



UNIVERSITY OF
CANBERRA

14th Annual Australasian Business Ethics
Network (ABEN) Hybrid Conference

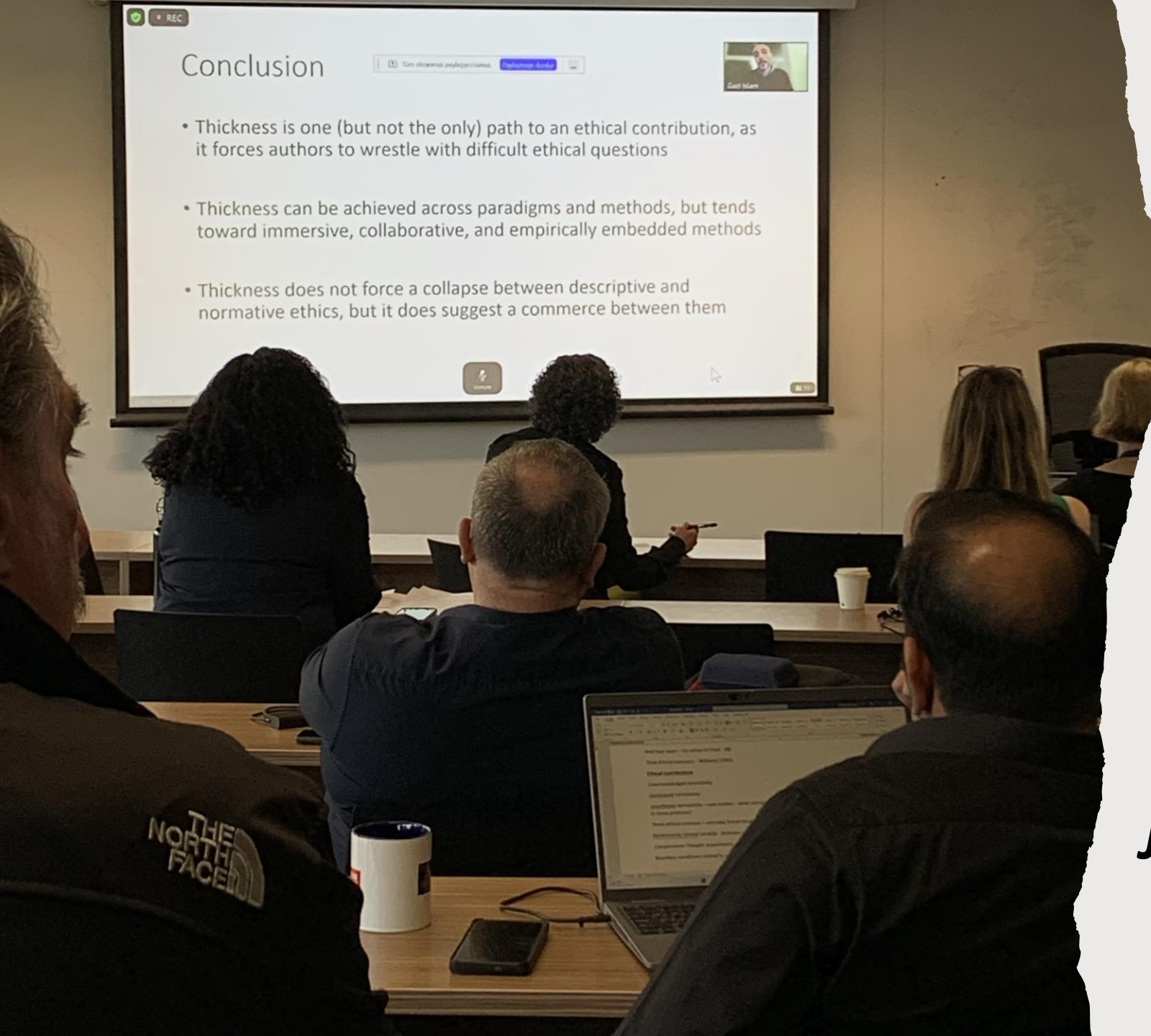
GOVERNANCE, PEOPLE & DECISION-MAKING

NOTES BY DR CATHERINE ORDWAY, UNIVERSITY OF CANBERRA

The University of Adelaide

Nexus 10, L1

28-29 November 2024



Conclusion

- Thickness is one (but not the only) path to an ethical contribution, as it forces authors to wrestle with difficult ethical questions
- Thickness can be achieved across paradigms and methods, but tends toward immersive, collaborative, and empirically embedded methods
- Thickness does not force a collapse between descriptive and normative ethics, but it does suggest a commerce between them

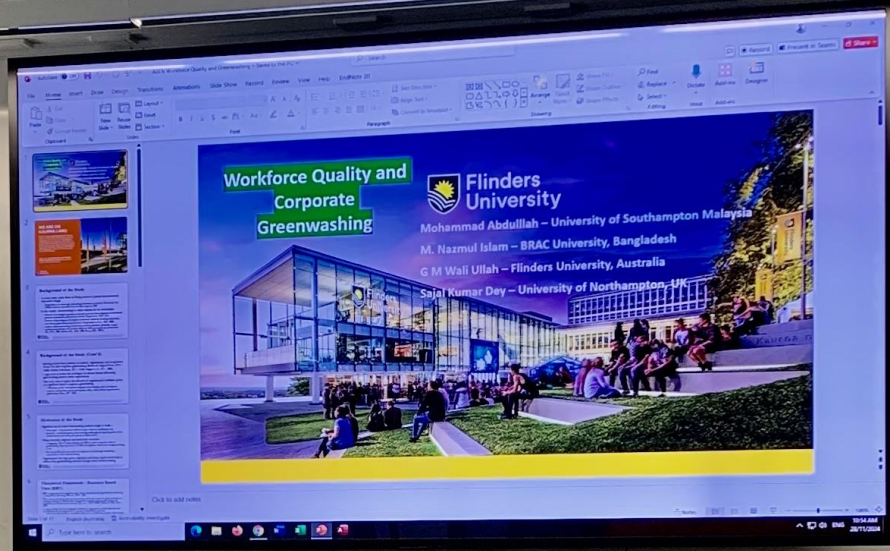
Teaching Thick Ethical Concepts

Prof Gazi Islam

People Organizations and Society,
Grenoble Ecole de Management,
Co-Editor-in-Chief, Journal of
Business Ethics

Q&A with Prof Michelle Greenwood
Monash University, Co-Editor-in-Chief
Journal of Business Ethics

