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**CSR AND STAKEHOLDER ENGAGEMENT MANAGEMENT:
A CASE STUDY OF A PETROCHEMICAL COMPANY FROM
TARRAGONA**

END OF DEGREE PROJECT

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Title, summary and key words

English:

Title: Corporate Social Responsibility and stakeholder engagement management: a case study of a petrochemical company in Tarragona.

Abstract: Corporate Social Responsibility (CSR) is a key concept in today's business management. Companies seek to enhance the companies' interaction with their stakeholders, who demand to be listened and carry out activist actions to reinforce their position in the corporate environment. In Tarragona, the petrochemical industry is a highly profitable economical hub surrounded by a heated and long-lasting debate about its impact on multiple stakeholders. As the biggest chemical complex in South Europe, it presents an interesting case study for CSR policy and the local stakeholder environment.

Key words: corporate social responsibility, stakeholder engagement management, stakeholder activism, social network influences analysis

Català:

Títol: Responsabilitat Social Corporativa i la gestió de la participació dels grups d'interès: l'estudi del cas d'una empresa petroquímica de Tarragona.

Resum: La responsabilitat social corporativa és un concepte clau en la gestió empresarial actual. Les empreses busquen millorar la seva interacció amb els seus grups d'interès, que exigeixen ser escoltats i porten a terme accions com activistes per reforçar la seva posició en l'entorn corporatiu. A Tarragona, la indústria petroquímica és un centre econòmic altament rendible submergit en un debat acalorat i constant sobre el seu impacte sobre els múltiples grups d'interès. Com el complex químic més gran de sud d'Europa, presenta un cas interessant d'estudi sobre per a la política de RSC i l'entorn dels grups d'interès locals.

Paraules clau: responsabilitat social corporativa, gestió de la participació dels grups d'interès, activisme dels grups d'interès, anàlisi de les influències de les xarxes socials.

Castellano:

Título: Responsabilidad Social Corporativa y la gestión de la participación de los grupos interesados: el estudio del caso de una empresa petroquímica de Tarragona.

Resumen: La responsabilidad social corporativa es un concepto clave en la gestión empresarial actual. Las empresas buscan mejorar la interacción de las empresas con sus grupos de interés, que exigen ser escuchados y llevan a cabo acciones como activistas para reforzar su posición en el entorno corporativo. En Tarragona, la industria petroquímica es un centro económico altamente rentable sumergido en un debate acalorado y constante sobre su impacto en múltiples partes interesadas. Como el complejo químico más grande del sur de Europa, presenta un caso interesante de estudio sobre para la política de RSC y el entorno de los grupos de interés locales.

Palabras clave: responsabilidad social corporativa, participación de las partes interesadas, activismo de las partes interesadas, análisis de las influencias de las redes sociales.

Presentation

Two main reasons led me to choose Corporate Social Responsibility and stakeholder engagement as the core topics of my End of Degree Project.

Firstly, a personal interest in the subject. Throughout the Business Administration degree, I have learned about the different departments and actions taken by companies to carry out their economic activity. Ranging from investment to human resources, I have seen the internal machinery that allows businesses to function daily. Throughout this journey, I became interested in how all of these internal processes not only impacts the companies themselves but the society and environment that surrounds them. To further my understanding of that topic, during my third year abroad, I took a course in "Managing and Leading Social Innovation". The course was focused on socially responsible corporations and social entrepreneurship, in for-profit, non-profit and hybrid organizations. This project is directly connected with that course since it is centered on the corporate social responsibility of for-profit organizations, and their role not only as companies but as members of the society and environment around them. This idea is also reflected in one of the nuclear skills of the degree. Specifically, skill C5, which aims "to commit to ethics and social responsibility as a citizen and as a professional". Moreover, the course introduced to social network analysis to advance a socially innovative initiative within an organization. For my project, I was able to implement a model based on the same type of social network analysis, although centered on stakeholder influences.

Secondly, I wanted to deepen into the concerns regarding the local petrochemical industry. As a citizen of Tarragona, I had witnessed the debate surrounding the industry from a young age. Either in favor of it or against it, arguments about the petrochemical companies' were always present and highly relevant for the local community. My interest in the case grew exponentially after I did my degree's internship in one of the petrochemical companies. Throughout the four months I worked there, I got an internal perspective of the industry. However, to understand the full picture, I needed to know how the corporations interact with their environment. This project has allowed me to understand how the industry engages with worker's unions, environmental associations, or the local government, among others. Furthermore, the elaboration of an independent research case study allowed me to fulfill two of the specific skills of the degree: A2, which is based on "being able to search, analyze and interpret quantitative and qualitative information of a financial-accounting, economic, social and legal nature, relevant to business decision-making"; and A7, which aims to "analyze with scientific rigor case

studies of companies and business problems and issue advisory and consulting reports that respond to these problems”.

All in all, my interest in Corporate Social Responsibility and my desire to understand the local stakeholder environment of the petrochemical industry led me to choose my End of Degree Project topic.

Introduction

In today's corporate world, companies no longer operate solely. The benefits of that past era are long gone. Nowadays, investors, consumers and local communities demand to be acknowledged as impacted by companies' actions and considered in their decision-making processes. A company's set of moral, social and environmental commitments has gained almost as much importance as its prices have. A new conception of for-profit companies has arisen, by which the creation of economic profit is not enough if it doesn't bring along a benefit for society. For this reason, in the current times, businesses invest large amounts of resources and time on corporate social responsibility. This involves creating a transversal strategy that inherently affects all the departments of the company, albeit in different ways. Furthermore, when trying to be socially responsible, companies have to engage with their various stakeholders. These actors, affected by the company's productive activity, play a key role in carrying out activist actions to reinforce their position in the corporate environment. Stakeholder engagement management is an essential part of corporate social responsibility, which requires a joint effort from both companies and stakeholders to balance their often opposite interests and needs.

In Tarragona, the petrochemical industry is a highly profitable economical hub surrounded by a heated and long-lasting debate about its impact on multiple stakeholders. As the biggest chemical complex in South Europe, it presents an interesting case study for CSR policy and a local stakeholder environment.

This project has three main objectives, one theoretical and two practical. Firstly, to understand the implications that corporate social responsibility, stakeholder management and stakeholder activism have for business management. Secondly, to explain the CSR role that BASF Tarragona and its stakeholders carry out in the petrochemical industry local environment. Thirdly, to analyze the relations of influence and behavior among the members that constitute the stakeholder environment of BASF Tarragona.

The structure of the project is divided into three parts. Firstly, there is a theoretical framework aimed to fulfill the first objective. This section begins by reviewing the concept of corporate social responsibility, and the controversies around its definition. Next, there is a focus on stakeholders and their classification. Moreover, there is a connection of stakeholder theory with corporate social responsibility, and its profitability. To end this section, there is a short review of the corporate social responsibility report and regulation.

The next section is dedicated to stakeholder activism and stakeholder engagement management. We begin by questioning what ignites stakeholder activism, and continue with how corporations manage stakeholder pressures.

The second part of this project is the conceptual presentation of the two models of analysis that will be used for the practical case study. These are “The Anger Activism Model” (Turner, 2006) and “Network analysis of stakeholder influences” (Rowley, 1997). The third part of this project is the case study of BASF Tarragona and a set of four of its local stakeholders. This section begins with a short review of the history and economic importance of the petrochemical complex, as well as the presentation of BASF Tarragona and its stakeholders. Next, there is an analysis of the stakeholder environment using both models previously mentioned and a discussion of the results. Lastly, the project ends with the conclusions reached throughout the sections and analysis.

The methodology of this project has been the following. For the elaboration of the theoretical framework, a literature review has been carried out using Google Scholar and Research Gate databases. For the practical case study, the two analytical models previously mentioned have been used. To obtain the necessary data from BASF Tarragona and its stakeholders, online questionnaires using Google Forms have been distributed. Moreover, to obtain additional qualitative information and perform a more in-depth analysis of the case, private interviews using the online platforms Skype and Zoom have been carried out with a representative from BASF Tarragona and each stakeholder.

1. Theoretical framework

1.1 Corporate Social Responsibility

1.1.1 Origin and definition of the concept

The concept of “corporate social responsibility” (from now on, CSR) first arose in 1953, when American economist Howard Bowen published his book “Social Responsibilities of the Businessman”. Often referred to as “the father of CSR”, Bowen drew the first connection between corporations, societal stakeholders, and a need for responsiveness between them. Bowen argued that companies have a substantial impact on people’s everyday life. Aside from affecting those directly tied to the company itself (that being workers, directives, customers or suppliers), businesses dictate the fate of all of the society. This is because, when added up together, the decisions of corporations become incredibly determinant to the economy. For instance, a more demanding hiring policy can have consequences in matters such as employment, economic progress and distribution of income; the decision to stop producing a certain good will change the range of products available at local supermarkets; and using media and newspapers for corporate advertising will influence narratives and cultural standards.

The following is the first conceptual definition Bowen provided of the concept of CSR:

“The term social responsibilities of businessmen will be used frequently. It refers to the obligations of businessmen [and businesswomen] to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of society. This definition does not imply that businessmen as members of society lack the rights to criticize the values... It is assumed, however, that as servants of society, they must not disregard socially accepted values or place their own values above those of society” (Bowen, 1953)

Bowen was the first to outline the existing relationship between the decisions of businesses and its impacts on society, and to advocate for an ethical business behavior aligned with the values and interests of society.

Later, in 1970s, Bowen’s concept of CSR truly began to take hold in the U.S, when the concept of the “social contract” between business and society was officially declared by the Committee for Economic Development in 1971. This “social contract” was an

adaptation from French philosopher Rousseau's theory to the corporate field, and it was based on the idea that businesses function because of public "consent". That is, that society has allowed corporations to perform its productive activity and has provided them with the means and labor capital to do so. Therefore, businesses have an obligation to constructively serve the needs of society. This is often referred today as a "social license to operate", that is to contribute more to society than solely their products for sale.

Since the 1970s, the definition of CSR has changed vastly. It is now defined by the UNIDO (United Nations Industrial Development Organisation) as:

"[...] a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives ("Triple-Bottom-Line Approach"¹), while at the same time addressing the expectations of shareholders and stakeholders."

All in all, it is clear the concept of CSR has evolved since it first arose in the 1950s. Throughout the years, its definition has been adapted to the ongoing circumstances and changing dynamics around the business environment, until reaching its current form. To sum up, these are the three main changes it has gone through:

- Firstly, unlike the original Bowen's definition, CSR is currently defined as a strategic business management concept, not as the obligation of a single businessman or businesswoman. This is due a change of framing in which the concept is understood. In the past, companies couldn't bear the idea of being socially or environmentally responsible while undertaking their economic activity and making profit from it. Those two concepts were seen as mutually exclusive. Given the inferior level of technologic and scientific advancement, any average productive activity tended to have unavoidable negative externalities such pollution. As a result, CSR was often left as a secondary subject which could only be assessed if the director of the company had obtained enough revenue to individually spend money on it. Usually, it was in the shape of donations to charities or philanthropy (the differentiation of the latter with CSR will be assessed in the next paragraph). Nowadays, thanks to the advancements in sustainable production techniques, the concept of CSR has

¹ "Triple-Bottom-Line" refers to People, Planet and Profit.

evolved to be a key part in the company's business strategy and model, which affects each department and involves a collective effort from all of them.

- Secondly, the current concept of CSR aims to directly tackle the social and environmental issues society faces, more than to contribute to its values. In the past, the ideas shared by society commonly understood as positive were shaped as values. For instance, concepts such as 'family', 'cooperation' and 'community' are examples of values. When CSR arose, companies took a stand and supported the set of values which was desirable in that time throughout their actions, by promoting local commerce or donating money to community centers. Throughout the years, society has defined and differentiated the main social and environmental problems upon us, and CSR has adopted a more specific role in assessing them. As a result, now companies aim to directly contribute against a specific problematic. For instance gender balance, social equity, eco-efficiency or anti-corruption.
- Lastly, CSR does not adversely affect the economic viability of the company. In fact, it brings along competitive advantages itself. As mentioned in the first point, in the past, CSR and economic viability were seen as mutually exclusive concepts. On the contrary, CSR it is now a source of positive differentiation among companies. This is due to the change on the importance given to environmental and societal issues around local communities or in the global landscape. Nowadays, people are more conscious about issues such as climate change and racial discrimination in the workplace (further explanation about this can be found in section 1.1.2.4 Profitability of CSR), and demand that the companies they buy from are too. There is a growing number of consumers who consider 'sustainability' and 'work ethic' as their main preferences, which can lead to a change in their consuming habits. As a result, CSR is now a valued strategic tool which gives a competitive advantage to corporations to market themselves.

In this section we have assessed the different definitions CSR has received throughout the years, since its first appearance in the 1950s by Bowen until the actual one, defined by the UNIDO. More importantly, we have analyzed the three main factors of change that have allowed this evolution and have shaped its current meaning². Next, it is

² Moreover, the current Sustainable Development Goals (SDG) for 2030 proposed by the United Nations (UN) have constituted a global framework for measuring business contributions to society or how companies can 'win with purpose'.

important to consider the different interests that are being represented while giving these definitions, and the controversies that brings along.

1.1.1.1 Controversies about the definition of CSR

Throughout the years, there has been continuous debate and disagreement around the definitions of the term CSR we have reviewed in the previous section. Little consensus has been reached on which is the most accurate definition of the concept due to the different interests represented. In other words, the groups related to the company tends to have different priorities and understandings of CSR.

While a company CEO may agree with the modern understanding of CSR strictly as a business management strategy, an NGO activist or union leader may see it as 'greenwash³'. 'Greenwash' refers to a company or organization that makes an unsubstantiated or misleading claim about the environmental or social benefits of a product or service, in order to attract certain consumers and increase their gains⁴. Often, NGOs and activist groups do not conceive CSR policy can be possible if the company's and shareholders' profits are prioritized. They argue that, currently, companies engage in CSR actions to improve their image towards the public, given the importance it is now given to issues such as climate change or gender equality, only as a means to increase their profit. In this sense, they might deem the UNIDO definition of CSR as a series of immoral or disloyal business practices that don't really seek to serve its original purpose.

On the other hand, a government official may define CSR simply as a voluntary company regulation. From their approach, CSR aims not to exceed the required limits on pollution or the quotas of gender balance within the personnel. In that sense, they may only perceive it from a legal standpoint as any other regulation.

Besides, another controversy mentioned in the previous paragraph is the relationship of CSR with philanthropy. It is important to draw a distinction between CSR, a strategic business management concept, and charity, sponsorships or philanthropy. Even though

³ The concept of 'greenwash' originally comes from the term "whitewash", a deliberate attempt to conceal unpleasant or incriminating facts about a person or organization in order to protect their reputation. There is also the term 'pinkwash', related to the LGTB community.

⁴ For example, in 2019, the food giant Nestle was accused of "greenwashing" its products through marketing them in advertisements as "sustainably sourced cocoa beans". A class-action lawsuit presented against the company claimed the production the company's chocolate products was helping drive massive deforestation in West Africa. The suit also claimed the cocoa came from farms that use child and slave labor. In response, Nestle released a public statement responding to the allegations and introduced a "Tackling Child Labor Report in West Africa" as part of their CSR policy (Nestle, 2019).

the latter can also make a valuable contribution to poverty reduction, it will directly enhance the reputation of a company and it will strengthen its brand, the concept of CSR clearly goes beyond that since it involves the economic activity of the company and its actions.

As said in the beginning of this section, with its unique, often particular characteristics, different groups related to a corporation have different priorities and needs. As a result, they tend to focus only on specific issues which they believe are the most appropriate and relevant in organizations' CSR initiatives. Thus, the beliefs about what constitutes a socially responsible and sustainable organization itself also depend on the perspective of the stakeholder. In the next section, we will focus on what makes a stakeholder and the existing defined groups among them.

1.1.2 Stakeholders

Stakeholders are described by Freeman and Reed (1983) as *“any identifiable group or individual who can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives”*. That is, in other words, a person, group, or organization which has direct or indirect stake in an organization because it can affect or be affected by the organization’s actions, objectives, and policies. Some of the most important stakeholders in a business organization, which will be later reviewed, include directors, creditors, customers, employees, government agencies, suppliers, unions, and the community from which the business draws its resources. Before, it is necessary to differentiate the meaning of stakeholder and shareholder.

