



EU Report

References & Further Reading Bibliography

August 2020

ENACTING PURPOSE INITIATIVE

EU REPORT REFERENCES & FURTHER READINGS

Core readings

- Colin Mayer: Prosperity - [Better Business Makes the Greater Good](#)
- The British Academy Principles for Purposeful business - '[Principles for Purposeful Business: How to deliver the framework for the Future of the Corporation: An agenda for business in the 2020s and beyond](#)' by The British Academy
- Marty Lipton: A New Paradigm - [A Roadmap for an Implicit Corporate Governance Partnership Between Corporations and Investors to Achieve Sustainable Long-Term Investment and Growth.](#)
- Wachtell, Lipton, Rosen & Katz Memo, July 1, 2020 – [Some Thoughts for Boards of Directors in 2020: A Mid-Year Update](#)
- Davos Manifesto 2020 - [The Universal Purpose of a Company in the Fourth Industrial Revolution'](#) by Klaus Schwab
- Simon Sinek 2009 – [‘Start with Why. How Great Leaders Inspire Everyone to Take Action’](#)

Partner Insights

- [Business in Society Institute, University of California at Berkeley](#)
- [Brighthouse \(a Boston Consulting Group company\)](#)
- [Federated Hermes](#)
- [Wachtell, Lipton, Rosen & Katz](#)
- [The British Academy \(Future of the Corporation Programme\)](#)

Further Literature

Key evidence and papers

- ‘The Board’s role in Sustainability. A new framework for getting directors behind ESG efforts’, by Robert G Eccles, Mary Johnstone-Louis, Colin Mayer, and Judith C Stroehle – HBR, August 2020 (forthcoming)
- [Spotlight on Boards](#), Wachtell, Lipton, Rosen & Katz Memo, July 17, 2020
- [The impact of ownership on building sustainable and responsible businesses](#), by Belén Villalonga - Journal of the British Academy, 2018
- [‘Annual Review of the UK Corporate Governance Code’](#), FRC January 2020
- [‘Corporate Culture and the Role of Boards’](#), FRC Report July 2016
- [‘The Future of Corporate Ownership and Governance’](#), by Bridget Kustin, Jonathan Chan, Mary Johnstone-Louis - British Academy Working Paper 2019
- [‘How to Measure Performance in a Purposeful Company? Analysing the Status Quo’](#), by J. C. Stroehle, K. Soonawalla, M. Metzner - British Academy Working Paper 2019
- [‘The State of the debate on Purpose in Business’](#), by EY Beacon Institute work with the University of Oxford

- [Ten Ways Leading Companies Turn Purpose into Strategy](#), by EY Beacon Institute/University of Oxford
- ['What's Stopping Boards from taking Action on Sustainability'](#), INSEAD Knowledge, April 2019
- ['How Board Members really feel about ESG from Deniers to True Believers'](#), by N Craig Smith and Ron Soenieus – HBR April 2019
- ['3 Ways to Put Your Corporate Purpose into Action'](#). By Leo Strine, Bob Eccles and Tim Youmans – HBR, May 2020
- [Do corporations have a duty to be trustworthy?](#), by Nikolas Kirby, Andrew Kirton and Aisling Crean - Journal of the British Academy, 2018
- ['Corporate Purpose and Financial Performance'](#), by Claudine Gartenberg, Andrea Prat, George Serafeim – Organization Science, Jan 2019

Relevant thematic areas

Build Back Better	UNISDR, U. (2015, March). Sendai framework for disaster risk reduction 2015–2030. In Proceedings of the 3rd United Nations World Conference on DRR, Sendai, Japan (pp. 14-18). Find document here
Employee well-being, turnover, productivity, firm performance	<p>Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. <i>Academy of Management Journal</i>, 44, 1102-1121.</p> <p>Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. <i>Academy of Management Perspectives</i>, 24, 48-64.</p> <p>Grieth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. <i>Journal of Management</i>, 26, 463-488.</p> <p>Flammer, C., & Kacperczyk, A. (2016). The impact of stakeholder orientation on innovation: Evidence from a natural experiment. <i>Management Science</i>, 62(7), 1982–2001.</p> <p>Flammer, C., & Luo, J. (2017). Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment. <i>Strategic Management Journal</i>, 38(2), 163–183.</p> <p>Edmans, A. (2011). Does the stock market fully value intangibles? Employee satisfaction and equity prices. <i>Journal of Financial Economics</i>, 101(3), 621–640.</p>