Journal of Business Ethics
Editor-in-Chief Address

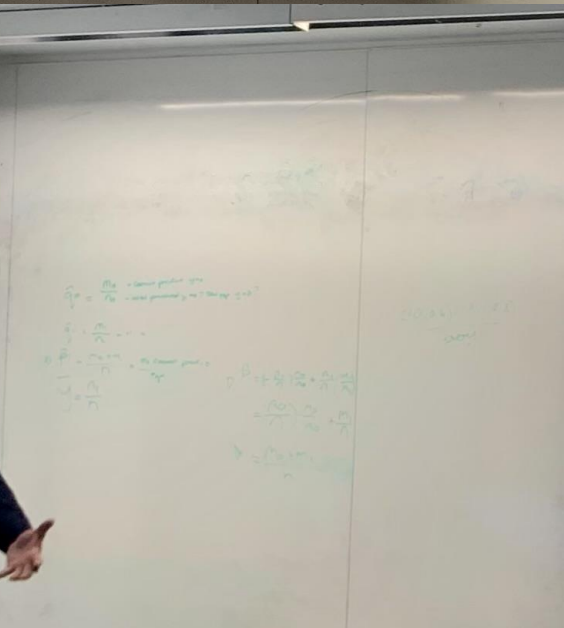


Background of the Study

- In recent times, public firms are facing pressure to project environmentally responsible images.
 - Stakeholders are increasingly pressurizing businesses to minimize Greenhouse Gas (GHG) emissions and achieve the Net Zero target by 2050.
- In this context, Greenwashing is a major concern for the stakeholders.
 - Defined as the deceptive practice to mislead customers about corporate environmental practices or product's environmental benefits (Parguel et al, 2015 - IJA).
 - Involves using ambiguous or deceptive statements, selectively revealing information, and utilizing green labels or certifications (Treepongkaruna et al, 2024 - BSE).
 - Leads to consumers making uninformed purchasing decisions, potentially further environmental damage and questions about the firm's environmental commitment (Du, 2015 - JBE; Ioannou et al, 2023 - JBE; Zhang, 2022 - IRFA).

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Baseline Results

- Our results strongly support our hypothesis that higher workforce quality reduces the propensity for corporate greenwashing.
 - High-quality employees are more likely to uphold ethical standards and resist participating in misleading or dishonest practices.
- Our findings align with earlier studies by Bowen and Aragon-Correa (2014 - O&E) and Delmas and Burbano (2011 - CMR), who documented the influence of internal organizational factors on corporate environmental practices.
- Results remain robust to the inclusion of firm fixed effects and alternative proxies of Greenwashing and Workforce Quality.

Independent Variable	(1) GW1	(2) GW1	(3) GW2	(4) GW2
HCQ	-0.060*** (0.007)	-0.022*** (0.004)	-0.030*** (0.003)	-0.003*** (0.001)
ROA	0.110*** (0.022)	0.119*** (0.021)	0.094 (0.020)	0.094 (0.020)
LEV	0.023*** (0.005)	0.023*** (0.005)	0.003** (0.002)	0.003** (0.002)
SIZE	-0.044 (0.113)	-0.022*** (0.002)	0.063*** (0.020)	-0.154*** (0.026)
MTR	0.071 (0.071)	-0.112** (0.044)	-0.033*** (0.011)	-0.073*** (0.010)
CIS	0.048*** (0.007)	0.007*** (0.006)	0.003** (0.001)	0.008*** (0.001)
TORNSQ	-0.104 (0.185)	-0.029*** (0.149)	0.010*** (0.026)	-0.002 (0.026)
AGE	-0.048 (0.145)	-0.063 (0.149)	0.039 (0.026)	-0.031 (0.026)
CEOD	0.145 (0.145)	0.134 (0.145)	0.026 (0.026)	0.026 (0.026)
BOARDIND	4.073*** (1.622)	2.792*** (0.333)	0.046*** (0.017)	0.032 (0.017)
CC	11.622*** (0.472)	0.333*** (0.042)	-0.143* (0.060)	-0.461*** (0.099)
DNF	0.061 (0.052)	-0.002 (0.048)	-0.044*** (0.009)	-0.040*** (0.011)
GDNG	-0.149 (0.149)	-0.149 (0.149)	0.026 (0.026)	0.011 (0.026)
Constant	0.270*** (0.112)	-0.190* (0.110)	-0.064*** (0.020)	-0.064*** (0.026)
Observations	10436*** (0.073)	11231*** (0.073)	7789*** (0.080)	14827*** (0.080)
Chi-squared	47.890	38.770	49.543	40.111
Prob > Chi2	0.000	0.291	0.114	0.011
Yes FE	YES	YES	YES	YES
Yes FE	YES	YES	YES	YES
Yes FE	YES	YES	YES	YES

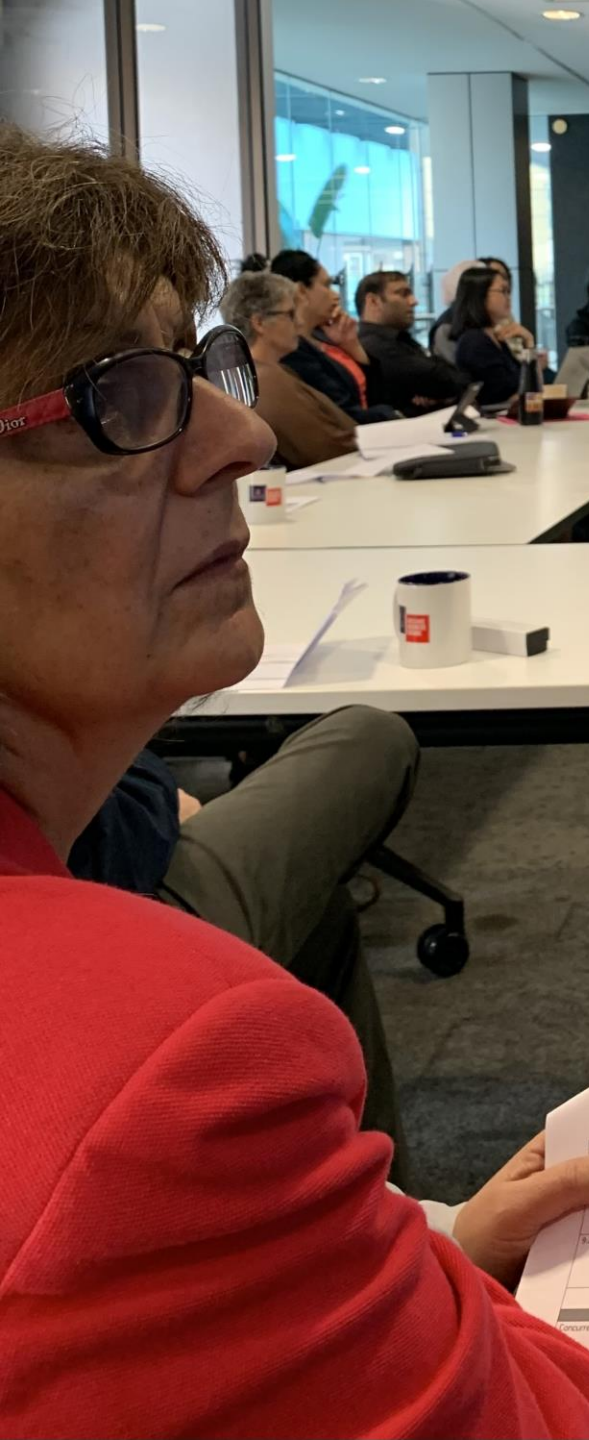
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Workforce Quality and Corporate Greenwashing, Abdullah et al.#17