1.1.2.1 Stakeholders vs shareholders

Often, there's confusion among the terms “stakeholder” and “shareholder”. Both are groups of interest and influence connected corporations. Nevertheless, on the one hand, stakeholders are bound to a company through some type of vested interest, usually for a longer term and for reasons of greater need. On the other hand, shareholders have a financial interest, but they have the ability to sell a certain stock and buy different one or keep the gains in cash; thus, they do not have a long-term need for the company and can get out at any time. Therefore, all shareholders are inherently stakeholders, but stakeholders are not inherently shareholders. For instance, if a company is performing poorly financially, the vendors in that company's supply chain might suffer if the company

no longer uses their services. Similarly, employees of the company, who rely on it for income, might lose their jobs. Both of these examples would be stakeholders. On the other hand, the shareholders of the company could sell their stock and limit their losses.

1.1.2.2 Classification of stakeholders

Stakeholders can be categorized as primary (or internal) or secondary (or external). Primary stakeholders are people whose interest in a company comes through a direct relationship, such as employment, ownership or investment. Therefore, workers, board directors and shareholders are all examples of primary stakeholders. On the other hand, secondary stakeholders are those people who do not work immediately with or for a company but are still affected in some way by its actions and outcomes. Suppliers, creditors and public groups are all considered secondary or external stakeholders.

We will now review the set of unique needs and interests the most common stakeholders tend to have:

- Customers. Stake: Product/service quality and value. It is a popular saying that *'businesses exist to serve their customers'* or that *'the customer is always right'*. Actually, customers are stakeholders of businesses in that they are impacted by the quality of service/products and their value, which they aim to maximize. For example, passengers traveling on an airplane literally have the biggest stake there is to have in the company's hands, which is their life (Corporate Finance Institute, 2015).
- Employees. Stake: Employment income and safety. Through its labor in the company, employees earn an income to support themselves, along with other benefits⁵. For this reason, the salary is a core stake of the employees at the company. In addition, depending on the nature of the business, employees may also have a health and safety interest (for example, in the industries of chemicals, transportation, mining, oil and gas or construction). Usually, because of the nature of its position, employees suffer from a strong imbalance of power in front of their corporations' board. For this reason, employees unite themselves in unions to defend their most important interests (Corporate Finance Institute, 2015).

⁵ These benefits can be monetary or non-monetary, such as allowances, traveling, accommodation, among others.

- Investors. Stake: Financial returns. Investors include both shareholders and debt holders. As explained before, shareholders invest capital in the business and expect to obtain back a certain rate of return on that capital. Investors are commonly concerned with the concept of shareholder value, which is the amount gained due to management's ability to increase sales, earnings, and free cash flow. That leads to an increase in dividends and capital gains for the investors. Moreover, other types of providers of capital such as lenders and potential acquirers can be found in this group (Corporate Finance Institute, 2015).
- Suppliers and vendors. Stake: Revenues and safety. They sell goods and/or services to a business and depend on it for revenue generation and on-going income. In many industries, such as the ones named before, suppliers also have their health and safety at stake, as they may be directly involved in the company's operations (Corporate Finance Institute, 2015).
- Communities. Stake: Health, safety, economic development. The word 'communities' references the citizens, its local businesses and the economy of those who cohabit in the area where the company is established. All of them are impacted by a wide range of things, including job creation, economic development, health, and safety. This is because, when a big company enters or exits a certain community, there is an immediate and significant impact on employment, incomes, and spending in the area, which directly affects the people living there. In some industries, there is a potential health impact, too, as companies may alter the environment (Corporate Finance Institute, 2015).
- Governments. Stake: Taxes and GDP. Governments are closely connected to companies, as they collect taxes from them (corporate income taxes), as well as from all the people they employ (payroll taxes) and from other spending the companies incur (sales taxes). Additionally, governments benefit from the overall Gross Domestic Product (GDP) that companies contribute to and dictate the general regulation companies must follow (Corporate Finance Institute, 2015).

We have reviewed how every stakeholder group, by nature, has their own necessities at stake. A common problem is that their various self-interests aren't at all aligned. In fact, they often happen to be in direct conflict. That means that contributing to fulfilling a groups' needs necessarily reduces the well-being of another one. For example, from the viewpoint of its shareholders, the primary goal of a corporation could be to maximize

profits and enhance shareholder value. Since labor costs are a critical input cost for most companies, the shareholders may seek to keep these costs under tight control. This has a direct effect on making another important group of stakeholders, its employees, unhappy, since their wages may be reduced. Looking at another example, if the company is pressured by shareholders to cut costs, it may lay off employees or reduce their wages, which presents a difficult tradeoff. In general, much of the prioritization will be based on the stage a company is in. For example, if it's a startup or an early stage business, then customers, employees and local communities are more likely to be the stakeholders considered the most, since the company will want to create a good public image of themselves. On the contrary, if it's a mature, publicly traded company, then shareholders, governments and boards of directors are likely to be front and center.

There are multiple factors that make companies experience difficulties to prioritize stakeholders and their different needs. Nevertheless, at the end of the day, the most efficient ones are the ones who manage to successfully fulfill the self-interests and expectations of their stakeholders as much as possible.

1.1.2.3 Stakeholder theory within CSR

To understand the key role of stakeholders in a company and its relation to CSR, it's necessary to theoretically frame the stakeholder theory. This theory arose from Edward Freeman's book "Strategic Management: A Stakeholder Approach" (1984). Stakeholder theory of the firm proposes that the nature of an organization's stakeholders, their values, their relative influence on decisions and the nature of the situation are all relevant information for predicting organizational behavior and outcomes (Brenner and Cochran, 1991). The objectives of a corporation can only be achieved by protecting and balancing the interests of these different groups of stakeholders. The pluralistic nature of stakeholder theory is based on the notion that there are many groups in society besides owners and employees to whom the corporation is responsible (Freeman, 1999). As a descriptive theory, stakeholder theory has been used to describe the nature of the firm (Brenner and Cochran, 1991), management of corporations, and how board directors think about the interests of corporate constituencies. From an instrumental perspective, the theory is used to identify the connection between stakeholder management and the achievement of corporate social responsibility (Kotter and Heskett, 1992). In this respect, the theory can be regarded as a perspective of the firm that focuses on the question of which stakeholders deserve or require management attention.

The concern for stakeholders by corporate leaders is expected to have a significant influence on the formulation and implementation of a firm's strategy (Frooman, 1999). Such a concern has significant impact on how the strategies an organization uses to deal with multiple stakeholders will change as the organization evolves through the stages of formation, growth, maturity, and decline or revival. This provides a relevant framework for assessing the roles, rights, responsibilities, and legitimacies of different actors in the interaction between organizations and their environment (Freeman, 1999). The concern for stakeholders by corporate directors has some important implications for corporate governance. Corporations can be more responsive to the interests of society as a whole by incorporating the participation of stakeholders in their boards of directors. The stakeholder approach to the role of the governing board expects the organization leaders, such as corporate directors, to negotiate and compromise with stakeholders in the interest of the corporation.

The prevalence of stakeholder theory in relation to CSR is grounded in the belief that CSR-stakeholder relationships are the essential assets that corporates must manage. While CSR aims to define what responsibilities business has to fulfill, the stakeholder concept addresses the issue of whom business is or should be accountable to. Both concepts are closely inter-related. However, while the CSR concept still suffers from a level of abstraction and controversy in its definition, as we have reviewed, the stakeholder approach offers an objective and practical alternative for assessing the performance of firms as well as the key stakeholder groups.

1.1.2.4 Profitability of CSR

When discussing about CSR, we tend to focus on how stakeholders such as society or the environment benefit from these interactions with the company. To carry out all of these actions, corporations often have to invest a lot of money and time on it. Therefore, why would companies voluntarily choose to spend all of this time and money on it? Although it would be very nice to think that they choose to do it in order to have a positive impact and help the world, we mustn't forget that a company thinks strategically and that every step they take is in order to fulfill their main objective, to make a profit. In the current times, CSR has become an appealing option to businesses because it also enhances their economic performance. There are four key factors that explain CSR's profitability:

- **Corporate Value:** Stakeholders that are closely connected tend to have the ability to influence the success (or failure) of a company at various levels. Moreover, they

have different perspectives and concerns on important issues (such as CSR issues). For this reason, the board of the company finds an intrinsic benefit in being aware and able to manage their stakeholders. This is what is known as “corporate value”, and companies exploit it through stakeholder engagement. Stakeholder engagement includes the formal and informal ways a company stays connected to its stakeholders. This concept will be further reviewed in section “2.3 Stakeholder engagement management.”

- **Rise in Shareholder Activism:** According to the Shareholder Activism Report of 2018 by Activist Insight, the number of companies around the globe receiving CSR proposals from has steadily increased, with growth averaging about 11% for the last four years and campaigns targeting 805 companies worldwide in 2017. The pool of funds deployed in these campaigns is expanding, reaching over \$200 billion in 2016, up from just \$47 billion in 2010. The movement is also expanding geographically: approximately twenty percent of total activist shareholder funds are now deployed outside the English-speaking world, and national campaigns have been launched in various European countries, including Spain, France, Germany, Switzerland and Italy (Forbes, 2018).

In 2013, in the US, the Institutional Shareholder Services Inc. (“ISS”) reported that the 2013 proxy season saw an increase in the number of ESG (environmental, social and governance issues) resolutions filed by shareholders with US companies. Average shareholder support for those resolutions also increased to 21.7% in 2013, up from 18.6% in 2012, continuing the general upward trend of increasing shareholder support for such issues (Harvard Law School Forum on Corporate Governance and Financial Regulation, 2013).

- **Rise in Sustainable and Responsible Investing:** Once a niche practice, sustainable investing⁶ has become a large and fast-growing major market segment. According to the Global Sustainable Investment Alliance, at the start of 2016, sustainable investments constituted 26% of assets that are professionally managed in Asia, Australia and New Zealand, Canada, Europe, and the United States—\$22.89 trillion in total. Four years earlier, they were 21.5% of assets. Looking at the future, experts

⁶ “Sustainable investment” refers to an investment strategy which seeks to consider both financial return and social or environmental good to bring about social change regarded as positive by proponents (Thomson West, 2014). For example, green bonds, which are a type of fixed-income instrument specifically earmarked to raise money for climate and environmental projects.

predict that this trend will continue well into 2020⁷. Tim Mohin, Chief Executive of the Global Reporting Index (GRI), explained: *“In the past decade there has been a tremendous upswing in interest coming from the financial sector. With over 90% of the largest companies now filing sustainability reports (85% of the S&P 500), the data is plentiful. But that is not new. What is new is the interest in using the information for investment decisions. A recent study from Oxford University found that more than 80% of mainstream investors now consider ‘ESG’ information when making investment decisions. And the numbers are compelling - globally, there are now \$22.89 trillion of assets being professionally managed under responsible investment strategies, an increase of 25 percent since 2014.”* (Forbes, 2019).

- Rise in sustainable consumer behavior: Sustainable consumer behavior is the sub-discipline of consumer behavior that studies why and how consumers do or do not incorporate sustainability issues and their personal opinions on them into their consumption behavior (Belz & Peattie, 2009). According to a 2019 report from the American consulting firm Clutch, the social stances a company takes now influence buying decisions more than price. The Clutch survey discovered that environmentally friendly business practices now take far more precedence among consumers as an important attribute (71%) for companies to have than price (44%)⁸. More surprisingly, a company’s commitment to social responsibility and giving back to the local community also ranked as more important business attributes than price (both 68%). 75% of the responders said they are more inclined to begin shopping at a company that supports an issue they personally agree with. By contrast, consumers are also motivated to distance themselves from companies that don’t share their values: more than half (59%) said they’re likely to stop purchasing from a company that supports an issue with which they personally disagree. Not surprisingly, younger consumers are more likely to expect businesses’ values to align with their own. 70% of respondents who identified themselves as members of Gen X and 54% of those identifying as Millennials said they’re likely to stop shopping at a company that supports an issue with which they disagree, compared to only 37% of Baby Boomers who said the same (Odweyer PR, 2019).

⁷ For example, Nasdaq currently provides a complete family of environmental indexes, tracking the growing clean-energy sector, also known as the “Green” Indexes. The Index is comprised of companies working to enhance economic development based on reduction of carbon usage. At the head of the family is the Nasdaq Green Economy Global Benchmark Index (QGREEN) (Nasdaq, 2020)

⁸ Due to this shift in consumer behavior, companies have had to adapt their marketing techniques to a new audience. Techniques such as “green marketing”, the process of promoting products or services based on their environmental and social benefits, have become really popular in the corporate world. For example, in 2014, Starbucks began using recyclable cups and napkins, and buying coffee beans supplies from sustainable farmers complying with the U.S. Fair Trade Act approved in 2004.

To sum up, these four factors make of CSR not only an initiative motivated by a sense of morality and business ethics. In the recent years, CSR has become a very profitable and appealing practice to add into a company's management strategy, which has ignited a growing trend in the corporate world.

1.1.3 CSR report

A CSR report can be defined as *“a document published by a company or organization periodically (usually annual) about the economic, environmental and social impacts caused by its everyday activities. A sustainability report also presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy.”* (Global Report Initiative, 2019).

The CSR report provides a company with an opportunity to communicate its CSR efforts to the company's stakeholders and to discuss (within the confines of a single document) certain company successes and challenges on a wide array of CSR issues, including corporate governance, climate change, employee and supplier diversity initiatives, and community investments and partnerships. The CSR report is also a medium for transparency (which often improves a company's reputation with certain stakeholders, particularly shareholders, employees, suppliers and communities within which the company operates) and may be used as an effective outreach tool as part of an ongoing shareholder relations campaign (which may deter activist shareholders from submitting ESG shareholder proposals or pursuing or threatening litigation). Lastly, the CSR report provides existing and potential investors with CSR information to assist in analyzing investment decisions (Harvard Law School Forum on Corporate Governance and Financial Regulation, 2013).

1.1.4 CSR regulation

CSR practices and sustainability reports are not mandatory for companies. Still, directive 2014/95 from the European Union demands large companies to reveal certain non-financial information about how they operate and run their social and environmental challenges. This means that it is mandatory for large public interest entities to disclose non-financial information and that large listed companies disclose diversity information (YouMatter, 2019).

Even though, globally, not all organizations recognize the importance of being socially responsible to the same degree. Factors such as industry, geographic location, and

government regulations can all influence a company's motivation to "do the right thing." To help steer organizations in a more socially responsible direction, the International Organization for Standardization (ISO) introduced in 2010 the ISO 26000 international standard. The objective of ISO 26000 is to support global sustainable development by encouraging businesses and other organizations to practice socially responsible behavior in order to minimize their negative impacts on society, environment and their financial health (Borealis, 2019).

What ISO 26000 strives to do is outline a clear middle road between dense, strict legislation and open, unregulated (or self-regulated) corporate freedom that most organizations and their stakeholders can buy into. One of the objectives of ISO 26000 is to promote respect and responsibility by providing organization clear and actionable reference points in the form of documented standards. This approach invites organizations to hold themselves accountable for their own social and environmental actions, while giving them the freedom to work in a way that does not restrict their ability to operate. Having such an actionable and flexible framework for social responsibility can be especially appealing to corporations that need to demonstrate responsibility to gain social license from stakeholders, but whose mission may not emphasize sustainable development.

The most current version of the standard, ISO 26000:2010, was last reviewed and confirmed in 2017. More than 80 countries have adopted ISO 26000:2010 as a national standard. These include the U.S. and the U.K, Canada, Australia and France – as well as a long list of developing countries. Global brands like Coca Cola and Starbucks are among the thousands of companies and organizations around the world that use the standard (Borealis, 2019).

1.2 Stakeholder activism and engagement

Activism is defined as "*the use of direct and noticeable action to achieve a result, usually a political or a social one*" (Cambridge Dictionary). Individual activists and activist organizations are conformed by people negatively affected by specific policies, practices or regulations. In response to them, they pose demands and aim to use their collective influence to cause a change in them. Activists often target governments, lawmakers and corporations. When companies are targeted, since the activists are the stakeholders affected by their actions, it is referred to as a form of stakeholder activism.

In this section we will analyze both the stakeholder side of the relationship and the focal organizational side of it. Before, we will review the first instances of stakeholder activism.

