminds us every day of our duty to strive continuously for a better world.

**Beate Sjøfjell and Irene Lynch Fannon**

<sup>2</sup> Obviously, the volume is the sole responsibility of the editors and contributors, and do not necessarily reflect the views of the European Union.