Responsibly Informing the academic and business communities: The ethical implications of methodological jargon, Sandiford#30



PROGRAM: Thursday 28 November 2024

8.30 Registration Open / Welcome Coffee & Tea
 ABEIN Welcome / Welcome to Country (Santos Lecture Theatre)
 Alessandro Brisson, ABEIN Chair / Uncle Rod

Opening Remarks
 Dr Tracy Dodd, Director Research, Senior Lecturer, The University of Adelaide
 Professor Jessica Gallagher, Deputy Vice-Chancellor (External Engagement), The University of Adelaide
 Prof Noel Lindsay, Dean of Business, Adelaide Business School and Pro Vice-Chancellor Entrepreneurship

9.30 Journal of Business Ethics Editor-in-Chief Address
 Prof Gabe Jones, People, Organizations and Society, Grenville Eadie de Management, Co-Editor-in-Chief, Journal of Business Ethics
 Prof Michelle Greenwood, Monash University, Co-Editor-in-Chief, Journal of Business Ethics (in person)
 Questions and Answers session

10.00-10.30 Morning tea & coffee break: Santos Lecture Theatre

Concurrent sessions	Session 1 Governance and Ethical Decision Making	Session 2 Sustainability and Greenwashing	Session 4 Methodology and Philosophy
	Santos Lecture Theatre Zoom Link Password	Room 128 Zoom Link Password	Room 129 Zoom Link Password
	On the day Governance, ethics and business performance when someone else is being responsible: Harris [1]	On the day Workforce Quality and Corporate Greenwashing: Abdullah et al [1]	Alice Gibson Governance, ethics and business performance when someone else is being responsible: Harris [1]

Poem 'If'
 Be aware of the tacit when writing
 Concept creep (Haslam, 2016)
 Eg: bullying – incl cyber

Who cares? Researching and writing differently in an age of polycrises, Tracy Wilcox#48

Grand challenges and inequalities

"Is publishing better and better theory the only legacy we can and want to leave to society and earth through our work?" (Gray, 2023, p.179)

Research in O & S can fail in its enterprise of making a difference or addressing the problems it seeks to describe and explain (cf. Wickert et al 2021).

Also may fail to speak to those who are impacted most by the societal and ecological challenges which define 21st century life.

Researching as 'investigating an interesting phenomena/ set of relationships' vs researching to make a difference.



Justice orientation			
Purpose: Market orientation	Q1: Follow the Leader Targeted outcomes: <ul style="list-style-type: none"> Competition - related considerations and logics Prioritise ↑ in individual/ institution performance Target vs outcomes 	Animating Dynamics <ul style="list-style-type: none"> Prioritise consistency with academic norms and standards 	Guiding Ethical Principle <ul style="list-style-type: none"> Ethics of Justice tied to, and bound by, academic norms & standards
	Q2: Stalwart Partnering Targeted outcomes: <ul style="list-style-type: none"> Academia – Society relations Directly address grand challenges Advance human dignity & flourishing 	Animating Dynamics <ul style="list-style-type: none"> Participant in e.g. human rights agendas – joining ecosystems of stakeholder partnerships with established standards & norms (e.g. UNSW HRI) 	Guiding Ethical Principle <ul style="list-style-type: none"> Ethics of Justice, potentially bounded by responsibility to multiple stakeholders
	Q3: Subtle Activism Targeted outcomes: <ul style="list-style-type: none"> Competition-related considerations & logics "Hacking instrumental practices" Prioritise ↑ in individual/ institution performance Willing to 	Animating Dynamics <ul style="list-style-type: none"> Prioritise caring for colleagues or subjects "intellectual dwelling" Subtle acts of activism 	Guiding Ethical Principle <ul style="list-style-type: none"> Ethics of Care tied to internal dynamics of setting a caring, thoughtful and "slow" culture.
	Q4: Relational Activism Targeted outcomes: <ul style="list-style-type: none"> Academia – Society relation(ship)s Directly address grand challenges Advance human dignity & flourishing 	Animating Dynamics <ul style="list-style-type: none"> Participant in activist networks pushing the boundary of the role of academia Willing to: do more; change themselves; lead in change 	Guiding Ethical Principle <ul style="list-style-type: none"> Ethics of care guided by self-reflection and activism

Purpose:
Socio-political orientation

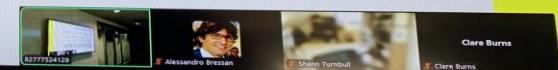
Adapted from Karam, Greenwood,

Academics must be challenging ingrained systems
Recommending a Special Edition of *Journal of Business Ethics*
on activism research – seeking volunteers
(Maria Kapardis agreed)

Example of Relational Activism

Karam, C., DeJordy, R., Creed, D., Daouk-Öyry, L., Scott, S., Geha, C., & Daou, A. (2024). Resourcing Agency for Sustained Collective Action Amidst Creeping Crises. *Organization Studies*,

- Khaddit Beirut in Lebanon in the wake of the Beirut explosion – resourcing agency for sustained collective action – recursive resourcing processes involving critical action and critical reflection
- Enacting a common Raison d’Être, Converting expertise into action, sustaining and energising momentum
- “In these times of increasingly prevalent creeping crises, engaged scholarship and critical consciousness can no longer be uncommon or an outlier, and consequently organizational scholars must start to explicitly cultivate the capacity for such engagement in themselves and in future generations of scholars”.



Scholars need to challenge Group Think Governance

Introduced by the toxic “Principles” of the International Corporate Governance Network (ICGN). They undermine/replace democracies as they promote **centrally controlled dictatorships of Unitary boards.**

To challenge group think use the case stories in my published article for this presentation: “Why do virtuous individuals accept and promote unethical institutions”

It describes how so called “world-class” governance has colonized governments, their regulators, security exchanges, company directors, auditors and their professional associations in accepting corporate constitutions that provide directors with dysfunctional unethical powers.

Ironically these do not protect company directors from becoming complicit with inappropriate and/or unethical activities of a major shareholder as currently illustrated locally.