1.2.1 Origin of stakeholder activism

The practice of shareholder activism has its roots in the 17th-century Dutch Republic, with pioneering activist shareholders like Isaac Le Maire, the largest shareholder of the Dutch East India Company (VOC) (Frentop, Joonker and Davis, 2009). He was highly critical of VOC's corporate governance, since VOC funds were being used for unintended purposes to the detriment of shareholders (expropriation). Le Maire filed a petition against the VOC calling for the liquidation of the company. Despite owning a significant portion of the company, Le Marie was unable to influence matters due to lack of control. He was eventually removed from the VOC and charged with embezzlement. His case is significant because VOC was a predecessor to the modern corporation and his actions were the first known instance of shareholder activism.

Stakeholders, as individuals, institutions, or groups of people who that are affected by the outcome of a particular activity, process or project, also use activism and mobilization to influence the company's actions. Unlike shareholders, they are not driven by an economic loss to begin their activist mobilizations, and neither do they have an economic stake within the company with which they can out pressure on the decision-making agents. In the next section we will focus on which are the reasons that makes stakeholders act.

1.2.2 What ignites stakeholder activism?

The existing research on the stakeholder side of the relationship is focused on how stakeholders, given they have mobilized, attempt to influence the focal organization (Frooman, 1999; Rowley, 1997). For example, Savage et al. (1991) suggest that managers must diagnose their relevant stakeholders' capacity and willingness to threaten the focal firm, and they consider the factors used in assessing the likelihood stakeholders will be adversarial or cooperative in their behaviors toward the focal firm. However, whether or not a stakeholder will pursue a particular influence strategy is not the core contribution in these studies. In these works, the researchers are concerned with how stakeholders influence firms (how they act, given they are taking action) rather than the factors influencing the likelihood they will mobilize (Rowley & Moldoveanu, 2009)

The paper “When will stakeholder groups act? An interest- and identity-based model of stakeholder group mobilization” (Rowley & Moldoveanu, 2009) explains which factors are needed for stakeholders to mobilize. Their theory applies to stakeholder groups such as environmental activist groups, organized community groups, employee unions, and so forth, in which individuals are consciously united and perhaps have some level of interaction with particular other members (but not necessarily every other member).

Their model, as well as the existing research on stakeholder action, is based on the intuitive notion that stakeholders' interests drive them to mobilize. Three aspects of the stakeholder perspective are brought to discussion as a means of illustrating the existence of this intuitive model:

- First, stakeholders are defined in terms of their interests which can take many forms, including a right (legal or moral), owner-ship, or legal title (Carroll, 1989; Frederick, Post, & Davis, 1992). Because stakeholders have an interest regarding the focal firm's operations, they bear some form of risk in relation to the firm, and therefore have claims on how the firm should allocate resources under its control (Clarkson, 1995). So, stakeholders have interests related to the focal firm.
- Second, the stakeholder perspective is built on the notion that firms must pay attention to stakeholders, because they will act to protect (or enhance) their interests. Stakeholder interests are not only the defining characteristics (differentiating groups) but the purpose behind a stakeholder's actions—what end state it desires (Frooman, 1999). Savage et al. (1991) assert that the potential for stakeholder action is a product of how the focal firm acts on the issues most closely related to the stakeholder's interests. From this perspective, stakeholders are rational actors driven by the utility⁹ of their actions, in terms of achieving their own interests. All in all, there is a clear conceptual link in the stakeholder literature between interests and action.
- Third, the notion that stakeholder mobilization is a means of obtaining a particular end state (to satisfy the stakeholder's interests) suggests that stakeholder groups are more likely to take action when they perceive those expected end states are not going to be achieved because of the focal organization's behaviors. Mitchell, Agle, and Wood (1997) identify three critical attributes defining stakeholders: power, legitimacy, and urgency. Moreover, they argue that stakeholders possessing only power (dormant stakeholder), in the eyes of the focal organization's managers, can

⁹ Within economics, “utility” is a measure of satisfaction an individual gets from the consumption of the commodities. In other words, it is a measurement of usefulness that a consumer obtains from any good.

influence the focal organization but lack the will to do so. Similarly, managers who perceive that a stakeholder possesses only legitimacy (discretionary stakeholder) will pay minimal attention to this stakeholder, because it is not motivated to take action. Alternatively, managers who perceive that the stakeholder possesses only urgency (demanding stakeholder) will see the stakeholder as "the 'mosquitoes buzzing the ears of managers'", because it is motivated to take action but lacks the resources to be influential.

Mitchell et al. (1997) are careful to argue that urgency, as well as the other stakeholder attributes in their model, is a socially constructed factor based on multiple perceptions and that there are other variables influencing the relationship between urgent interests and action. Thus, their model suggests that urgency does not categorically lead to stakeholder action. Nevertheless, urgent interests are viewed as antecedents to stakeholder group mobilization: urgent stakeholders are more likely to take action than those not possessing this attribute.

Thus, the stakeholder perspective includes the notions that stakeholders have interests, mobilize to protect or enhance those interests, and are more likely to act when there is a sense of urgency attached to their interests.

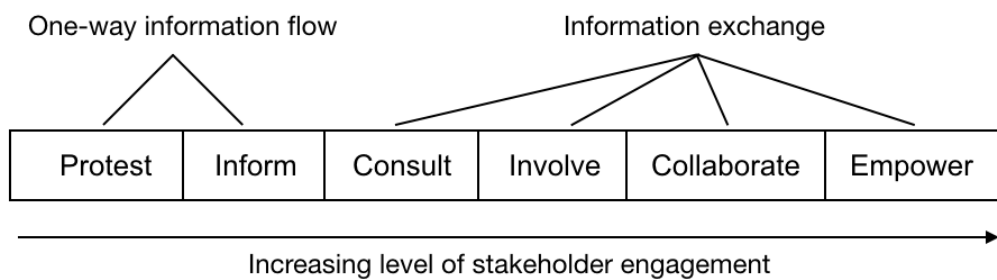
Lastly, in order to finally mobilize, groups of stakeholders need access to resources that assist in organizing collective action, which can be categorized into two groups. On the one hand, material resources used to perform the actual collective action tasks—money, labor, telephones, computers, etc. On the other hand, nonmaterial resources that motivate participation and facilitate coordination—leadership, consensus, and moral engagement (della Porta & Mario, 1999).

1.2.3 Stakeholder engagement management

From the organizational perspective, stakeholder activism has become a common occurrence in corporate life and a genuine managerial issue that corporations have to deal with, as environmentalists, employees, community groups, human rights organizations, and charitable organizations increasingly use a variety of strategies to influence firms' actions.

The stakeholder theory is managerial in the broad sense of that term. It does not simply describe existing situations or predict cause-effect relationships: it also recommends attitudes, structures, and practices that, taken together, constitute stakeholder management. Stakeholder management requires, as its key attribute, simultaneous

GRAPH 1: SPECTRUM OF STAKEHOLDER ENGAGEMENT.



SOURCE: Adapted from IAP2 (2000)

attention to the legitimate interests of all appropriate stakeholders, both in the establishment of organizational structures and general policies and in case-by-case decision making. This requirement holds for anyone managing or affecting corporate policies, including not only professional managers, but share owners, the government, and others (Donaldson & Preston, 1995).

Companies materialize their role in managing and understanding stakeholders through “stakeholder engagement”. Stakeholder engagement is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. It is a key part of CSR. Companies engage their stakeholders in dialogue to find out what social and environmental issues matter most to them and involve stakeholders in the decision-making process. Stakeholder engagement is used by mature organizations in the private and public, especially when they want to develop understanding and agreement around solutions on complex issues and large projects.

Stakeholder engagement can be seen as a continuous scale, or continuum, ranging from a low level of stakeholder participation to a high level of participation. The level or intensity of participation depends both on the objective of the participatory procedure and to what extent the stakeholders need or are prepared to be involved, and on which response does the focus organization offer (DEAT, 2003). This engagement spectrum (from lowest to highest) is depicted in Graph 1 below.

If the communication originates from the organization, that is all of the levels except “protest”, we can review the main objectives and implicit promises that companies are willing to make in Table 1 below.

TABLE 1: LEVELS, OBJECTIVES AND PROMISES OF STAKEHOLDER ENGAGEMENT

Level of stakeholder engagement	Objective	Promise to Stakeholders
Inform	To provide balanced and objective information to improve understanding of the issues, alternatives, and/or solution.	"We will keep you informed."
Consult	To obtain feedback from stakeholders on analysis, alternatives and/or decisions.	"We will keep you informed, listen to and acknowledge concerns, and provide feedback on how stakeholder input influenced the decision."
Involve	To work directly with stakeholders throughout the process to ensure that issues and concerns are consistently understood and considered.	"We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision."
Collaborate	To partner with the stakeholders in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	"We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible."
Empower	To place final decision-making in the hands of the stakeholders.	"We will implement what you decide."

SOURCE: Adapted from IAP2 (2000)

A basic principle of stakeholder engagement is that stakeholders have the ability to influence the decision-making process. A key part of this is multistakeholder governance¹⁰. This differentiates stakeholder engagement from communications processes that seek to issue a message or influence groups to agree with a decision that is already made.

There is no particular level that is the most desirable level of stakeholder engagement. The "right" level of engagement will depend on the particular situation and circumstances. Of critical importance is that the level and objectives of engagement and the boundaries to engagement are clarified and agreed upon by all stakeholders from

¹⁰ Multistakeholder governance is a new and evolving governance system which seeks to bring stakeholders together to participate in dialogue, decision making, and implementation of more legitimate responses to jointly perceived problems.

the outset. Initiating a stakeholder engagement process without explicitly clarifying what is understood by the term can lead to confusion, misinterpretation and conflict. The door is left open for each stakeholder to bring along his/her own implicit assumptions regarding the outcome of the stakeholder engagement process, based on his/her own particular understanding of the term. It is important to highlight that engagement based on differing, unexpressed objectives and expectations has little chance of success (DEAT, 2003).

2. Analytical models for the practical case study

For the practical case study, two models will be used. Firstly, from the stakeholder perspective, the “Anger Activism Model” (Turner, 2006). Secondly, from the organizational perspective, “A network analysis of stakeholder influences and predictions of organizational response” (Rowley, 1997).

2.1 Stakeholder perspective: The Anger Activism Model

The paper “Using emotion in risk communication: The Anger Activism Model” by Monique Mitchell Turner presents The Anger Activism Model (AAM). The AAM argues that the interaction between angry feelings toward the target issue and efficacy predicts activism. The central assumption in the paper is that anger and efficacy are central factors motivating favorable audiences to act.

- Anger: Experiencing anger (Potter-Efron & Potter-Efron, 1991) cues humans that something in the environment is wrong (Potter-Efron & Potter-Efron, 1991); motivating them to remove barriers that block goal attainment or well-being (Lazarus, 1991). In this sense, anger functions to motivate people to regain or maintain control of a threatening situation (Pfau et al., 2001) or to help fulfill their self-defense survival needs by motivating energy and directing mental and physical activities.
- Efficacy: If anger is to motivate persons to “do something” they must believe that something can be done (Bandura, 1986). Thus, the impact of anger on cognitive responses and therefore behavioral intentions is moderated by perceptions of efficacy. In particular, Witte (1992) argues that individuals’ perceived efficacy (both response [that the recommended response works] and self [that the target can accomplish the recommended response]) must outweigh their perceived threat.

Given the previous discussion, when considering favorable audiences four groups can be formed on the basis of feelings of anger and perceptions of efficacy (see Table 2 below).

TABLE 2: THE ANGER ACTIVISM MODEL

	Low levels of anger	High levels of anger
High levels of efficacy	Empowered	Activist
Low levels of efficacy	Disinterested	Angry

SOURCE: Turner (2006)

Distinct predictions can be made about each group.

- The activists: experience strong feelings of anger, and strong perceptions of efficacy. The activist group will have the most positive attitudes regarding the topic, will be most willing to engage in higher commitment behaviors, and will engage in the most systematic processing (Turner, 2006).
- The empowered: they experience low levels of anger, and strong perceptions of efficacy. Empowered people feel that something can be done to “fix” the issue, but they do not perceive the issue to be angering (i.e., the topic is not of high importance). Thus, they will have positive attitudes, but will only be willing to engage in mid-level behaviors (Turner, 2006).
- The angry: this group is distinguished by strong feelings of anger, and weak feelings of efficacy. Thus, these people are angry about the current state of affairs, but they do not perceive that anything can be done. Their anger is non-utilitarian and therefore they will be the unlikely to intend to engage in high commitment behaviors (Turner, 2006).
- The disinterested: is marked by weak feelings of anger and weak perceptions of efficacy. These individuals will have positive attitudes about the topic (given it is a pro-attitudinal topic), but these attitudes will not translate into behaviors. Disinterested people will engage in the least amount of cognitive processing because they do not care about changing the state of affairs (Turner, 2006).

The AAM posits that for all persuasive outcomes, the relative ordering of the four AAM groups is, from most to least positive outcomes, as: activist, empowered, angry, and disinterested (Turner, 2006).

2.2 Organization perspective: A network analysis of stakeholder influences and predictions of organizational response

A primary goal in stakeholder theory is to explain and predict how organizations function with respect to stakeholder influences (Brenner, 1993). In the paper "Moving beyond Dyadic Ties: A Network Theory of Stakeholder Influences" (Rowley, 1997), the influences of structural conditions on organizations' response strategies are examined using social network analysis. "Instead of analyzing individual behaviors, attitudes and beliefs, social network analysis focuses its attention on how these interactions constitute a framework or structure that can be studied and analyzed in its own right" (Galaskiewicz & Wasserman, 1994). The purpose of network analysis is to examine relational systems in which actors dwell and to determine how the nature of relationship structures impacts behaviors. Through this network examination, four types of firm behaviors related to resisting stakeholder pressures are identified: commander, compromiser, subordinate, and solitarian. The final goal of the paper is to conceptualize the simultaneous influence of multiple stakeholders and predict organizational responses to these forces.

The ideas in this paper are developed using a focal firm viewpoint, but the broader societal sector concept of the stakeholder environment is incorporated: the environment consists of a group of similar firms, such as an industry group or strategic group, local communities, workers, suppliers, among others. (Rowley, 1997),

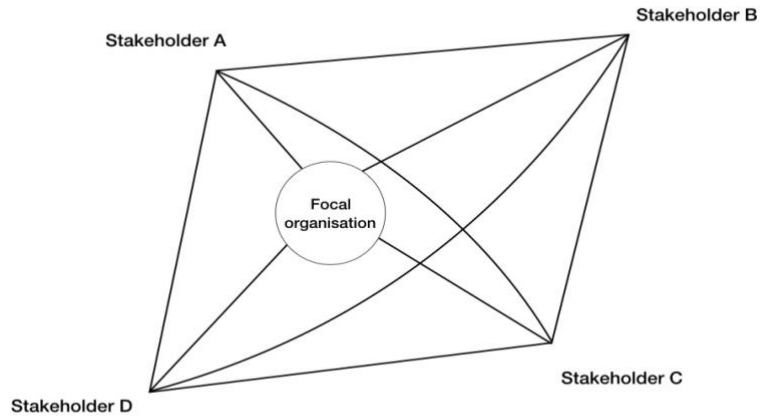
In the paper, two network concepts are presented as initial aspects towards understanding the structural influences in the stakeholder environment, network density and network centrality.

2.2.1 Network density

Density is a characteristic of the whole network; it measures the relative number of ties in the network that link actors together and is calculated as a ratio of the number of relationships that exist in the network (stakeholder environment), compared with the total number of possible ties if each network member were tied to every other member. (Rowley, 1997). A complete network is one in which all possible ties exist. Below, Graph

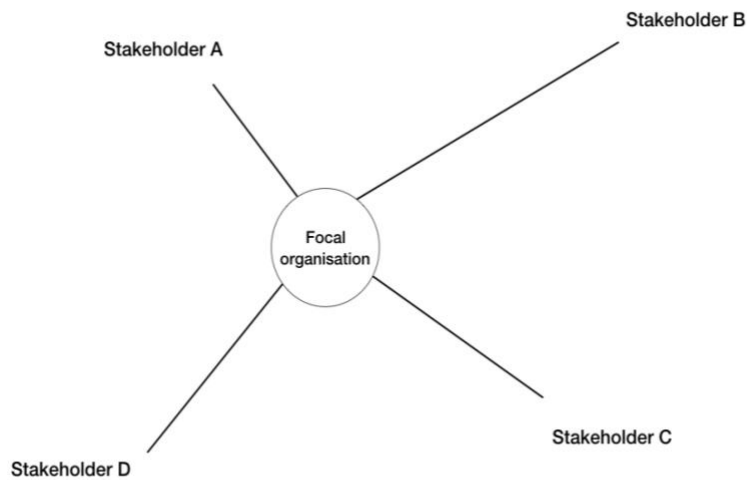
2 shows a network with a density of 1, since all actors are connected. Graph 3, shows a lower density network.