Edmans, A. (2012). The link between job satisfaction and firm value, with implications for corporate social responsibility. *Academy of Management Perspectives*, 26(4), 1–19.

Customers

Du, S., Bhattacharya, C. B., & Sen, S. (2011). Corporate social responsibility and competitive advantage: Overcoming the trust barrier. *Management Science*, 57(9), 319–335.

Kotler, P., Hessekiel, D., & Lee, N. (2012). *GoodWorks!: Marketing and corporate initiatives that build a better world ... and the bottom line*. Hoboken, NJ: Wiley.

Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, 70(4), 1–18.

Communities, media, government

Flammer, C. (2018). Competing for government procurement contracts: The role of corporate social responsibility. *Strategic Management Journal*, 39(5), 1299–1324.

Hamilton, J. (1995). Pollution as news: Media and stock market reactions to the TRI data. *Journal of Environmental Economics and Management*, 28(1), 98–113.

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Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal*, 43 (4), 717–736.

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Russo, M. V., & Fouts, P. A. (1997). A resource-based perspective on corporate environmental performance and

	<p>profitability. <i>Academy of Management Journal</i>, 40(3), 534–559.</p>
Purpose	<p>Mayer, C. (2013). <i>Firm commitment: Why the corporation is failing us and how to restore trust in it</i>. OUP Oxford.</p> <p>M Lipton et al. 'On the Purpose and Objective of the Corporation', WLRK, August 3, 2020. See memo here</p> <p>BlackRock's Larry Fink Letter to Shareholders 2019 ('Ultimately, purpose is the engine of long-term responsibility')</p> <p>Fromer Babcock, A., Eccles, R. G., & Williamson, S. K. (2018). Three Dilemmas for Creating a Long-term Board," a chapter from <i>The Handbook of Board Governance</i>, 2nd ed. John Wiley & Sons, Inc., Hoboken, New Jersey, Forthcoming.</p> <p>Blueprint for Better Business Website</p>
Mission	<p>Battilana, J., & Dorado, S. 2010. Building sustainable hybrid organizations: The case of commercial microfinance organizations. <i>Academy of Management Journal</i>, 53: 1419–1440.</p> <p>Blair-Loy, M., Wharton, A. S., & Goodstein, J. (2011). Exploring the relationship between mission statements and work-life practices in organizations. <i>Organization Studies</i>, 32(3), 427-450.</p> <p>Grimes, M. G., Williams, T. A., & Zhao, E. Y. (2019). Anchors aweigh: The sources, variety, and challenges of mission drift. <i>Academy of Management Review</i>, 44(4), 819-845.</p> <p>Smith, W. K., & Besharov, M. L. (2019). Bowing before dual gods: How structured flexibility sustains organizational hybridity. <i>Administrative Science Quarterly</i>, 64(1), 1-44.</p>
Vision	<p>Eccles, R. G., Ioannou, I., & Serafeim, G. (2012). The impact of a corporate culture of sustainability on corporate behavior and performance (No. W17950). Cambridge, MA: National Bureau of Economic Research.</p>
Corporate governance and assurance	<p>Kustin, B., Chan, J. and Johnstone-Louis, M. (2019), 'The Future of Corporate Ownership and Governance', <i>Future of the Corporation Working Paper</i></p>

Palombo, D. (2019), 'The Future of the Corporation: The Avenues for Legal Change', Future of the Corporation Working Paper

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