Polycentric model

Top down balance with bottom up

eg: sport

Eg: research by Janet McIntyre – South Africa casestudy

The screenshot shows a Zoom meeting interface. On the left, a video feed shows Shaun Turnbull, an older man with glasses and a bow tie. The main area displays a slide with the following text:

Thomas Kuhn noted in his book: “Structure of scientific revolutions” that phenomena that do not fit expectations are not seen at all. **Illustrated by many practical examples of polycentric governance** **But serious imperfection exist because education is not available**

Stakeholder owned big businesses demonstrating competitiveness and resiliency for over 50 years:
John Lewis Partnership (UK), Mondragon Cooperatives (Spain), VISA International (US)

Global Olympic sports: Nested polycentric self-governing sub-units from:

1. Self-governing humans incorporating self-governing local clubs
2. Self-governing clubs federating to create Self-governing Regional/state bodies
3. Self-governing regional bodies federating to create National bodies
4. Self-governing national bodies federating to create disciplinary World bodies
5. Self-governing Olympic Committee who selects its self-governing disciplines

Civic organisations like:
Rotary, Lions, Surf-lifesaving, and other cultural and common interest groups.

Practice-led business pedagogy: Challenging the separation thesis in business ethics education, Andrew West#33

What is a practice?

MacIntyre, A. (2007). *After Virtue: A Study in Moral Theory* (3rd ed.). University of Notre Dame Press. P.187

"any coherent and complex form of socially established cooperative human activity through which **goods internal to that form of activity** are realized in the course of trying to achieve those **standards of excellence** which are appropriate to, and partially definitive of, that form of activity, with the result that human powers to achieve excellence, and human conceptions of the ends and goods involved, are systematically extended."



"Tic-tac-toe is not an example of a practice in this sense, nor is throwing a football with skill; but the game of football is, and so is chess. Bricklaying is not a practice; architecture is. Planting turnips is not a practice; farming is."

Key points on education

- Academic specialisation and differentiation
- An Educated Public and an Educated Mind
- Development towards Independent Practical Reasoners
 - Able to ask questions
 - Aware of dependencies



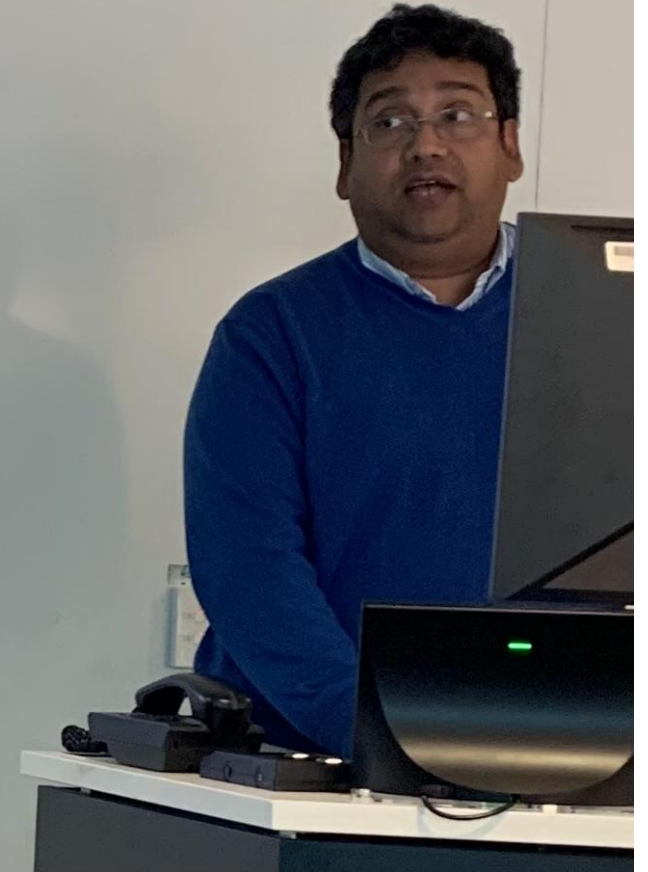
Effective Altruism: The Role of Social Justice Concerns, Chowdhury and Jamil#53

- moral psychology – not ethics

Discussion

- Social justice orientations are a key motivator of (in)effective altruism.
- The effects are mediating by moral foundations.
- The relationships are conditional upon individuals knowing the effectiveness of their altruistic actions (e.g. knowing which charity is most effective).

Charities need to provide more information about their effectiveness to increase donations



Sunao: exploring virtue in politeness strategies for trust building, Noma#7

Organisational psychologist – not ethicist

Looking at flight attendants' politeness strategies – positive and negative

Obedient is the same as open-minded

[Sunao – Japanese virtue: 10 interviews, constructivist grounded theory]

2) Literature Review

Sunao (see Murase 1982, Tayler et al. 1998)
straight forwardness, open-mindedness,
obedient, cooperative, etc.

- A person can be *sunao* intra-personally as well as inter-personally.
- *Sunao* plays an important role in maintaining vertical relationships at Japanese workplace (Crossman & Noma 2013).



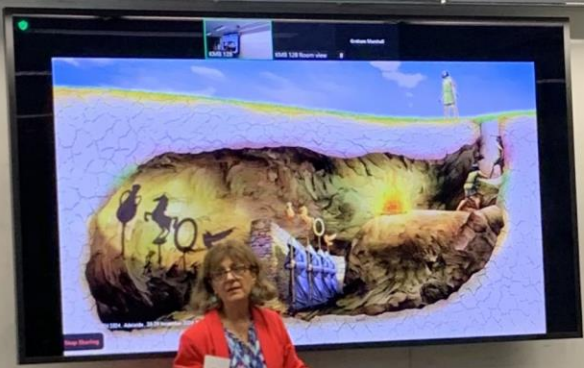


Plato's allegory of the cave and the masking of unethical behavior through ESG Disclosure

Maria Kapardis#6

Found that companies that had more women on boards did not mask corruption as much ie: not less corruption, but better transparency

- Query the role of women – or if it relates to women of a particular culture or at end of tenure (age?)? Type of education?
- A: Data set only gave the numbers (2 or more women)
- Could Motherhood be relevant? Does the research indicate that empathy increases following parenthood/ motherhood? – correlates with anti-corruption?