GRAPH 2: A HIGHLY DENSE NETWORK.



SOURCE: Adapted from Rowley, 1997

GRAPH 3: A LESS DENSE NETWORK



SOURCE: Adapted from Rowley, 1997

- High network density: Communication across the network becomes more efficient, behaviors become more similar and the likelihood that shared behavioral expectations will be established increases (Rowley, 1997). Moreover, there is more potential for coalitions and unified pressures among stakeholders (Rowley, 1997). As a result, densely tied networks produce strong constraints on the focal organization's actions.

- Low network density: Information exchanges between stakeholders are impeded by sparse, fragmented network structures (Rowley, 1997). As a result, stakeholders' elaboration of expectations and ability to monitor the focal organization's actions are limited (Rowley, 1997). These conditions give the focal organization more discretion over its actions since it experiences less unified pressure from its stakeholders.

2.2.2 Network centrality

Whereas density characterizes a network as a whole, "centrality" refers to an individual actor's position in the network relative to others. Centrality refers to power obtained through the network's structure, as opposed to power gained through individual attributes (Rowley, 1997). Three types of centrality commonly are discussed in the social network literature, with each corresponding to a different aspect of an actor's positional status (Rowley, 1997). "Degree," "closeness," and "betweenness" centrality are measures of an actor's number of direct ties to other actors, independent access to others, and control over other actors, respectively.

- Degree centrality: it's the number of ties he or she has with other actors in the network. The intuition behind degree centrality is that players "well connected" in terms of having many relations in their local environment will have access to many alternative sources of information, resources, and so forth (Rowley, 1997). Graph 2 and 3, shows the focal organization in a highly central position, where it has access to all other actors.
- Closeness centrality: an actor's ability to access independently all other members of the network (Freeman, 1979). One can measure an actor's closeness centrality by summing the lengths of the shortest paths (geodesic) from him or her to all other actors (Rowley, 1997). For example, in Graph 3, actor A is two steps from B, C and D. The most central actors have the shortest aggregate distances to all other actors. When an actor is "close" to all the others, he or she can spread information quickly throughout the network and create efficient communication.
- Betweenness centrality: it's similar to closeness centrality, since both measures consider access to other actors, but it is based on the viewpoint of an intermediary actor who is positioned between other actors, rather than the standpoint of the "sending" and "receiving" actors who must form exchanges via third parties (Rowley, 1997). Betweenness centrality measures the frequency with which an actor falls on the geodesic paths between pairs of other actors (Freeman, 1979). Again, the focal organization in Graph 3, is in a highly central position, since all actors (or

stakeholders) must go through it to communicate or exchange resources with other parts of the network. Betweenness centrality captures an actor's ability to control others. Actors with high betweenness centrality are brokers or gatekeepers in the sense that they facilitate exchanges between less central actors (Rowley, 1997).

Central actors facilitate exchanges between other actors and are able to manipulate information, either by preventing or biasing communications across the network. Thus, when the focal organization is in a central position, it is able to influence behavioral expectations and manage information flows so that its actions either go unnoticed or are presented in a self-serving fashion (Rowley, 1997). The focal organization's centrality is a significant factor impacting its ability to resist stakeholder pressures.

2.2.3 An organizational responses model

As explained above, the stakeholder network is a source of power for both stakeholders and the focal firm. By examining the "interaction" of density and centrality, the relative power balance inherent in different types of network configurations and the roles focal firms adopt in these different network structures can be described (Rowley, 1997). The interaction of density and focal firm centrality produces different types of network structure. In this section and following the model, situations in which there are either "high" or "low" degrees of density and centrality will be considered (see Table 3 below).

TABLE 3: THE ORGANISATIONAL RESPONSES MODEL

		Centrality of the focal organization	
		High	Low
Density of the Stakeholder Network	High	Compromiser	Subordinate
	Low	Commander	Solitarian

SOURCE: Rowley (1997)

As a result, predictions of how firms will respond to different network configurations will be made.

- **Compromiser:** Under conditions of high density, both the stakeholders and the focal firm are highly susceptible to each other's actions and have the power to influence one another. Moreover, the focal organization faces an uncertain environment since its stakeholders are capable of forming a strong, unified force against it. In addition, when a centrally located focal organization faces a densely connected set of stakeholders, it will want to decrease the degree to which its

stakeholders could exercise their ability to change the firm's behavior. As a result, the focal organization will become a compromiser, attempting to balance, pacify, and bargain with its influential stakeholders. The goal of a compromiser is to negotiate a mutually satisfactory position, which at least minimally appeases stakeholder expectations, and to achieve a predictable environment in which the firm's stakeholders are unlikely to oppose its actions collectively. Under these conditions a focal firm that strongly resists stakeholder demands may face a continuous struggle without resolution, thereby creating an uncertain future for itself (Rowley, 1997).

- **Commander:** Under low density and high centrality conditions, the focal organization is capable of resisting stakeholder pressures. A low-density network impedes information flows, monitoring efforts, and the formation of shared norm. Mintzberg (1983) argues that when stakeholders are not united in their pressures on the organization, as is the case in low density networks, they will become passive. Furthermore, a centrally located firm is well positioned to shape the formation of behavior expectations. These conditions afford the focal firm wide discretion, since the firm faces few constraints and occupies a powerful position in the network. As a result, the relative power balance shifts in favor of the focal organization, and, accordingly, the focal firm will adopt a commander role, attempting to control information flows, influence behavior expectations, and co-opt stakeholders. As a commander, the focal firm will use its powerful gatekeeper position to control network ex-changes and the formation of shared norms (Rowley, 1997).
- **Subordinate:** Under these circumstances, the focal organization is in a vulnerable position. The network structure allows for efficient communication between stakeholders, and the focal organization is unable to influence the information exchange process from its peripheral position. Consequently, a focal firm holding a peripheral position in a high-density network will become a subordinate to its well-organized stakeholders, acceding to their expectations. The subordinate accepts established norms and complies with its stakeholders' expectations. A subordinate is not in a position to resist stakeholder pressures, and an organization that supplies a single product to a single customer is likely to be in a subordinate position (Rowley, 1997).
- **Solitarian:** In a low density/low centrality situation, the focal organization is unable to manipulate established norms, since it does not occupy an influential

position in the network. However, the organization faces few constraints from its sparsely connected stakeholders. Because information does not flow readily across the network and because monitoring is difficult, the focal organization's actions may go unnoticed to a certain extent. In other words, its activities are not easily discernible since it has few relationships with other social actors. A focal firm occupying a peripheral position in a low-density network has the ability to obscure its activities and will adopt a solitarian role, attempting to avoid stakeholder scrutiny through buffering and concealing behaviors (Oliver, 1991). Given these structural conditions, the focal organization is somewhat isolated and independent from other social actors and can pursue its goals without experiencing significant demands from stakeholders. Organizations rarely can occupy solitarian positions for extended periods of time, since essential resources are often obtained through interactions with various other social actors (Rowley, 1997).

3. Practical case study: The petrochemical industry in Tarragona

3.1 A historical problematic

The Tarragona petrochemical complex is an industrial area that brings together several companies in the chemical and oil fields. It currently concentrates more than 30 corporations within its almost 1200 hectares (AEQT, 2020). These are divided in two main sectors:

- North Polygon: 470 hectares distributed between El Morell, La Pobla de Mafumet, Vila-seca and Tarragona (AEQT, 2020).
- South Polygon: 720 hectares agglutinated in Vila-seca, La Canonja and Tarragona, otherwise known as Zona Trèvol. This is the highest industrial density area (AEQT, 2020).

The complex's historical origin goes back to the decade of 1960. Between 1965 and 1974 there was an exponential growth of the chemical industry above the other sectors, mainly focused on the higher productivity of the companies that occupied it (Repsol, 2020). This fact, added to the accessibility of oil through the port of the city and the abundance of water by the river Ebre, turned Tarragona into the perfect location for the complex. The construction of the refinery was approved in 1971¹¹ by the National

¹¹ Decree No. 1087 of the Spanish Official State Gazette (Boletín Oficial del Estado, BOE)

Institute of Franco's Industry as one of the first 'Development Plans' to exit the economic autarky of his dictatorship (Ecoticias, 2016). Originally, its production was only supposed to satisfy the local demand. However, a new industrial dynamic appeared, with a productive inter-company integration and a wider market perspective, from which more companies settled. Quickly, the sector was definitively consolidated as a key part of the industrial and economic activity of the Camp de Tarragona area, and as the most important petrochemical complex in the south of Europe (AEQT, 2020). Its production, of 19,311,774 tons in 2019 (the fourth highest in the last 15 years), accounts for 25% of the Spanish total and up to 50% of the Catalan total (El Periódico, 2020). The chemical is the third most important industrial sector in Catalonia, with 792 companies that originated up to 34,416 direct jobs in 2018 and whose activity accounted for 16.9% of the Catalan exports (El Periódico, 2020). At the Spanish level, it represents the enormous 13.4% of industrial GDP (El Periódico, 2020). More importantly, the local impact of the complex is enormous. Only in the polygon, 30% of the gross domestic product (GDP) of the Camp de Tarragona is generated (El Periódico, 2020). It is estimated that it generates up to 10,449 jobs, between direct (5,239) and indirect (5,210) (El Periódico, 2020). One in five jobs in Tarragona are directly or indirectly dependent on the petrochemical industry. With a volume of 53.2% of exports, the chemical is the main economic sector in the region (El Periódico, 2020). To sum up, the petrochemical complex is the mouth that feeds Tarragona.

The profitability of the complex hasn't made it immune to polemic and constant debate. Ever since its creation, there has been a continuous feeling of rejection towards the complex's activities by environmental and neighborhood organizations, which consider environmental measures insufficient and report harmful product discharges onto the air that damage people's health on an ongoing basis¹². In addition, a recent accident¹³ of the company Chemical Industries of Ethylene Oxide (IQOXE, its initials in Catalan) in which two workers and a local neighbor died also raised questions about the complex's security measures and working conditions.

¹² In 2014, studies were published showing a deterioration of semen quality in male citizens from the Tarragona area due to 550 potentially dangerous substances found in the air. It was later confirmed that 53% of men living in Tarragona do not meet the parameters established by the World Health Organization, which led to a judicialization of the matter.

¹³ The accident happened on January 14th 2020, during the elaboration of this project.

3.2 Methodology

The practical part is divided in two sections.

Firstly, there is a presentation of each of the members that make up the local stakeholder environment for BASF Tarragona, their interests and role in the RSC. This section's goal is to make this analysis representative from the petrochemical complex as a whole. However, the nationwide lockdown due to the Covid-19 global pandemic made it completely impossible for me to get in touch with all of the internal and external stakeholders that are a part of the complex. Consequentially, I had to adapt the analysis to a micro stakeholder environment. For this reason, I contacted a relevant company of the Tarragona petrochemical industry, and a relevant actor from each one of the stakeholder groups that make up the local environment, in order to make this micro analysis as representative as possible from reality. As a result, a focal company and four stakeholder groups were identified: the employees, the petrochemical micro-cluster, the local communities and the environment, and the local government. These are the companies, associations and institutions that have been chosen as relevant representatives of each of the focal company and the four stakeholder groups:

- Focal company: BASF Tarragona
- Employees: Workers' Commissions Industry Tarragona (CCOO, initials in Catalan)
- Petrochemical micro-cluster: Chemical Corporations Association of Tarragona (AEQT, initials in Catalan)
- Local community and the environment: Clear Sky Platform (Cel Net, in Catalan)
- Government: La Canonja City Council

In order to carry out a thorough analysis of BASF Tarragona and its stakeholders, private interviews with a member from all of them were carried out. Given the circumstances due to the Covid-19 outbreak in Spain, these interviews were arranged to be held through videoconference using Skype and Zoom.

Secondly, I applied the two models explained in the previous points. On the one hand, the Anger Activism Model (Turner, 2006), which measures the stakeholder's attitude in front of the focal organisation. On the other hand, the Network analysis of stakeholder influences (Rowley, 1997) to understand the nature of these networks of stakeholders.

In order to obtain the data needed to apply both models, a Google Forms online questionnaire was completed by all the members contacted.

3.3 Focal company and stakeholder analysis

1. Focal company: BASF Tarragona (see Appendix 2.1). It is one of the German chemical company's main production centers, with a total of 700 workers (BASF, 2020). It occupies an area of more than 100 hectares and it houses four production plants operated by BASF, a joint venture with SONATRACH and five plants from third-party companies (BASF, 2020). According to Informant 1, BASF has four key concerns in terms of RSC in a local environment: safety, the natural environment, economic and social development of the area. According to Informant 1, the company has a transversal responsible strategy to all of their productive system, in other words, RSC isn't limited to a specific department but it is expanded to all of them as a part of their core business. Moreover, BASF carries out a set of more concrete actions and projects under what they call "corporate citizenship", such as Nàstic Genuine (a football league for intellectually disabled players), Kid's Lab (a series of chemistry workshops for young students) or sponsorships of local festivities. According to Informant 1, in order to maintain a continuous dialogue with their stakeholders, BASF has established four methods of bilateral communication between them: questionnaires of concerns to their workers, a public advisory panel (formed by representatives of the society), an internal advisory panel (formed by representatives of all levels of the company) and a public perception research study.
2. Employees: Workers' Commissions Industry Tarragona (CCOO, initials in Catalan). (see Appendix 2.2). According to Informant 2, CCOO Industry is the majority industrial labor union in Tarragona¹⁴, with a total of around 4000 affiliated workers from the petrochemical complex. They also have the highest percentage of direct representation in company committees, with a 43% of representation or 800 delegates throughout the petrochemical corporations. According to Informant 2, their main objective is to defend the professional, economic and sociopolitical interests and rights of their affiliates. Informant 2 affirms that, currently, the main interests of CCOO Industry are improving job safety, working conditions and salary levels. According to Informant 2, neither the union or the workers are consulted in terms of RSC policy or actions to carry out which could benefit their interests. In this sense, Informant 2

¹⁴ As a union, CCOO Industry is a primary or internal stakeholder of BASF Tarragona, since it is formed by people whose interest in a company comes through a direct relationship to the company, in this case, employment.

regrets that they have little to none capacity to influence or collaborate in RSC in the petrochemical industry.

3. Petrochemical micro-cluster: Chemical Corporations Association of Tarragona (AEQT, initials in Catalan). (see Appendix 2.3). AEQT was established in 1977 with the aim of representing the interests of the entire petrochemical complex in Tarragona, and it is currently formed by 30 companies, including BASF Tarragona¹⁵ (AEQT, 2020). The association is a micro-cluster that acts as a unique voice that adds up the demands and initiatives of their members (AEQT, 2020). According to Informant 4, their main interests range from bureaucratic concerns, to energy legislation or the building of infrastructure. In terms of RSC, the association doesn't have a direct role in regulating the company's actions, but it is actually the companies that decide on which project the association should invest their money participating. According to Informant 4, given the small nature of the association's structure, their RSC role is mainly materialized in terms of what they call "social action", which they divide in 3 strategic axis: supporting academic excellence in chemistry studies through prizes and scholarships, raising awareness about the role of the petrochemical sector through workshops, and sponsoring local events and cultural festivities.
4. Local community and the environment: Clear Sky Platform (Cel Net, in Catalan). (see Appendix 2.4). According to Informant 3, Clear Sky is a environmental platform formed in 2008 by people from the neighboring villages of the Tarragona petrochemical complex¹⁶. According to Informant 3, it is currently formed by 15 members, from which only 6 or 7 are active. Their goal is to defend public health and revalue their territory, in an effort to fight on behalf of the environment and the people from the pollution created by the petrochemicals. They carry out specific actions such as the promotion of air quality studies (in collaboration with the autonomic government and Catalan universities), lobbying to adapt the current environmental legislation to rural areas or raising awareness about safety concerns for neighboring villages. According to Informant 3, the platform's role in terms of RSC of the complex is limited to a yearly invitation by one of the complex's companies of the sector (not BASF Tarragona) to a public consulting panel to be asked about RSC policy and to learn about their interests as stakeholders.

