

The limits of corporate responsibility standards

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I explore the limits of corporate responsibility standards – for example Social Accountability 8000 (SA 8000), the Global Reporting Initiative, the Fair Labor Association workplace code – by looking at these initiatives through Derrida's aporias of justice as set out in 'Force of Law: The "Mystical Foundation of Authority"'. Based on a discussion of SA 8000, I uncover the unavoidable aporias that are associated with the use of this standard. I contribute to the literature on corporate responsibility standards in general and SA 8000 in particular by showing (a) that attempts to standardise corporate responsibility can only be successful insofar as we recognise that compliance with SA 8000's rules requires a 'fresh judgement' every time they are applied, (b) that SA 8000 should not be pushed down the supply chain as such coercion does not require a truly responsible decision by suppliers and eventually leads to moral mediocrity and (c) that the necessarily time-consuming reflections about the singular contexts within which SA 8000 is applied challenge the urgent need for implementing this standard. I discuss the implications of my analysis of SA 8000 for corporate responsibility standards in general.

Introduction

Driven by the growth of governance gaps in the global economy, a global institutional infrastructure for corporate responsibility has been proliferating in recent years (Göbbels & Jonker 2003, Leipziger 2003, Paine *et al.* 2005). As argued by Waddock (2008), corporate responsibility standards (for example Social Accountability 8000 [SA 8000], the Global Reporting Initiative and the Fair Labor Association workplace code) are part of this new institutional infrastructure and are being increasingly adopted by corporations. Although these standards differ in detail, they all represent voluntary predefined norms and procedures for organisational behaviour with regard to social and/or environmental issues and usually claim to be valid on a global level (Smith 2002, McIntosh *et al.* 2003, Gilbert & Rasche 2007, Rasche 2009).

Despite their widespread use, we know very little about the limits of applying standards to enhance

corporate responsibility and thus miss insights about what we cannot expect from their application. Discussing the limits of these initiatives is crucial because managers often treat standards in a rather unproblematic way to swiftly respond to growing stakeholder pressure without considering the margins of standardisation. Regrettably, the academic community has not yet started to discuss the limits of standardisation to reveal the 'problematic' side of these initiatives. Corporate responsibility standards are usually offered as a set of quick answers rather than a way of grasping the numerous aporias that underlie the notion of corporate responsibility as such. Following Derrida (1993: 12), an aporia describes an undecidable situation in which we cannot turn to or justify one side of an opposition.

Considering this research deficit, the objective of this contribution is to explore the limits of corporate responsibility standards by relating these initiatives to Derrida's (1992a) discussion of the aporias of justice. Applying Derridian thinking is particularly

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