

TABLE OF CONTENTS

TITLE PAGE	I
STATEMENT OF AUTHENTICITY OF WRITTEN THESIS	II
ACKNOWLEDGMENT	III
TABLE OF CONTENTS	IV
LIST OF FIGURES.....	VI
LIST OF TABLES	VII
LIST OF ABBREVIATIONS	VIII
ABSTRACT.....	X
ABSTRAK	XI
CHAPTER 1 – INTRODUCTION	1
1.1 RESEARCH OBJECTIVES AND RESEARCH QUESTIONS	1
1.2 RESEARCH METHODOLOGY	2
1.2.1 <i>Research Methodology</i>	2
1.2.2 <i>Data Collection and Analysis</i>	3
CHAPTER – 2 CURRENT THEORETICAL CONCEPTS FOR SUSTAINABILITY	4
2.1 TERMINOLOGY ASPECTS AND CONCEPTS	4
2.1.1 <i>Sustainability and Related Terms</i>	5
2.1.2 <i>Business Ethics and Values</i>	10
2.1.3 <i>Global and National Responsibility Contexts</i>	11
2.2 UNDERLYING THEORIES	21
2.3 PREVIOUS RESEARCH STUDIES	25
CHAPTER 3 – CURRENT SUSTAINABILITY PRACTICES	28
3.1 GENERAL GUIDELINES OF SUSTAINABILITY PRACTICE.....	28
3.2 THE DESCRIPTION OF THE CASE STUDIES (HENKEL AND BEIERSDORF).....	29
3.2.1 <i>Beiersdorf</i>	29
3.2.2 <i>Henkel</i>	41

CHAPTER 4 – FINDINGS AND DISCUSSIONS	54
4.1 EMPIRICAL FINDINGS IN RELATIONS TO THE RESEARCH QUESTIONS	54
4.2 SUSTAINABILITY DEVELOPMENT STAGES OF THE CASE COMPANIES.....	55
4.3 SUSTAINABILITY VALUE OF THE CASE COMPANIES	57
4.4 LINKING THE SUSTAINABILITY PRACTICES WITH THE SDGs	60
4.5 THE SUSTAINABILITY REPORTING OF THE CASE COMPANIES	61
4.6 RECOMMENDATIONS FOR THE PRACTICE AND FURTHER RESEARCH	63
CHAPTER 5 – SUMMARY.....	65
BIBLIOGRAPHY	67

LIST OF FIGURES

FIGURE 1	- DEFINITIONS OF SUSTAINABLE DEVELOPMENT.....	6
FIGURE 2	- THE INTERCONNECTIONS AMONG THE THREE DIMENSIONS OF SUSTAINABLE DEVELOPMENT	7
FIGURE 3	- SCHEME OF THE THREE CONCENTRIC CIRCLES	8
FIGURE 4	- THE PYRAMID OF SUSTAINABILITY	9
FIGURE 5	- THE 17 SUSTAINABLE DEVELOPMENT GOALS (SDGs).....	14
FIGURE 6	- THE GLOBAL REPORTING INITIATIVES (GRI) STANDARDS	16
FIGURE 7	- STAGES AND DEVELOPMENTAL CHALLENGES OF SUSTAINABILITY.....	23
FIGURE 8	- THE SUSTAINABLE VALUE FRAMEWORK.....	24
FIGURE 9	- BEIERSDORF'S BRAND PORTFOLIO.....	30
FIGURE 10	- THE ORGANIZATIONAL STRUCTURE OF BEIERSDORF'S CORPORATE SUSTAINABILITY DEPARTMENT	34
FIGURE 11	- THE ORGANIZATIONAL STRUCTURE OF HENKEL'S CORPORATE SUSTAINABILITY DEPARTMENT	46
FIGURE 12	- SOURCES OF PRIMARY MICROPLASTICS –	51
FIGURE 13	- HENKEL'S SUSTAINABILITY#MASTER® MATRIX.....	53
FIGURE 14	- SUSTAINABILITY PRACTICES BEIERSDORF VERSUS HENKEL.....	60

LIST OF TABLES

TABLE 1	- TOPIC-SPECIFIC OF GRI STANDARDS	17
TABLE 2	- SEVEN DIMENSIONS AND FIVE STAGES OF CORPORATE CITIZENSHIP	22
TABLE 3	- HENKEL SUSTAINABILITY PROGRESS IN 2018 (BASED ON 2010)	48
TABLE 4	- TOP 6 OF THE MATERIALITY ISSUES	55
TABLE 5	- SUSTAINABILITY DEVELOPMENTAL STAGE ASSESSMENT.....	55
TABLE 6	- SUSTAINABILITY VALUE ASSESSMENT – (INTERNAL TODAY).....	58
TABLE 7	- SUSTAINABILITY VALUE ASSESSMENT – (EXTERNAL TODAY)	58
TABLE 8	- SUSTAINABILITY VALUE ASSESSMENT – (INTERNAL TOMORROW)	59
TABLE 9	- SUSTAINABILITY VALUE ASSESSMENT – (EXTERNAL TOMORROW)	60

LIST OF ABBREVIATIONS

ADRs	American Depositary Receipts
AFR	Accident Frequency Rate
CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
CERES	Coalition for Environmentally Responsible Economies
CO ₂	Carbon Dioxide
CoC	Code of Conduct
CSR	Corporate Social Responsibility
DAX	Deutsche Aktienindex
DJSI	Dow Jones Sustainability Index
EMS	Environmental Management System
EPAA	European Partnership for Alternative Approaches to Animal Testing
ESG	Environmental, Social and Governance
ESMAS	Environmental Protection and Safety Management Audit Scheme
EU	European Union
FMCG	Fast Moving Consumer Goods
FTSE	Financial Times-Stock Exchange
GRI	Global Reporting Initiative
GSC	German Sustainability Code
GTAI	Germany Trade and Invest
LCA	Life-Cycle Analyses
LEED	Leadership in Energy and Environmental Design
MDGs	Millennium Development Goals
MNCs	Multinational Corporations
OECD	Organisation for Economic Cooperation and Development
R&D	Research and Development
RBC	Responsible Business Conduct
RSPO	Roundtable on Sustainable Palm Oil
SAM	Sustainable Asset Management
SDGs	Sustainability Development Goals
SHE	Safety, Healthy, and Environment

UN	United Nations
UNCED	United Nations Conference on Environmental and Development
UNEP	United Nations Environment Programme
UNGC	United Nations Global Compact
VP	Vice President
WCED	World Commission on Environment and Development
WWF	World Wide Fund