¹⁵ Since AEQT is an association of petrochemical companies including the focal company, it is also a primary or internal stakeholder of BASF Tarragona.

¹⁶ Clear Sky Platform is a secondary stakeholder of BASF Tarragona, since it is formed by people who do not work immediately with or for a company but are still affected in some way by its actions and outcomes.

5. Government: La Canonja City Council (see Appendix 2.5). La Canonja is a municipality located in the province of Tarragona. It is the village with the highest industrial density and most affected by the Tarragona Petrochemical Complex, since the South Polygon is almost completely located in its territory¹⁷ (AEQT, 2020). According to Informant 5, La Canonja collects a very important quantity of taxes from the petrochemical company which is “the hand that feeds them”. Informant 5 stated that the City Council’s role is to acts as a interlocutor between the neighbors and associations of the municipality and the corporations, as well as providing them with the working permits they may need as fast as possible to avoid losing potential investors. According to Informant 5, as the City Council, their main interests are their municipality’s safety, work opportunities for their workers, and obtaining economic support and sponsorships for their local clubs and entities. In terms of RSC, Informant 5 has stated that the City Council is very supportive of all the actions taken by the petrochemicals in their municipality and that, even though some people may consider it as a mostly negative industry, La Canonja heavily depends on it.

3.4 Anger Activism Model Analysis (AAM)

To continue the practical case, the Anger Activism Model (Turner, 2006) explained in section “2.1 Stakeholder perspective: The Anger Activism Model” will be applied to the focal organisation BASF Tarragona and the four stakeholders previously presented.

In order to carry out the analysis from the stakeholder perspective, questionnaires about the AAM model variables were distributed to the three stakeholders that are likely to hold a activist role towards the focal organisation (see Appendix 1.1). These are CCOO Industry, Clear Sky Platform and the City Council of La Canonja¹⁸. The questionnaire consisted of two questions regarding their position towards BASF Tarragona:

- Question 1: *Rate your feelings of anger on a scale from 1-10.*
- Question 2: *Rate your perceptions of self-efficacy on a scale from 1-10.*

¹⁷ For the same reason as Clear Sky Platform, La Canonja City Council also constitutes a secondary stakeholder of BASF’s Tarragona local environment.

¹⁸ The stakeholder AEQT was excluded from this analysis since it is a micro-cluster formed and managed by the petrochemical companies itself, including BASF Tarragona. For this reason, it doesn’t make sense to analyze its anger, efficacy or potential activism role towards the company since it is one of its members.

In this case, the values ranging from 1-5 have been considered as low levels of anger or efficacy, whereas the values ranging from 6-10 have been considered as high levels of anger or efficacy¹⁹.

Table 4 summarizes the values obtained.

TABLE 4: RESULTS FROM QUESTIONNAIRES REGARDING THE AAM MODEL

	Level of anger	Level of self-efficacy
CCOO Industry	7 - High	6 - High
Clear Sky Platform	8 - High	7 - High
La Canonja City Council	1 - Low	8 - High

SOURCE: Self-elaborated.

To continue, if we apply the numeric values to the AAM model shown in Table 5 below, we can see which of the four different groups of stakeholder attitude applies in each case.

TABLE 5: AAM MODEL RESULTS FOR BASF'S STAKEHOLDER ENVIRONMENT

	Low levels of anger	High levels of anger
High levels of efficacy	Empowered: La Canonja City Council	Activist: CCOO Industry, Clear Sky Platform
Low levels of efficacy	Disinterested	Angry

SOURCE: Self-elaborated.

The results show that, according to the AAM model, La Canonja City Council has an empowered role, with high levels of efficacy and low levels of anger towards the petrochemical industries and their effects on its municipality. Empowered stakeholders acknowledge that there is an issue, and that some measures can be taken in order to reduce its negative effects, but they do not find it to be angering or of high importance. According to Informant 5, La Canonja's most important interest towards the petrochemical complex is economical. This is because the municipality depends on their tax revenue and work opportunities to sustain its economy. Therefore, this stakeholder values more the economic benefits from the petrochemical complex than the environmental, social and safety issues that it may cause, which they still acknowledge. As a result, even though they are conscious about the issues, empowered stakeholders,

¹⁹ The Anger Activism Model (Turner, 2006) did not include any numerical scale from which to assess the level of anger and efficacy. The direct scale 1-10 has been chosen because it intuitively allows for the transformation from quantitative numbers (1-10) to qualitative magnitudes such as "high" and "low".

like La Canonja City Council, will have positive attitudes towards resolving them, but will only be willing to actively engage in mid-level behaviors. In other words, empowered stakeholders collaborate in socially responsible initiatives organized by the corporations or maybe even organize their own local projects. For instance, according to Informant 5, the City Council organizes a yearly series of conferences in the municipality (called the “Science week”) to inform their citizens about what the petrochemical exactly does, and allows them to visit a chemical plant. However, empowered actors will not engage in further actions. For instance, they will not be leading in activist actions to lobby against the petrochemical industry and in favor of social and environmental issues. If they were to do that, they could be risking their highly beneficial and close relationship with the petrochemical corporations they depend on.

On the other hand, CCOO Industry and Clear Sky Platform have a activist role in this stakeholder environment. This is because both of them experience high levels of anger and high levels of efficacy towards their respective issues. CCOO Industry’s most important interest as a stakeholder is to increase job safety, working conditions and salary levels for the petrochemical workers. According to Informant 2, given the recent accident in IQOXE, these issues are more relevant than ever and need to be discussed urgently. Informant 2 also regrets that, even though they constitute the largest labor union in Tarragona, they have little to none negotiating power with the petrochemical corporations. In regard to Clear Sky Platform, their main concerns include air quality and public health. According to Informant 4, they do not have enough discussion on the topic despite its importance. Moreover, both stakeholders shared their perceptions of the RSC policies carried out by the petrochemical corporations. CCOO Industry expressed the theoretical concept of ‘greenwashing’²⁰ when asked about how the companies engaged with its local environment. Informant 2 stated that *“On paper, they [the petrochemical industries] do it very well, because they sponsor the local festivities, and that keeps the neighboring towns happy and creates a friendly image to the public. However, they [the petrochemical industries] do not care enough about their own workers”*. Meanwhile, Informant 4 affirmed that *“There are people who say that since they [the petrochemical industries] are here and polluting, they should at least invest in the territory. We agree with that, but we do not believe that this creates an excuse for not confronting them [the petrochemical industries] or demanding them more responsibilities. We believe that the fact that they [the petrochemical industries] are multimillion-dollar companies that benefit from our territory entails a duty to return it by investing in the local community, but this*

²⁰ Further explanation about the concept of “greenwashing” and its characteristics can be found in section 1.1.1.1 Controversies about the definition of CSR.

does not make them [the petrochemical industries] immune to complaints about safety and the environment.”

Due to their high levels of anger and efficacy, they have an activist role according to the AAM. This implies that they have the most positive attitudes regarding the topic, and are most willing to engage in commitment behaviors, and the most systematic processing while undertaking leading roles. In the past, various mobilizations and strikes have been organized by both stakeholders against the petrochemical to defend and lobby in favor of their causes. For example, CCOO Industry organized, in collaboration with UGT (the secondary labor union in the area) a strike on the 19th February of 2020, a month after the IQOXE accident. According to their website, the strike was the first one in the industry to be followed by the 100% of the workforce. Clear Sky also took an activist role and organized a citizen demonstration in Tarragona on January 15th, just a day after the accident. Under the motto *“impunity is over”*, the platform demanded accountability and a study about toxic components in the air. According to the local newspaper “Tarragona Digital”, the mobilization was attended by three thousand people.

3.5 Network analysis of stakeholder influences

To continue the practical case, the network analysis of stakeholder influences (Rowley, 1997) explained in section “2.2 Focal organization perspective: Network analysis of stakeholder influences” will be applied to BASF Tarragona and its four stakeholders.

In order to carry out the analysis from the organization perspective, a questionnaire about the network analysis model of influence was distributed to all the stakeholders, as well as the focal organization, in this case, BASF Tarragona (see Appendix 1.2). The questionnaire consisted of one question:

- Question 1: *“With which of the following Tarragona petrochemical stakeholders do you have a direct communicative tie? By direct communicative tie, it is meant that you have moderately constant contact with them other than through an intermediary or meetings with other stakeholders in general. That is, you have your own private communication between you and each of them”.*

Table 6 summarizes the direct ties obtained. Table 6 is a double-entry table which shows the origin of the communicative tie in the left entry, and the destination of the tie in the top entry.²¹ As an example, in column 2, row 3, we can find that CCOO Industry claims

²¹ The squares in which the same actor coincides in column and row have been left in blank because an actor can’t have a relation with itself.

to have a direct tie with BASF Tarragona. Then, if we look at its opposite (that is, column 3, row 2) we can see that BASF Tarragona also claims to have a direct tie with CCOO Industry. Therefore, we can conclude that there is an existing bidirectional tie between these two actors.

TABLE 6: SET OF TIES AMONG BASF AND ITS STAKEHOLDERS

	1	2	3	4	5	6
1	Origin / destination	BASF Tarragona	CCOO Industry	Clear Sky Platform	AEQT	La Canonja City Council
2	BASF Tarragona	-	Bidirectional tie	Unilateral tie	Bidirectional tie	Bidirectional tie
3	CCOO Industry	Bidirectional tie	-	No direct tie	Bidirectional tie	No direct tie
4	Clear Sky Platform	No direct tie	No direct tie	-	No direct tie	No direct tie
5	AEQT	Bidirectional tie	Bidirectional tie	No direct tie	-	Bidirectional tie
6	La Canonja City Council	Bidirectional tie	No direct tie	No direct tie	Bidirectional tie	-

SOURCE: Self-elaborated.

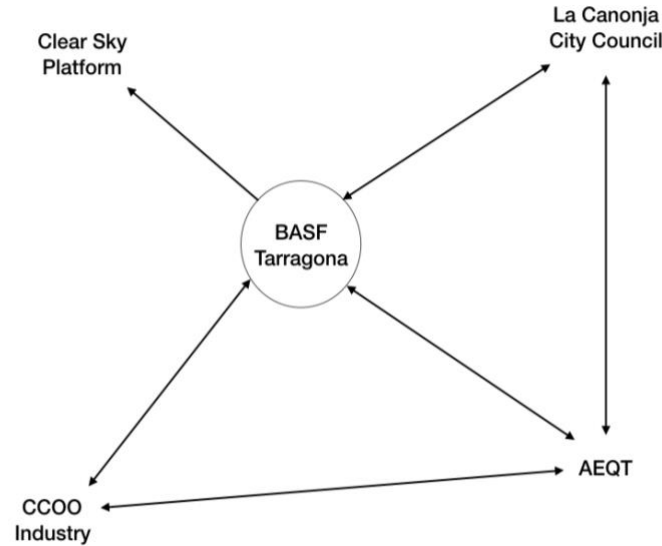
The claim of having a bidirectional communicative tie with another stakeholder has been supported by both stakeholders in all of the cases, except one. This is the case between BASF Tarragona and Clear Sky Platform. According to the questionnaires, BASF Tarragona stated to have a direct communicative tie with Clear Sky Platform, whereas the platform didn't claim to have any direct communicative tie with the company. Therefore, we can conclude that that there is no bidirectional communication between these two actors, since only BASF Tarragona can transmit information to Clear Sky Platform. For this reason, in Table 6, "no direct tie" can be read in the square between Clear Sky Platform and BASF Tarragona (column 2, row 4). On the other hand, "unidirectional tie"²² can be read in the square between BASF Tarragona and Clear Sky Platform (column 4, row 2).²³

²² This unidirectional tie would correspond to the level "Inform" of the stakeholder spectrum of engagement presented in section 1.2.3 Stakeholder engagement management. This means that the focal company provides balanced and objective information to improve understanding of the issues and alternatives, but does not ask for or receive feedback from the stakeholder.

²³ For all the following calculations, it will be considered as if BASF Tarragona does have a tie with Clear Sky Platform (that is, the focal company has 4 ties in total). On the other hand, it will be considered as if Clear Sky Platform does not have a tie with BASF Tarragona (that is, the platform has 0 ties in total).

This set of ties would look as shown in Graph 4.

GRAPH 4. COMMUNICATIVE TIES AMONG BASF TARRAGONA AND ITS STAKEHOLDERS



SOURCE: Self-elaborated

In Graph 4, all bidirectional communicative ties have been represented with double pointed arrows. Contrarily, the unilateral tie between BASF Tarragona and Clear Sky Platform has been depicted with a single pointed arrow, showing the direction of the information flow.

Next, we will proceed to analyze the network's density. As mentioned in the previous section, the network centrality measures the relative number of ties in the network that link actors together. It is calculated as shown in Formula 1.

FORMULA 1. NETWORK DENSITY

$$\text{Network density} = \frac{\text{Direct ties that exist in the network}}{\text{Direct ties that would exist in the network if every member was tied to every other member}}$$

SOURCE: Adapted from Rowley (1997).

In this case, the numerator of this ratio is 6 and the denominator is 10. This is because there exist 6 ties in the network out of the 10 that could possibly exist if all members were

connected to each other. As a result, the network density is 0.6, which equals a 60% of density. This value will be considered as high levels of density, since it exceeds 50%²⁴.

To continue, we will look at the centrality degree of each of the stakeholders, to understand its influence in the network. The centrality degree is formed by the sum of degree centrality, closeness centrality and betweenness centrality.

- Degree centrality: It is the proportion of ties the stakeholder has with other actors in the network. It is calculated as Formula 2 below shows.

FORMULA 2. DEGREE CENTRALITY

$$\text{Degree centrality} = \frac{\text{Direct ties the stakeholder actually has}}{\text{Possible direct ties the stakeholder would have if it was tied to every other stakeholder}}$$

(of a given stakeholder)

SOURCE: Adapted from Rowley (1997).

In this case, the denominator of this ratio is 4. This is because there are 5 actors in the network, and since an actor can't have a relation with itself, the number of possible ties any actor could have if it was tied to every other actor is 4. The numerator of this ratio changes depending on the ties each of the members has.

- Closeness centrality: One can measure an actor's closeness centrality by summing the lengths of the shortest paths (geodesic) from him or her to all other actors (Rowley, 1997). In order to obtain the proportional value, the sum of the length of the shortest paths has been divided between the shortest path possible to all actors. That is, as shown in Formula 3.

FORMULA 3. CLOSENESS CENTRALITY

$$\text{Closeness centrality} = \frac{\text{Sum of the length of the shortest paths from itself to the other stakeholders}}{\text{Length of the shortest path possible from itself to other stakeholders if it was directly connected to all of them}}$$

(of a given stakeholder)

SOURCE: Adapted from Rowley (1997).

²⁴ The Network analysis of stakeholder influences model (Rowley, 1997) did not include any numerical scale from which to assess the degree network density. The direct scale 0-1 has been chosen because it intuitively allows for the transformation from quantitative numbers (0-1) and its percentages to qualitative magnitudes such as "high" and "low".

In this case, the shortest path to all actors would be 4, assuming that one arrow equals to one path and that all actors could access each other independently. Moreover, closeness centrality is an inverse magnitude²⁵, by which the most central actors have the shortest aggregate distances to all other actors. This inverse magnitude has been converted to a direct magnitude through the inverse three rule, assuming that 4 paths (the maximum possible) equals to a 10 (the best value on a 1-10 scale). This calculus has been applied for the five results obtained from the closeness centrality formula.

- **Betweenness centrality:** Betweenness centrality measures the frequency with which an actor falls on the geodesic paths between pairs of other actors (Rowley, 1997). In order to obtain the proportional value, the occasions which an actor is in the middle of paths acting as a gatekeeper has been divided between the number of relations that can be established among the rest of actors, but not comprehending itself. That is, the number of paths that the given stakeholder could be the gatekeeper of. It is calculated as Formula 4 shows.

FORMULA 4. BETWEENNESS CENTRALITY

$$\text{Betweenness centrality} = \frac{\text{Occasions when the stakeholder falls on the geodesic paths between pairs of other actors}}{\text{Relations that can be established among the rest of actors excluding the given stakeholder}}$$

(of a given stakeholder)

SOURCE: Adapted from Rowley (1997).