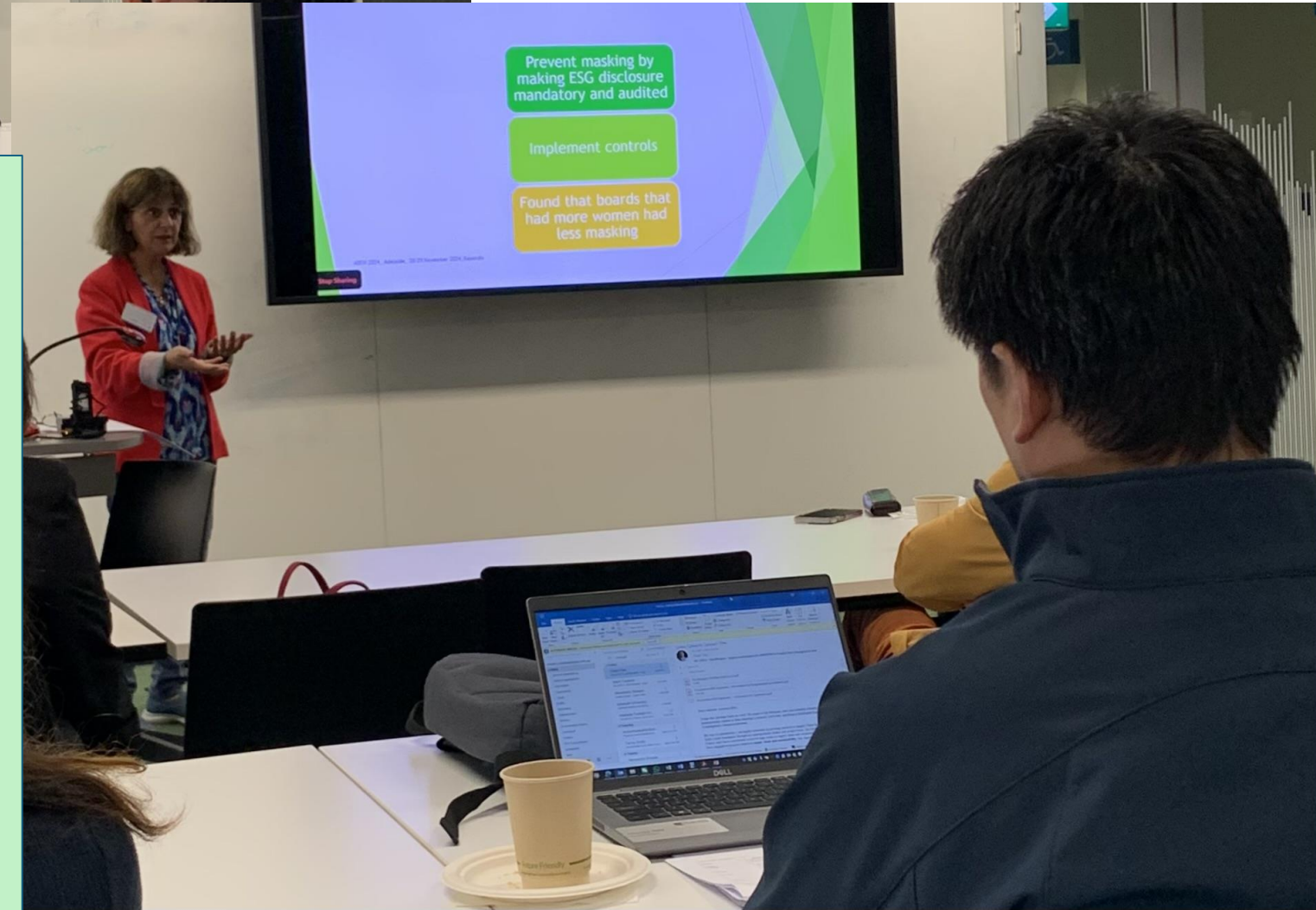
- May relate to values of the company embracing diversity anyway = less corruption?
- If we could find companies that have more women than men on their boards, we could compare

PLATO The Allegory of the Cave

As presented by Plato, Socrates's allegory of the cave imagines a group of people chained together inside an underground cave as prisoners. Behind the prisoners there is a fire, and between the prisoners and the fire are moving puppets and real objects on a raised walkway with a low wall

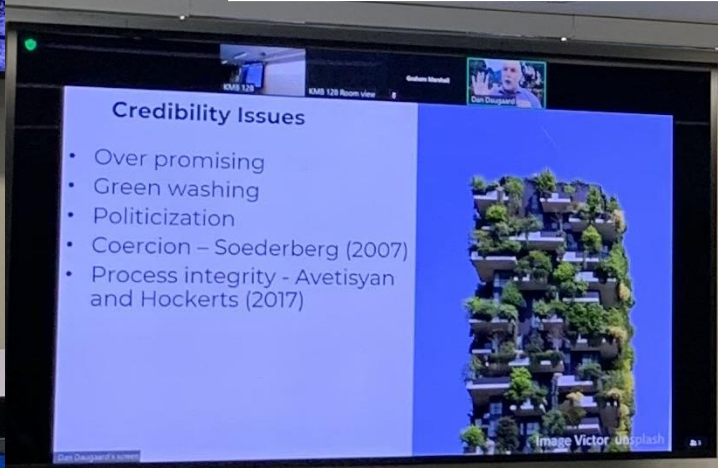
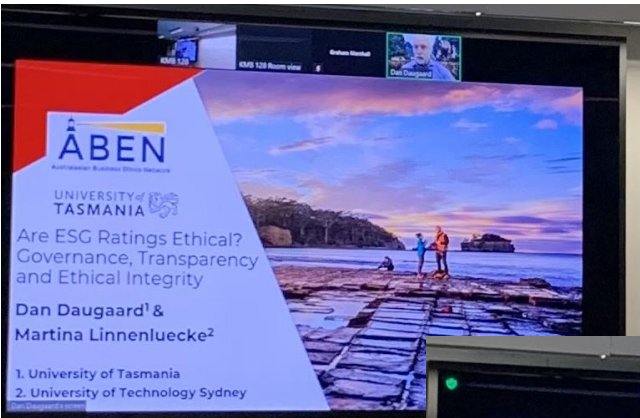
Key lesson: belief versus knowledge