In this case, the denominator of the formula above is 6. This number is obtained from taking the total number of ties that could be established in network if all actors were ties together (10) and subtracting the number of ties in which the given actor could possibly take part if it was connected to all the members (4). Therefore, 10 - 4 = 6.

²⁵ An inverse magnitude is one that the more the value decreases, the better. For example, when companies buy from their suppliers, the price of the products is an inverse magnitude, because the lower the prices, the better for the company.

- Overall centrality degree: I have considered the overall centrality degree to be the arithmetic mean of the three values explained (degree, closeness and betweenness) as depicted in Formula 5²⁶.

FORMULA 5. OVERALL CENTRALITY DEGREE.

$$\text{Overall centrality degree} = \frac{\text{degree centrality} + \text{closeness centrality} + \text{betweenness centrality}}{3}$$

(of a given stakeholder)

SOURCE: Adapted from Rowley (1997).

Table 7 summarizes the results obtained in terms of centrality.

TABLE 7. CENTRALITY RESULTS OF BASF TARRAGONA AND ITS STAKEHOLDERS

	Degree centrality	Closeness centrality	Betweenness centrality	Overall centrality degree
BASF Tarragona	4/4 = 1	4/4 = 1	4/6 = 0,66	0,87 = 87% - High
CCOO Industry	2/4 = 0,5	6/4 = 0,66	0/6 = 0	0,39 = 39% - Low
Clear Sky Platform	0/4 = 0	0/0 = 0	0/6 = 0	0 = 0% - Low
AEQT	3/4 = 0,75	5/4 = 0,8	1/6 = 0,17	0,52 = 57% - High
La Canonja City Council	2/4 = 0,5	6/4 = 0,66	0/6 = 0	0,39 = 39% - Low

SOURCE: Self-elaborated

BASF Tarragona is the stakeholder that has the highest degree centrality and closeness centrality, since it has a direct ties with all four of the other stakeholders. Moreover, it shows a 66% of betweenness centrality, given that it acts as a gatekeeper in 4 out of 6 paths between the other members who don't have a direct tie. All in all, BASF has a very high overall centrality degree of 87%.

AEQT shows the second highest overall centrality degree, despite a significant descent to a 57% (30% lower than BASF's). AEQT has direct ties with all of the members of the stakeholder environment except for Clear Sky Platform. For this reason, to access it,

²⁶ The Network analysis of stakeholder influences model (Rowley, 1997) did not include any formula from which to calculate the overall centrality degree based on the degree of centrality, closeness and betweenness. The arithmetic mean has been chosen because it provides the same percentage of importance to all the variables included. However, other mechanisms such as a weighted arithmetic mean or the geometric mean could have been applied.

AEQT needs to go through BASF, who acts as a gatekeeper. Lastly, AEQT only behaves as a gatekeeper itself once, between the City Council of La Canonja and CCOO Industry.

CCOO Industry and La Canonja City Council show the same overall degree of centrality of 39%, which qualifies as low level. Both have direct ties with only 2 of the stakeholders, and need to connect through a gatekeeper in order to access the other 2. Furthermore, neither of them act as gatekeepers themselves in any of the ties.

Lastly, the stakeholder with the lowest level of overall centrality degree is Clear Sky Platform, which shows a 0% of centrality. This is because it has no direct ties with any of the stakeholders, therefore, it can access any of them by any means. It is important to highlight that BASF Tarragona stated to have a communicative tie with Clear Sky Platform, but the latter didn't. For this reason, this tie has been considered as a unidirectional tie form which BASF Tarragona can communicate to Clear Sky Platform but the environmental platform can't access the corporation.

Finally, we will now look at the role that BASF Tarragona, as a focal organization, holds in the stakeholder network. According to the model, Table 8 shows the results obtained.

TABLE 8. ORGANISATIONAL RESPONSE RESULTS FOR BASF TARRAGONA

		Centrality of the focal organization	
		High	Low
Density of the Stakeholder Network	High	Compromiser: BASF Tarragona	Subordinate
	Low	Commander	Solitarian

SOURCE: Self-elaborated

BASF Tarragona has a compromiser role, since both the density of the network and the centrality of the focal organization are high. Under conditions of high density, all the stakeholders are mostly connected to each other. As a consequence, they are all highly susceptible to each other action's and have the power to influence one another. In this case, BASF Tarragona is clearly the member of the network with the most capacity to influence others, because it is the most central actor. In fact, BASF Tarragona is the only member that claims to have a direct communicative tie with all of the stakeholders. Moreover, it acts as a gatekeeper in 66% of the other stakeholders' communicative ties (betweenness centrality), in the sense that BASF Tarragona facilitates exchanges between less central actors (for example, between CCOO Industry and La Canonja City Council). More importantly, this means that BASF Tarragona can influence the

information that flows through more than two-thirds of the relations among other members. In that regard, BASF Tarragona is in a very good position that allows control and closeness to all actors.

Nevertheless, in high dense networks, the focal organization may face an uncertain environment if its stakeholders are capable of forming a strong, unified force against it. However, in this case, that is unlikely to happen. The only two stakeholders that may be willing to unite against BASF Tarragona are CCOO Industry and Clear Sky Platform, since they qualified as activists in the AAM Model. It is unlikely to think that the two stakeholders will come together for several reasons. Firstly, they don't have a direct communicative tie between them. Secondly, they are the two least central actors in the network. Thirdly, they pursue different interests and concerns regarding the petrochemical industry. Very specific and important incidents, such as the IQOXE accident, may be a reason urgent enough²⁷ for them to unite into a joint mobilization (such as the demonstrations both stakeholders organized because of it), but it is unlikely to be a long-lasting coalition due to the differences mentioned. Still, BASF Tarragona, as the focal organization in control, will want to decrease the degree to which stakeholders would be able to pressure and influence the company's behavior.

As a compromiser, BASF Tarragona tries to balance, pacify and bargain with its influential stakeholders. Their goal is to negotiate a mutually satisfactory position for each stakeholder and to reduce the risks of an uncertain environment. Initiatives such as their Public Advisory Panel or their Public Perception Research Study exemplify how BASF Tarragona tries to keep track of its stakeholders' interests and concerns.

Compromiser actors want a controlled and united network, with no opposition or resistance. In this case, BASF Tarragona, AEQT and La Canonja City Council are clearly on the same page. Their most important interests, which are economical, are completely aligned. Not surprisingly, these actors have the closest ties between each other²⁸.

²⁷ As reviewed in section 1.2.2 What ignites stakeholder activism?, Mitchell, Agle, and Wood (1997) identify three critical attributes defining stakeholders: power, legitimacy, and urgency. Mitchell et al. (1997) argue that urgency is a socially constructed factor based on multiple perceptions and that urgency does not categorically lead to stakeholder action. Nevertheless, urgent interests are viewed as antecedents to stakeholder group mobilization: urgent stakeholders are more likely to take action than those not possessing this attribute.

²⁸ Another reason to explain why BASF Tarragona has the closest ties with AEQT and La Canonja City council can be related to the stage that the company is in. As explained in section 1.1.2.2 Classification of stakeholders, if it's a startup or an early-stage business, then customers, employees and local communities are more likely to be the stakeholders considered the most, since the company will want to create a good public image of themselves. On the contrary, if it's a mature company like BASF Tarragona, then shareholders, governments and boards of directors are likely to be front and center.

On the other hand, CCOO Industry and Clear Sky Platform constitute a different type of stakeholder, which resembles more the role of an activist. This is because their main interests are not aligned, and fulfilling one's interests directly reduces the probability to fulfill the other's. These opposite interests demand for much more complex negotiations. Under these conditions, if the focal firm strongly resists their demands, it may face a continuous struggle without resolution, thereby creating an uncertain future for itself. This has been the case with CCOO Industry and Clear Sky Platform throughout the years, where concerns about safety, environment and work conditions have been a long-lasting issue. Despite this, the ties among them are not as close. The sub-network between BASF Tarragona, CCOO Industry and Clear Sky Platform is the least dense of all the stakeholder environment. This lack of direct communication is highly harmful for BASF Tarragona, because it does not allow for advancement or dialogue. It is very complicated to reach an agreement when there is not enough communication in the first place. Communication is especially necessary with these two stakeholders, since they are the ones with the highest levels of anger and concerns. This makes them the biggest threat for BASF's Tarragona ability to maintain a controlled stakeholder environment.

As mentioned before, acting as a compromiser, BASF Tarragona aims to negotiate a mutually satisfactory position for each stakeholder wants three stakeholders. Moreover, It is key to remark that all three stakeholders (BASF Tarragona, CCOO Industry and Clear Sky Platform) acknowledge the issues they disagree on. That is, none of them denies that safety, the environment or working conditions are false or irrelevant concerns. Nevertheless, they disagree on whether the current status quo is acceptable or not, or whether changes should be implemented now. For this reason, it is plausible to believe that the creation of communicative ties between these two stakeholders would be highly useful to debate over their difference in perceptions, which constitutes one of their biggest and most key disagreements. Moreover, if BASF Tarragona had the initiative to propose it, it would prove even more positive to the network as a whole. The company would show a very proactive attitude willing to solve problems directly instead of avoiding or ignoring them in plain sight.

Conclusions

At the beginning of this project, three objectives were defined.

In the first place, a theoretical objective based on understanding the implications that CSR, stakeholder management and stakeholder activism have for business management. After reviewing the existing literature on the subject, the conclusion

reached is that the three concepts are inherently connected to each other and to all of the departments of a company. To achieve the best and most profitable corporate performance possible, neither CSR nor stakeholder management can be confined to a single department or a specific set of actions. These issues present both a concern and an opportunity to take action for the company as a whole. Firstly, they present a concern because, nowadays, stakeholders such as investors, consumers and local communities demand businesses to act responsibly. Secondly, they present an opportunity due to the variety of financial tools, marketing methods or organizational techniques in terms of CSR and stakeholder management (such as the stakeholder engagement spectrum) available in the current corporate world to take competitive advantage of the situation and obtain a benefit for the company. Besides, the failure by companies to engage properly with the stakeholder's interests and ESG issues for a long time can lead to instances of stakeholder activism, a potential threat for the company's image and correct functioning. Therefore, we conclude that stakeholder activism can be seen as a symptom of ineffective stakeholder engagement. There is no need for protest or mobilization if one feels like he or she is already being heard. In these circumstances, companies ought to reevaluate their stakeholder management policies, reallocate resources (including human resources) and advance their current engagement level into at least one step upwards from the stakeholder engagement spectrum. In the end, the ultimate goal of CSR and stakeholder management is to have a unified and mutually satisfying local environment around the company. Not surprisingly, this situation also makes the best possible scenario for a company to perform its economic activity.

The second objective of this project was related to the practical case study. Specifically, to explain the CSR role that BASF Tarragona and its stakeholders carry out in the petrochemical industry local environment. In that regard, BASF Tarragona does have a transversal CSR strategy that applies to all departments, as well as several locally developed CSR initiatives. These are carried out either by several petrochemical companies united (through AEQT) or by BASF Tarragona independently. The majority of those actions are related to the organization of educational projects and workshops, to incentivize the interest in chemistry from a young age and spread awareness about what does the petrochemical industry exactly do. Another big portion of their CSR actions consist of sponsoring public festivities or sports clubs, in an effort to return to the local community. Therefore, we can conclude that BASF's Tarragona CSR initiatives are based on promoting education on chemistry and granting sponsorships to the local community.

There is disagreement on whether these CSR initiatives are discussed with BASF's Tarragona stakeholders or not. In the practical case, according to BASF Tarragona, both the internal and external stakeholders of the company are consulted about which initiatives should be carried out through their public and private assessment panels. However, all the stakeholders affirmed that they were informed about those initiatives once they were already approved by the company or companies, but not consulted. In this regard, CCOO Industry and Clear Sky Platform showed a visible regret about how BASF's Tarragona CSR initiatives did not pay enough attention to them as workers and environmental advocates. Therefore, we can observe a disagreement on the existing level of stakeholder engagement between the stakeholders and BASF Tarragona. This communicative issue ought to be solved as soon as possible. A unified agreement and position about the CSR policies of the focal company would be very helpful to reinforce the stakeholder environment. In fact, there are actually incentives for it to happen easily. This is because all stakeholders regard CSR as a highly relevant subject they care about and are willing to work on. Based on the stakeholder engagement spectrum, BASF Tarragona should increase their position from "Inform" to "Consult" (which is what stakeholders are demanding) or even "Collaborate" in terms of RSC. This would ensure a better and more plural policy-making from which all members and their communicative relationship would be benefited. Additionally, this move could avoid potential activism mobilizations by unsatisfied stakeholder groups.

Thirdly, to analyze relations of influence and behavior among the members that constitute the stakeholder environment of BASF Tarragona.

The application of the two analytical models led to several conclusions. In the first place, that the stakeholder network is mostly dense. That is a very positive characteristic of the network. Specifically, BASF Tarragona, as the focal organization, has a direct tie with all the stakeholders. The only exception is Clear Sky Platform, with whom the company claims to have a tie, but the platform does not. It would be recommendable for BASF Tarragona to clarify that disagreement and make sure the communicative tie they have between them is bidirectional. Secondly, Clear Sky Platform and CCOO Industry are the only two stakeholders that pose a possible threat to BASF Tarragona. This is because, according to the "Anger Activism Model" (Turner, 2006) both stakeholders play an activist role in the network. At the same time, they are two of the actors with the least communicative ties of the network. As explained before, Clear Sky Platform denies having any communicative tie with BASF Tarragona or any member of the network at all, and CCOO Industry only has two ties, making them the first and second least central actors. This means that the two stakeholders who present the highest levels of anger

towards BASF Tarragona, and who may be willing to mobilize against it in given circumstances, are the ones the company has less communication with. This situation is very negative for BASF Tarragona and ought to be changed. According to the “Network analysis of stakeholder influences” (Rowley, 1997), BASF Tarragona acts under a compromiser role, who seeks to remain in control of the network and advocate for a collaborative communication. It is specifically those activist stakeholders who pose a bigger threat to BASF Tarragona the ones the company should keep more connected to. There are several reasons why a company would choose to do exactly the opposite in this setting, such as to avoid giving legitimacy or popularity to their demands by acknowledging them publicly, or just hoping those will eventually go away. Nevertheless, an effective stakeholder engagement consists of avoiding those artificial disputes and getting to the root of the problem. In this case, the issues Clear Sky Platform and CCOO Industry are advocating for are environmental concerns and working conditions. It is unlikely to think that neither of them are perceived as illegitimate concerns by the majority of the informed population, or that they will go away anytime soon. Actually, in the current social and political global circumstances, it is more likely every day that those concerns could ignite a justified and popular activist mobilization, as they already have in the recent past. For this reason, BASF Tarragona would be better-off facing those demands and concerns through a strong and direct communicative relationship as soon as possible, and avoid growing an already existing feeling of dissent which could later be the cause of bigger problems.

Lastly, BASF Tarragona has a great level of communication with La Canonja City Council and AEQT, actors with whom it has no type of disagreement at all in terms of interests nor pose any potential threat in terms of activist mobilization. Assuming that time is limited, BASF Tarragona would allocate better its resources if it dedicated more communicative efforts to maintain close ties with CCOO Industry and Clear Sky, for the reasons explained above, rather than with AEQT and La Canonja City Council. The first two actors could cause potential damage to the company in the long term, whereas the other two haven’t shown any plausible reasons or incentives to do so.

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Appendices

Appendices

Appendix 1. Questionnaires

Appendix 1.1 Anger Activism Model (AAM) questionnaire

1. In a scale from 1-10, how angry do you feel when defending the cause of your platform? (1: we don't feel angry at all, 10: we feel extremely angry)
2. In a scale from 1-10, how effective do you consider you are when defending the cause of your platform? (1: we don't feel effective at all, 10: we feel extremely effective)

Appendix 1.2 Network analysis of stakeholder influences questionnaire

1. With which of the following Tarragona petrochemical stakeholders do you have a direct communicative tie? By direct communicative tie, it is meant that you have moderately constant contact with them other than through an intermediary or meetings with other stakeholders in general. That is, you have your own private communication between you and each of them (select none, one or more of one of the following).

- BASF Tarragona
- Chemical Business Association of Tarragona (AEQT)
- CCOO Industry
- La Canonja City Council
- Clear Sky Platform

Appendix 2. Interviews' transcript

The practical case of this project was based in a local industry of Tarragona, Catalonia. To facilitate communication, the interviews to five of the stakeholders of this industry were conducted in Catalan. In order to maintain the most accurate and original sense of

their responses, the transcript of the interviews included in this appendix remain in Catalan.

Appendix 2.1 Interview with BASF Tarragona, Informant 1.

1. Per començar, em podries fer una breu descripció de les funcions del departament de RSC a BASF?

Per a nosaltres la RSC està integrada dins del concepte de sostenibilitat, i la sostenibilitat està integrada dins de totes les nostres accions. Per tant, diem que totes les nostres accions són responsables, no només un departament ho és. Nosaltres tenim una estratègia de RSC transversal que emana des de Direcció General i afecta a totes les àrees. A més, tenim un comitè de “corporate citizenship” on decidim quins projectes estratègics d’acció social en funció del pla general de RSC. Per exemple, ja fa anys que la inclusió és un pilar de RSC per nosaltres i busquem trobar projectes que fomentin la inclusió. Per exemple, el Nàstic Genuine, que és una lliga de futbol persones per discapacitat intel·lectual. No són projectes del “core business” però que s’hi dediquen uns recursos per tal de retornar d’alguna manera a la societat. En aquest comitè hi ha gent de direcció general, directors locals de les fàbriques (ja que és l’entorn més proper a les instal·lacions), RRHH i comunicació.

2. Qui marca els objectius de RSC?

Els objectius la marca la direcció global de la companyia, ni tan sols la de Tarragona. A partir d’aquí, nosaltres, localment, busquem com pots lligar aquest objectiu corporatiu amb el nostre entorn. És important entendre la cultura local, en aquest cas, la Ibèrica. Ara per ara, els treballadors no tenen res a dir en matèria de RSC, però estem treballant fer que el procés de decidir en quins projectes ens involucrem i en quins no sigui més participatiu. És a dir, a partir d’aquest any, els nostres treballadors podran votar i decidir, com a complement del comitè. Pel que fa al pressupost, el 60% el gastem en projectes que triem nosaltres (com el del Nàstic, o el Kids Lab) i el 40% en projectes que ens arriben proposats (com la Marató, o les festes majors de la Canonja).

3. Feu projectes en conjunt amb altres empreses de la AEQT o només individualment?

Tenim tres modalitats: els projectes que fem individualment, els que fem amb dues o tres empreses més, o els que fem amb tot el sector junt (que es vehiculen a través de l’AEQT). Per exemple, ara amb la crisi del Covid-19, vam fer donacions conjuntes d’equips respiradors per a les UCIs.

4. Hi ha alguna entitat externa que us avaluï o reguli les accions de RSC?

Aquest és un dels grans reptes d'avui en dia de la RSC, la mesura externa i la transparència. A dia d'avui, no hi ha una metodologia única i acceptada, i seguim una mica 'cada maestrillo con su librillo'. No podem limitar la nostra acció a el corporate citizenship, ja que no seria suficient. A part de mirar quants projectes hem fet i quants diners hem gastat en patrocinar projectes, s'han de mirar totes les accions que fem de core business que tenen una base de sostenibilitat.

5. Que n'opines del "greenwashing"?

Estic molt en contra d'aquest concepte, tant per convicció com per necessitat. El que a nosaltres ens interessa és que el nostre entorn ens percebi com un bon veí que aporta al bé comú i està allí per ajudar que se'l necessita. Si després aquestes accions ens porten una millora d'imatge pública, millor que millor però aquest no ha de ser l'objectiu principal.

6. Com us percep ara la societat de Tarragona?

La percepció és negativa perquè emana d'un vagatge històric. Les indústries i les empreses han anat canviant la seva relació amb l'entorn, com també ho han anat fent els valors de la societat. Fa uns anys és valoraven unes coses que ara ja no es valoren, i aquesta transició no és fàcil ni ràpida. Al final, som una indústria extractiva que guanyem diners d'això, i ja partim amb la presumpció de culpabilitat en les ments de la gent. Hem de fer el doble de feina per assegurar una presumpció d'innocència i de que som bons veïns.

7. Consideres que és una percepció injustificada? Com la gestioneu?

No crec que el qualificatiu "injust" sigui l'adequat en aquest cas, ja que cadascú té la seva opinió, la qual és totalment legítima i té tot el dret a tenir-la. Potser que algú digui que vol un món sense indústria de plàstics i que accepta viure sense els beneficis d'aquesta, i aquesta opinió és totalment respectable. Aleshores aquesta persona accepta que quan vagi a l'hospital no hi haurà elements plàstics per a posar-li una via. Això nosaltres no podem dir que és injustificat, podem no compartir-ho, i és el que fem.

No podem dir que és injustificat perquè les indústries com la nostra estan en evolució constant, i hem fet coses en el passat que són millorables, tant en temes de tecnologia com de gestió pròpia. A més, és important destacar que, al llarg dels anys, els conceptes que tenim i que té la societat sobre com han de ser les coses canvia. Per exemple, el reciclatge del 2020 no s'assembla al que teníem al 1980. Però els nostres pares no eren

uns monstres. La mentalitat, les prioritats i les possibilitats eren molt diferents. Això a les empreses també ens afecta. Aleshores, no podem considerar que la seva opinió sigui injustificada perquè no sabem en quina mentalitat es basen, si és l'actual o la del passat.

Un amic meu que porta molts anys treballant a la química sempre em diu que la química ha passat per tres fases de conversa amb la societat (les tres D): “don’t speak” (jo faig la meva feina, el que passa al meu voltant m’és igual i si no els hi agrada no m’importa), “data” (ser més transparents i donar dades sobre les emissions, els pressupostos, etc.. una comunicació unilateral poc acceptada) i “dialogue” (comunicació bilateral on s’aplica el concepte de la materialitat). Una materialitat és el tema d’interès i necessitat on coincidim tant nosaltres com els nostres stakeholders.

8. Quines són les materialitats que tenen els stakeholders sobre vosaltres?

Cada stakeholder té les seves materialitats, i pot ser aquestes coincideixin o que no, o que siguin totalment oposades. Nosaltres sabem que medi ambient, seguretat, desenvolupament econòmic i social del territori són quatre mantres molt importants en un entorn local. El de la seguretat és un top en certs públics com els sindicats o els treballadors, i accidents com el de IQOXE han fet que la seguretat torni a estar al top d’altres stakeholders que abans no li donaven tanta importància. Això no vol dir que no la consideressin un tema clau, però que confiaven més en nosaltres en aquests aspectes. A dia d’avui tenim un interrogant per part de tots els stakeholders en seguretat.

9. Quins mètodes d’escolta teniu per saber les materialitats dels vostres stakeholders?

Per desgràcia, no hi ha un sol sistema d’escolta que regeixi a tots els stakeholders. Alguns exemples de mètodes que tenim engegats a dia d’avui són:

- Enquestes constants als nosaltres treballadors: creem un rànquim de prioritats de les materialitats que els preocupen.
- Panell públic assessor (PPA): ja fa 25 anys que el fem. És un grup d’unes 15-20 persones representatives de la societat amb les quals hi mantenim reunions habituals per extreure informació. Seria semblant a un focus group. Abans es solia fer per a fer d’altaveu, però a dia d’avui, donada la força de les xarxes socials, l’altaveu que ens puguin fer 15 persones no té gaire importància. El més important dels PPA és escoltar.
- Panell intern assessor (PIA): va sorgir com una reproducció del PPA però a nivell intern. Es un focus group format per persones de l’empresa i també es tracten els temes de fora. Parlem amb els treballadors, com a persones que també viuen al territori, per saber si ens veuen bé a nivell de contaminació, seguretat, etc...

- Estudi de percepció pública: es duu a terme via un gabinet que fa un estudi demoscòpic del territori a partir de 500 o 600 enquestes. Analitzen com ens percep la societat, on deposita expectatives i quines respostes els hi estem donant. Això ens ha ajudat a destinar recursos efectivament i a prendre decisions. Aquest any vam fer l'estudi 10 dies després de l'accident d'IQOXE i aquest any la seguretat està a dalt de tot del rànquing de preocupacions.

10. Referent al tema de seguretat i medi ambient, teniu contacte amb la comunitat local de veïns i plataformes medi ambientals? Com es gestiona?

Per a nosaltres, la RSC és transversal. A part, tenim la gestió de stakeholders com a dues coses separades. Dins de la gestió de stakeholders, la conversa constant és un valor indissociable. Si es viu aïllat de la societat no serveix de res. Ho dic amb convenciment perquè, quan vaig entrar fa 7 anys a BASF Tarragona, em vaig adonar que feien les coses molt millor que el que jo em pensava com a persona del carrer. Vaig adonarme'n que més que un problema tècnic, tenien un problema de comunicació, o un repte de comunicació. S'ha de parlar molt, obrir les portes molt, i ser molt transparents. Tot això ha de tornar a la missió, que és crear química sostenible. La RSC s'allotja en la direcció de l'empresa, no en un departament concret. Si no, està morta abans de nèixer. Nosaltres hem de trobar l'equilibri just entre la nostra producció i l'impacte que crea, i saber comunicar-ho. És més fàcil explicar-ho en un entorn no industrial o a persones que no conviuen amb una indústria pesada, el missatge del què cala més que el del com. A Tarragona importa el com, i és natural.

Segons la patronal de la química europea, Espanya és un dels països d'Europa que té millor percepció de la química. De fet, la població informada té una mitjana de 10 punts de millor de percepció que la no informada. Per tant, com més transparents i més informació els hi donem, millor ens percep la població.

11. Treballeu conjuntament amb els ajuntaments propers i el Departament de Salut per tema de salut pública?

Sí, absolutament. Treballem tant Departament de Salut com el d'Indústria. Catalunya té una de les xarxes de vigilància més punteres que hi ha. La regulació d'aquí i la europea és, segurament, la més compromesa a nivell de regulació climàtica. A les empreses ens beneficiaria que aquesta regulació europea s'extengués a tot el món. A més, nosaltres vam ser impulsors de la Taula de la Qualitat de l'Aire, on hi havia ajuntaments, la Plataforma Cel Net i altres ONGs. El repte que teníem era posarnos d'acord. Els estudis que s'han fet, de la UPC i la URV donen uns resultats molt semblants. El que ens hem de posar d'acord és si la percepció d'aquestes dades és un verd, un groc o un vermell.

Legislativament és un verd. Socialment és entre un vermell i un groc, perquè la gent ens pregunta molt i sentim que no confia en la regulació europea. Aleshores, el repte és trobar acords en la interpretació de les dades.

12. El més problemàtic és la percepció que te cada stakeholder de com interpretar les dades doncs?

Sí, perquè les dades tècniques són les mateixes, i són la realitat. Un dels grans debats que hi ha hagut sobre la qualitat de l'aire és si les mitjanes anuals són el bàrem en el que ens hem de moure. La llei diu la mitjana anual, el qual fa que hi hagi dades altres i baixes però que al llarg de un període dilatat de temps estiguis exposat a un valor intermedi.

13. Llegim a la pàgina web de la AEQT que un dels seus objectius és "Fomentar la Competitividad y Sostenibilidad de los polígonos químicos como sector dinamizador de la economía". Com es compagina la sostenibilitat amb la competitivitat en la indústria química? És possible maximitzar els dos alhora?

Sense sostenibilitat no hi ha res. Sense medi ambient i societat no hi ha economia. Han d'anar de la mà. No hem de fer cap esforç per combinar la RSC amb el creixement. Dóna la impressió que la gent ens percep com que nosaltres tenim un impacte negatiu ambiental, per exemple, i intentem compensar la balança patrocinant o posant diners a una iniciativa local, i és un punt de vista molt natural. Aquesta és la lògica contrària a la RSC. Que la teva indústria tingui impactes negatius no vol dir que el que facci amb una mà ho torni amb l'altra. El que sí que és inqüestionable és que com a empresa tenim impactes negatius, els quals intentem reduir al mínim. Però, a vegades, tecnològicament, no podem arribar al 100% de reducció. A nosaltres ens encantaria poder produir sense emetre ni un quilo de CO₂, però no és possible dins de la nostra activitat. Fem el que està al nostre abast i aportem accions socials addicionals, que en cap moment volen compensar l'altre costat de la balança.

14. Consideres que és una percepció injustificada? Com la gestioneu?

No crec que el qualificatiu "injust" sigui l'adequat en aquest cas, ja que cadascú té la seva opinió i aquesta és totalment legítima i tenen tot el dret a tenir-la. Potser que algú digui vol un món sense indústria de plàstics i que accepta viure sense els beneficis d'aquesta, i aquesta opinió és totalment respectable. Aleshores aquesta persona accepta que quan vagi a l'hospital no hi haurà elements plàstics per a posar-li una via. Això nosaltres no podem dir que és injustificat, podem no compartir-ho, i és el que fem.

No podem dir que és injustificat perquè les indústries com la nostra estan en evolució constant, i hem fet coses en el passat que són millorables, tant en temes de tecnologia com de gestió pròpia. A més, és important destacar que, al llarg dels anys, els conceptes que tenim i que té la societat sobre com han de ser les coses canvia. Per exemple, el reciclatge del 2020 no s'assembla al que teníem al 1980. Però els nostres pares no eren uns monstres. La mentalitat, les prioritats i les possibilitats eren molt diferents. Això a les empreses també ens afecta. Aleshores, no podem considerar que la seva opinió sigui injustificada perquè no sabem en quina mentalitat es basen, si és l'actual o la del passat.

15. Creus que dins de la indústria petroquímica hi ha una preocupació real per ser responsable corporativament?

Jo no puc parlar per la resta de indústries petroquímiques. El que sí crec que és important remarcar és que, tot i que el polígon de Tarragona sigui important, és una agulla en un paller. Això no es canvia des de Tarragona. Es canvia a nivell planetari. La majoria d'empreses del polígon són multinacionals amb la matriu a un altre país amb una cultura molt diferent. Crec que això sí que està canviant, perquè tothom, estigui on estigui, se'n està adonant de que el futur serà sostenible o no serà. Al final la sostenibilitat és una qüestió de supervivència. Com deia Al Gore, vice-president dels Estats Units: "sense planeta no hi ha economia que valgui". Fa 10 anys se'n adonava una minoria, fa 5 anys una minoria més majoritària, i cada dia se'n adona més gent. Com a conseqüència, el consumidor ara t'ho reclama.

Appendix 2.2 Interview with CCOO Industry, Informant 2

1. Per començar, em podries fer una breu descripció de l'origen i les funcions de CCOO Indústria de Tarragona

Comissions Obreres és un sindicat d'origen als anys 60 a la Camocha, una mina d'Astúries. Va aconseguir aprofitar el sindicat vertical de la dictadura i començar a organitzar a treballadors. Al 1965 es van constituir les Comissions Obreres Regionals de Catalunya (CORC). A partir de la democràcia es va legalitzar. Ara és el sindicat majoritari per tots els sectors tant a Catalunya com a Espanya. Nosaltres estem organitzats tant per territoris com per federacions, i formem part de la d'indústria. Antigament agrupava la del metall, la fiteca (química) i l'agroalimentària. Al 2014 ens vam fusionar en una sola federació de Tarragona sota el nom de CCOO Indústria.

2. A quines empreses del sector petroquímic representeu? Quants treballadors de la petroquímica teniu afiliats? O quin percentatge?

Com a sindicat majoritari, representem a tots els treballadors i treballadores de la petroquímica. A nivell individual, la majoria d'empreses hi estan afiliades, tant a les químiques com a les auxiliars. Tenim representació en gairebé tots els comitès d'empresa i delegacions.

Pel que fa a representació directa, tenim al voltant de 800 delegats/es, que això és un 43% de representació en el volum dels comitès d'empresa. El següent, es la UGT que té el 40% i el tercer un 5%. Tenim gairebé 4.000 treballadors afiliats al nostre sindicat dels 11.000 que hi ha a la petroquímica.