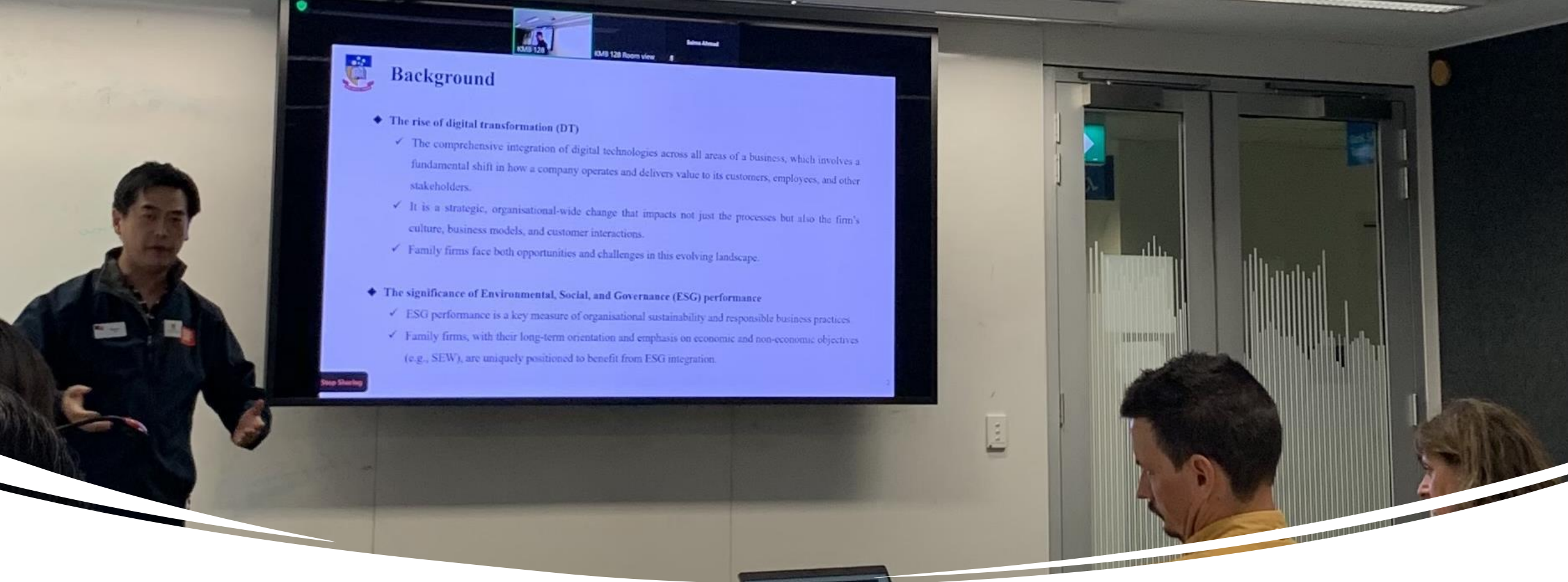
- the prisoners believe the shadows represent the truth because they have never seen anything else



Are ESG Ratings Ethical? Governance, Transparency and Ethical Integrity

Daugaard and Linnenluecke#15





Digital transformation and ESG performance of family firms: Evidence from China, Shi et al#25

Literature eg: When Family Firms Face Digital Change: An Interpretation from the Interactive Perspective of Socio-emotional Wealth and Technological Change



Session 10 Trust, Truth, and Integrity in Leadership

SPORT INTEGRITY: GENDER DIVERSITY ***IN SPORT LEADERSHIP AS*** ***AN ANTI-CORRUPTION TOOL***

Dr Catherine Ordway

Associate Professor and Sports Integrity Research Lead
Faculty of Health, University of Canberra & UC-RISE

Co-authors: Prof Clare Hanlon, Victoria University
Prof Tracy Taylor, RMIT and Jessica Smart





“Women’s engagement in anti-corruption efforts contributes to both improving integrity and accountability as well as to building governance systems that are more responsive to women’s needs” (TRANSPARENCY INTERNATIONAL, 2014)

How does this research translate into sport?



ACADEMIC RESEARCH IN SPORT INTEGRITY

1970s - athlete on-field violence

1980s - fan violence

1990s - doping

2000s - host bidding bribes

2010s - match-fixing and more mainstream corruption

2023 Women's Leadership in Sport



CEOs - 22%

Board Chairs - 25%

2023 Australian Sports Commission funded 65 National Sport Organisations (NSOs)

[Minister for Sport, Ms Anika Wells](#), Keynote address, 2023 *Women in Sport Congress*

“Mandating” Gender Equality in Sport Leadership



Australian Sports Commission *Mandatory Sports Governance Principles* (2013, updated in 2015) required that National Sport Organisations include 40% of women on their Boards

The *National Gender Equity in Sports Governance Policy* (2024) mandates gender equal sport boards, and sub-committees in national and state level boards by 1 July 2027

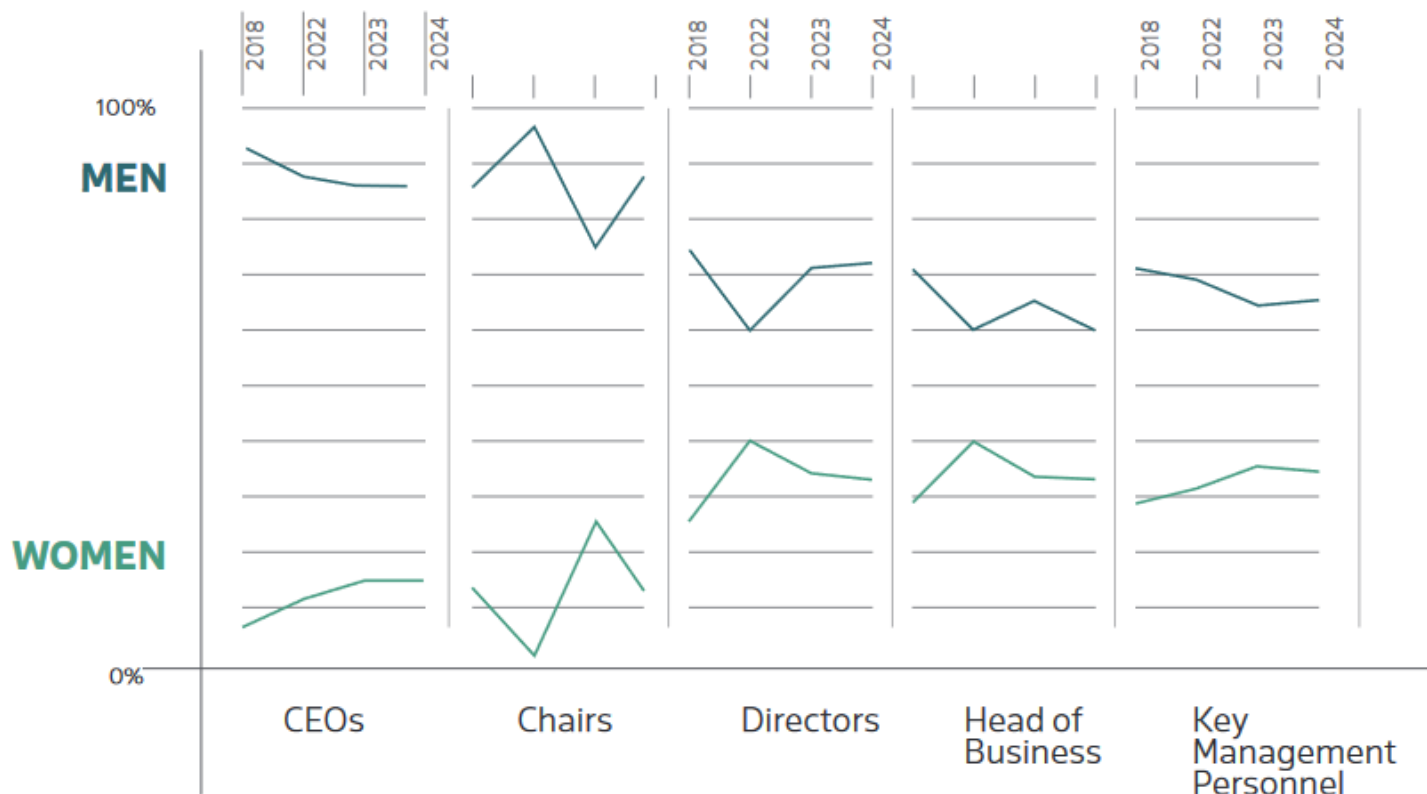
The ASC Mandatory Sports Governance Principles (2013) initially only applied to the top 7 funded sports: swimming, cycling, rowing, athletics, sailing (yachting), hockey and basketball, and were expanded in 2015. <https://aoc-cdn.s3.amazonaws.com/corporate/live/files/dmfile/WinningEdgeInvestmentAllocation.pdf>
https://www.clearinghouseforsport.gov.au/__data/assets/pdf_file/0011/867692/Mandatory_Sports_Governance_Principles_June_2015.pdf



WOMEN'S LEADERSHIP IN SPORT

Representation

Unless otherwise attributed, data from original research by Michelle Redfern, 2019 - 2024.





Women Sport Leaders Study

Study #1: Twelve (12) Interviews conducted in 2012-13

- Covered the spectrum of NGOs - limited diversity
- The time spent in sport leadership roles ranged from a single term (3-4 years) through to 3-4 decades(+).

Study #2: Eight (8) Re-interviews conducted in 2021-22

- Focus on whether there were any changes in their views, and experiences in sport leadership roles (if they stayed in sport leadership)

INTERVIEWEE SELECTION - DIVERSITY



Australian women

Holding board positions in regional/ national/ or international sports governing bodies (Geeraert (2013))

- representing a mix of team, solo, Olympic and non-Olympic sports

Diversity:

- geographic locations
- ages
- cultural/ ethnic backgrounds
- sexual preference
- first term sports board roles, and/or with no sport background, and
- long-standing sports administration careers



Women Sport Leaders Study

AIM:

- Explore perceptions of women leaders about whether gender equity in leadership positions can influence corruption levels

Findings:

- Turn over more prevalent in women – impact of women staying long-term could not be measured
- “If you have corrupt women in leadership, you have corruption”
- Positive changes - women felt heard, seen and respected in their contributions around the board table



Women Sport Leaders Study

Further study: to determine whether and to what extent there is any correlation between the number of women in board positions and the number of integrity cases

Analysis of 2014-2024 data on the number of integrity related cases on:

a) Key sport integrity issues, (with particular focus on the involvement of organised criminals):

1. Match-fixing
2. Doping
3. Use of Insider Information
4. Bribery and/or Fraud
5. Financial Mismanagement; and

b) the number and position of women leaders on sport boards at the national and State level

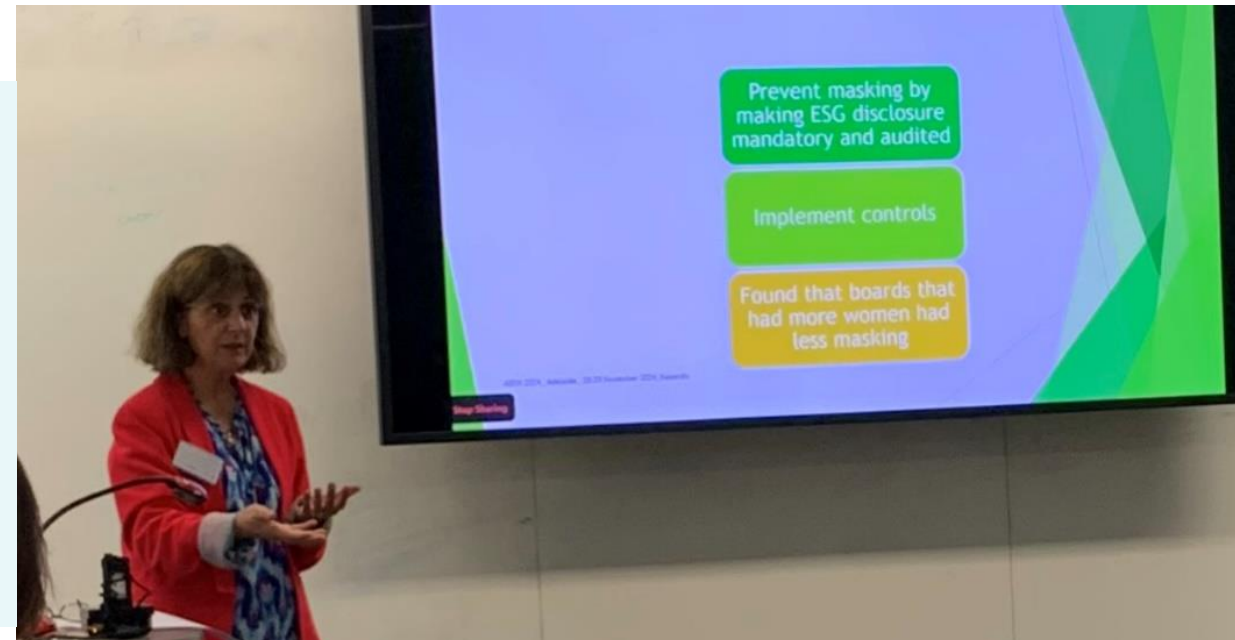
WHAT ELSE CAN I LOOK AT?

Maria Kapardis - Plato's allegory of the cave and the masking of unethical behavior through ESG Disclosure

Found that companies that had more women on boards did not mask corruption as much ie: not less corruption, but better transparency

Query the role of women as a sole correlation:

- women of a particular culture?
 - at end of tenure/ beginning?
 - age?
 - type of education?
 - life-time involvement in sport/ none?
- motherhood (does the research indicate that empathy increases following parenthood/ motherhood?)
 - does empathy correlate with anti-corruption?
 - may relate to values of the sport embracing diversity anyway ie: values = less corruption?



Questions/ Suggestions?

#1: Include cheating in the analysis of types of wrong-doing eg: sandpapergate /age cheating

#2: Look at the Board agendas ie: do they include Conflicts of Interest/ Integrity issues as a standing item?

**Women's sport has become more prominent over the last 5 years, and yet it has not been reflected in the sport boards (CO perhaps will be in the next 10-20 years?
If women from sport are not excluded from the 'women only' positions)**

**Tracy Wilcox: suggest taking a couple of threads out for *The Conversation*
eg: turn over + women on sport boards – from sport v outside**

**Swap the order of the presentation around ie: bring ethics to the fore for this audience
ie: Values first QU: could diversity and ethics help with corruption?**

**Christian view: don't assume it is gender – as women are not inherently more ethical
Group think / lack of women in the board room creates an environment for corruption**

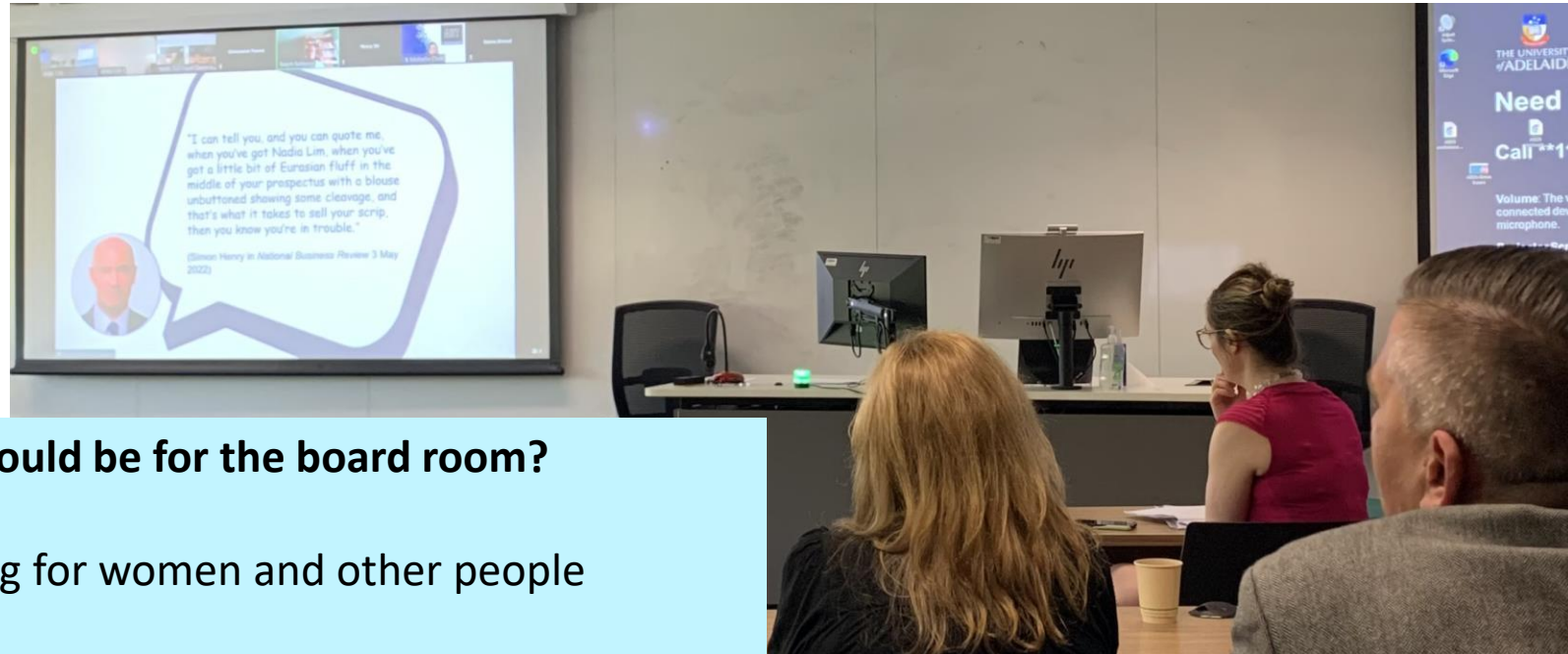
The experience for women in sport is different to men's experiences eg: pay parity



The [un]ethics of truth-telling: When a board member goes feral, Bathurst & Chen (v)#16

How do we incorporate the ARTS into the boardroom?

Gave examples of fusion of music – European/ indigenous



QU: What would be the benefits /difference could be for the board room?

ie: in terms of corruption/ integrity

ie: in terms of making it more fun/ safe/ inviting for women and other people

A: NZ: current Govt saying we “can’t be ‘kumbaya’ about this. Need young people in boot camps”

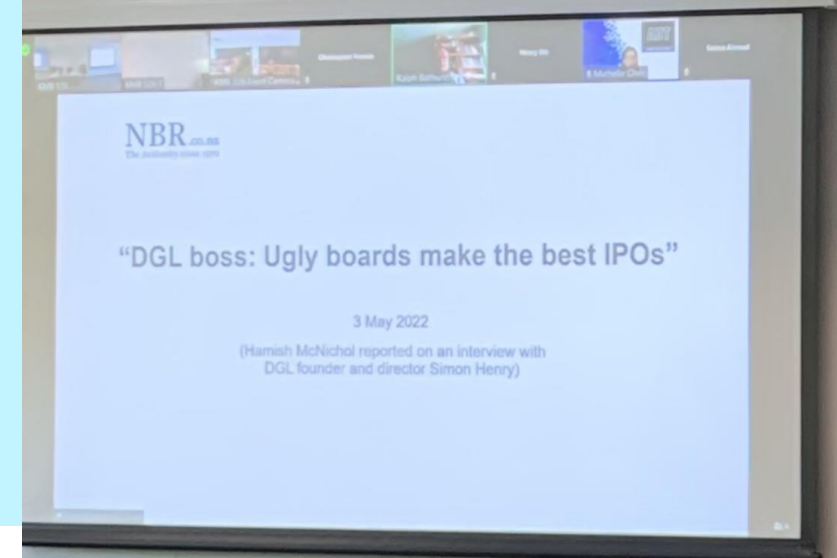
eg: singing 3 part harmonies force you to engage with the other – force you to think from different perspectives

Strong ethical perspective – music forces you to be with people in a different way if you are committed to be with the other

[NB: same as dancing]

Choir without leader – metaphor for Boards without ego, different sounds

Q: Interesting movement around shadow boards to give junior people opportunities



Invisible Barriers: The Impact of Leadership Quality on Covert Mistreatment Among South Asian Immigrants in Western Workplaces, Adneen#12

Positionality – collective community – woman of colour

Workplace incivility literature - historic black American

Key word – *intent*

Melissa's presentation yesterday – authentic (perception comes from inside to outside).

le: offence is contextual – your relationship with the person determines how it is interpreted

Overt mistreatment v micro-aggressions/ micro-insults

Prelim Findings:

1. Leader's empathy
2. Social comparison
3. Auxiliary support (empathising resilience eg: underdog narrative, empowerment)

Suggestions to: read [Allophilia and Intergroup Leadership by Todd L. Pittinsky](#)

- consider collective position v individual (eg: Bangladeshi authors)



Understanding the relationships and roles of Accountants in supporting Indigenous entrepreneurs Bressan et al#49

The Research Questions are:

- How do accountants and business advisors support Indigenous entrepreneurs with tax requirements and other business-related knowledge/skills?
- How do Indigenous entrepreneurs understand and engage with the tax system and other business-related knowledge/skills?