3. Quin és el vostre paper a la petroquímica de Tarragona?

El nostre paper és organitzar treballador i treballadores per que puguin defensar els seus drets davant de les empreses. Entre ells, garantir millors condicions laborals, sanitàries, econòmiques i, sobretot, de seguretat tant interna com externa. De fet, el 19 de febrer, després del accident d'IQOXE, vam fer una vaga de tot el sector demanant més seguretat. Entenem que la petroquímica és segura però ho hauria de ser més, donada la precarització actual i el tipus de productes amb els que s'hi treballen. Quan parlem de precarització diem que de les 11.000 persones que treballen a la petroquímica, pràcticament un 40% són d'empreses auxiliars. Hi ha empreses de l'AEQT que són multinacionals i tenen condicions boníssimes, fins i tot per damunt de la mitjana. Tot i això, les auxiliars són les que més pateixen perquè tenen rotació de treballadors, pitjors salaris, facilitat d'acomiadament i tenen contractes temporals.

A més, també volem que hi hagi una consciència social a nivell de la societat de tot el que causa la química, no només el que té a veure amb els treballadors.

4. Consideres que la petroquímica a Tarragona fa un bon paper de RSC (responsabilitat social corporativa) ? La vostra plataforma hi té alguna influència o poder de decisió?

Sobre paper ho fan molt bé perquè patrocinen les festes patronals, les poblacions petites en surten beneficiats (per exemple, el poliesportiu de la Pobla de Mafumet). Tot i això, no es preocupen suficient dels seus treballadors interns.

Nosaltres tenim molt poca capacitat d'incidir en temàtiques de RSC i voldriem més participació. La majoria de coses ja venen imposades per la direcció de la multinacional. No es té en compte als treballadors, simplement se'ls informa de les decisions preses i dels beneficis que els hi aportarà. Hi ha una diferència molt important entre les empreses grans i les auxiliars.

5. Quines són les preocupacions o els interessos dels treballadors de les petroquímiques i del vostre sindicat?

Bàsicament tres: les condicions laborals, el sou i la seguretat.

6. Quines accions pren el sindicat davant d'aquestes preocupacions respecte les petroquímiques?

Depèn de cada situació. Hi ha un ventall d'opcions: des d'anar a veure al responsable amb el qual tenim contacte directe com a federació, fins a utilitzar el comitè d'empresa, per arribar a acords. En casos més extrems, hem anat a posar denuncia al Departament de treball o hem organitzat una vaga. Tot depèn del problema i la capacitat que tinguem d'arribar a acords. Entenem que la millor via és la negociació col·lectiva, però si això no funciona, hem d'engegar l'acció legal a través de denúncies o l'activisme sindical fent concentracions o vagues.

7. Quina resposta rebeu de les patronals a les vostres demandes?

També depèn del problema i de la percepció que en tinguem. Quan els hi diem a l'AEQT que tenim un problema de seguretat, ells no ho perceben així. Quan l'altra part no té la mateixa percepció costa arribar a acords. Per exemple, en matèria de seguretat, fins després de l'accident i la vaga d'IQOXE no hem arribat a tenir la mateixa percepció. Ens hem apropiat, però seguim veient les coses diferents.

8. Negocieu o feu demandes a altres agents apart de les empreses? (ajuntament slocal, departament de treball, departament de salut..) En el cas que sí, quina resposta rebeu a les vostres demandes?

Tenim interacció amb l'Administració, amb alguns de manera directa. Per exemple, el Departament de Treball, que porta el tema de salut laboral. A més, també estem en contacte amb Ajuntaments locals i associacions de veïns afectades. En algunes situacions ens ajuden a mediar.

9. Consideres que hi ha un fort desequilibri de poder entre la patronal de les petroquímiques i els sindicats? Per què? En el cas que sí, quina és la vostra estratègia per a igualar aquest desequilibri?

Sí. Ells tenen la força, els contactes i la presa de decisions. Nosaltres tenim la força de la gent i és el que fem servir per equilibrar. També fem servir la incidència política. Quan arribem a acords de 3 bandes (sindicat, empresa i govern), depèn molt del color del govern de torn. La política està a tot arreu i si no la fas tu, la farà per tu

10. Llegim a la pàgina web de AEQT (Associació Empresarial de Químiques de Tarragona) que un dels seus objectius és “Fomentar la Competitividad y Sostenibilidad de los polígonos químicos como sector dinamizador de la economía”. Com es compagina la sostenibilitat amb la competitivitat en la indústria química? És possible maximitzar els dos alhora?

És possible, però s'ha de veure què és la competitivitat. Si volem que tingui un futur ha de ser sostenible sí o sí. A través de les externalitzacions, que volen augmentar el rendiment, ens tornem menys sostenibles. S'ha de veure en quina proporció es fa cada cosa. Potser s'haurien de sacrificar diners per a ser més sostenible, ja que sinó un es menja al altre.

11. Consideres que acaba havent-hi una responsabilitat real per les conseqüències negatives de la petroquímica?

Considero que hi ha una gran preocupació per l'imatge externa. La que tenen ara és nefasta, i la volen arreglar costi el que costi.

Appendix 2.3 Interview with AEQT, Informant 3

1. Per començar, em podries dir una breu descripció de l'origen i les funcions de l'AEQT?

L'AEQT és una associació que es va crear l'any 1977. Aquell any també és quan el polígon petroquímic de Tarragona comença a créixer i s'instal·la la refineria. La química ja portava allà des dels anys 50-60 però la refineria va arribar més tard. L'AEQT es crea per defensar els interessos comuns que té la indústria. Hi havia coses que no tenia sentit que cadascú fes pel seu compte i era millor fer-ho a partir d'una estructura única. Un altre objectiu és mancomunar alguns serveis i projectes que abans teníem individualitzats per a cada empresa, i que és més fàcil per tots junts que per separat. No som un organisme públic o regulador, simplement som una associació d'empreses. Les empreses decideixen o no unir-se en funció de si els hi resulta millor fer aquestes coses per separat o en conjunt.

2. Quins són els principals interessos comuns dels associats?

En el moment de creació de l'AEQT, donat que era una època de creixement del polígon, hi havia una sèrie de qüestions comunes de tipus burocràtic a totes les empreses: tràmits, llicències d'obra, autoritzacions, relacions amb els municipis de l'entorn, etc.. Aleshores l'AEQT feia d'interlocutor únic per totes aquestes empreses. Ara hi ha uns interessos comuns relacions amb infraestructures, per exemple, que s'acabi el corredor

del Mediterrani o la A-27. Un altre tema d'interès seria els grups de treball sobre la normativa en energia elèctrica, la qual fa anys que és vigent a Europa però que aquí a Espanya encara no s'ha implementat.

3. Quines empreses formen part de l'AEQT?

Per pertànyer a l'associació s'han de complir tres criteris: ser una empresa del sector petroquímica, estar localitzada a Tarragona (Polígon Nord, Polígon Sud o al Port) i formar part de la cadena productiva de la petroquímica de Tarragona. Per tant, tot i que la majoria són empreses productores, també n'hi ha algunes que no ho són i que formen part de la cadena des d'un punt de vista logístic. Per exemple, empreses de transport, d'emmagatzematge o d'energia. Aquestes empreses de tipus auxiliars, a més, van formar pel seu compte la "Associació d'Empreses de Serveis de Tarragona", que és com una cosina-germana de l'AEQT i que comprèn gairebé a un centenar d'empreses.

4. Totes les empreses tenen el mateix pes en la presa de decisions?

Depèn de l'òrgan. A la comissió de comunicació, totes les empreses tenen dret a tenir un representant. La majoria de les empreses envien al responsable de comunicació, o d'altres més petites al director de planta. També n'hi ha algunes que només reben les actes i no vénen presencialment. D'aquesta manera, solem ser unes 20-25 persones a la comissió. Des que joestic a l'AEQT no ha sigut necessari votar mai, però correspondria a un vot per persona. En l'Assamblea General, l'òrgan màxim de l'AEQT, les empreses tenen un pes diferent en funció del nombre de treballadors que tingui a la zona de Tarragona. Com més treballadors té l'empresa, paga una quota més gran però també té una proporció més gran de vot. Per tant, les empreses més importants i conegudes, com Repsol (que inclou Repsol Butano, Petróleo i Química) o BASF, són les que tenen més pes en la presa de decisions.

5. Quin nivell d'importància li dona l'AEQT a la RSC? Teniu projectes propis engegats o recents de RSC?

Donat que l'AEQT té una estructura molt petita, en el vessant de sostenibilitat es manifesta sobretot amb el que diem "acció social" (patrocini, mecenatge, etc.) Com a eixos estratègics tenim:

- Foment de vocacions científiques i excel·lència acadèmica: vetllem assegurar el futur del sector petroquímic. Per això intentem fomentar i divulgar entre petits i joves la passió per la química. Per exemple, patrocinem la Setmana de la Ciència de la URV, i en concret amb la Facultat de Química, on prop d'un miler d'estudiants de primària i secundària fan tallers experimentals de química. També patrocinem el "Premi

Recerca”, que és un premi a l’excel·lència al Treball de Recerca de 2n de Batxillerat amb temàtica química. També patrocinem, amb col·laboració amb el Departament d’Ensenyament, el Fòrum Trics, on estudiants de 2n de Batxillerat de totes les modalitats, no tant sols de química, expliquen a estudiants de 1r de Batxillerat el procés d’investigació i redacció del seu Treball de Recerca, i els hi donen recomanacions per al seu.

- Divulgació de què fa la química: L’any passat vam copatrocinar amb Messer (una de les empreses de l’AEQT) un projecte anomenat “La química del bàsquet”. En aquest projecte, un membre del Club Bàsquet Tarragona (CBT) van a les escoles i fan tallers als alumnes explicant-los com la química està molt present en el bàsquet. L’objectiu d’això es que la ciutadania més jove sàpiga què s’hi fa en aquestes fàbriques que tenen tant aprop i com afecta a moltes de les coses que ens envolten, com en aquest cas, el bàsquet.
- Cooperació directa amb l’entorn: Sentim que tenim la responsabilitat de cooperar amb l’entorn a través del foment d’activitats culturals, activitats esportives, ajudes a les comunitats properes (per exemple, patrocinant la cabalgada de Reis dels barris de Ponent), col·laborar amb entitats socials com Creu Roja,... Actualment, amb la crisi del Covid-19, hem fet una donació d’equips de respiració per a pacients crítics als hospitals de la demarcació d’acord amb les autoritats sanitàries. Aquesta donació estava valorada en 330.00€ i va resultar haver-hi un marge restant amb el qual vam fer una donació de fruita als hospitals de la zona pel personal sanitari.

6. L’AEQT té un paper directament lligat a la funció de RSC de les indústries químiques a Tarragona?

No, nosaltres no entrem a les polítiques de RSC de les nostres empreses membres ni les regulem en cap sentit. De fet, és més aviat al revés. Les empreses tenen un paper en decidir com inverteix l’AEQT, ja que són els empresaris els qui decideixen en què gastem els diners. L’AEQT té una sèrie d’òrgans que la regeixen i està conformada per un equip propi de professionals. Per exemple, tenim una comissió de comunicació que la conformen els responsables de comunicació de les empreses associades. Ens reunim una vegada al mes i els hi presentem el que anem fent. Ells ho validen o inclouen propostes seves. En general, tenim prou autonomia, però realment són les empreses les que decideixen el què fem i no al revés. Potser que decideixen fer un projecte

específic, o no comprar de un proveïdor concret que no té la certificació de seguretat, ... A més, les empreses no tenen cap compromís, és a dir, són lliures de sortir-se'n del pacte en qualsevol moment.

Tampoc tenim cap poder de posar sancions. Podria ser, però les empreses associades s'haurien d'haver posat d'acord en que estàn a favor de donar-nos la potestat a sancionar-los si no compleixen algun dels objectius o exerceixen males pràctiques, i de moment això no s'ha volgut. Si que podem fer recomanacions, però només a mode de consell.

Cada empresa té la seva política de RSC. Com que estem tots al mateix sector i a la mateixa zona, en general són semblants. Per a ells, però, la sostenibilitat s'entèn des d'un sentit molt més ampli, no només acció social, sinó que també inclou qüestions medi ambientals, condicions dels treballadors, etc..

7. Hi ha algun òrgan regulador de la política de RSC de la petroquímica?

Hi ha un programa comú a nivell global de l'indústria petroquímica que és el "Responsible Care", en el qual diverses empreses de l'AEQT hi estàn adherides, però és totalment voluntari. Al que si que estàn subjectes totes les empreses, a partir d'una determinada mida, és a fer el report de sostenibilitat. Nosaltres com a AEQT, tot i que en teoria no ens tocava per què som massa petits com a associació, fem un informe públic no financer que toca temes de sostenibilitat.

8. Quins són els principals reptes als que s'enfronta l'indústria química a Tarragona en termes de RSC? Quin diria que n'és el més urgent?

Arrel de la crisi del Covid-19, considero que si per alguna cosa ens està servint, és per adonar-nos que la gent del nostre entorn potser no és prou conscient del que produeix la química. Al llarg dels anys, a través del projecte de la "Química del bàsquet" i d'altres enquestes i estudis que hem fet, ja ens en havíem adonat de que una de les nostres grans mancances és que la gent no sap què fa la química. Actualment, en aquesta crisi ho estem confirmant. La gent se'n està adonant de lo imprescindible que és la indústria química ja que, per exemple, fabrica precursors de materials essencials. Crec que donar-nos a conèixer i divulgar la química com a allò que realment és constitueix un dels reptes en els quals podem aprofundir molt.

Tot i això, abans de la crisi del Covid, el nostre repte principal, i que encara matenim com a principal, és recuperar la confiança del nostre entorn després de l'accident d'IQOXE. Aquell va ser un moment crític que va canviar el paradigma de relació amb l'entorn per a nosaltres. Ens en vam adonar que era molt difícil deixar clar que allò havia sigut un accident puntual i que la petroquímica romanía tant segura com sempre. Sembla

que la gent només vegi les coses dolentes, i ignori les positives i essencials de la química.

9. Com heu notat aquesta pèrdua de confiança?

Per tots els fronts, però sobretot per un. Els dies després del accident, no vam trobar veus amigues. No vam trobar ningú que poses en valor tots els anys de treball de la química a Tarragona i el nostre model de seguretat. Vam trobar moltes generalitzacions de “això ha passat aquí, aleshores pot passar a qualsevol lloc”. No vam trobar ni sindicats, ni autoritats polítiques amb les que mantenim relació sovint i que n'estàn informats, ni amb gent que forma part dels panells públics assessors, etc.. ningú va sortir a negar que les empreses químiques escatimen en seguretat. Trobem ofensiu que es parli de precarietat en el sector petroquímic, quan tenim un 94% de contractes indefinits i 38.000€ de salari mitjà, i som qui més inverteix en seguretat.

Des de l'accident, hem estat fent més de 150 reunions amb veïns, polítics, organitzacions, sindicats, periodistes ... ben bé fins que la pandèmia ens va obligar a parar.

10. Consideres que la imatge negativa de la petroquímica és injustificada?

Tant com injustificada, no. Hi ha coses que les dades demostren i coses que les dades no demostren. I si alguna cosa no la demostren les dades, el que no podem fer es donar-la com a certa fins que algú demostrï el contrari. Per exemple, es parla molt de que la petroquímica causa molts casos de càncer a Tarragona, però si es miren les dades no hi cap estudi que indiqui causalitat entre una cosa i altra. Amb les emissions passa una cosa semblant. Tots els estuis (UPC, URV&Institut Cerdà (finançat per Repsol), Generalitat, Cel Net, ..) treuen les mateixes dades, ja que són objectives, però el problema ve amb com interpretem aquestes dades. Cadascú les interpreta d'una manera diferent segons els seus interessos, o dona per fiables unes o altres interpretacions.

11. Treballeu conjuntament amb els Ajuntaments locals?

Sí, treballem amb totes les Administracions. Des del Govern d'Espanya, en concret el Ministeri d'Indústria, en matèria de normativa energètica estatal. Tenim també relació continuada amb els ajuntaments i alcaldes de pobles i barris propers com el Morell, la Pobla de Mafumet, La Canonja, Vila-seca i fins i tot Salou, per tractar problemes comuns. També tenim contacte amb la Generalitat: el Departament de Treball per temes de seguretat laboral, el Departament d'Interior per Seguretat i Emergències, el Departament de Territori i Sostenibilitat per el medi ambient, i el el Departament

d'Educació per la FP Dual i les iniciatives a les escoles. Totes aquestes relacions són molt properes i participem en molts grups de treball per plantejar idees i escoltar que necessita la gent del nostre entorn. Per exemple, el nou pla SEQTA va sorgir d'un d'aquests grups de treball on l'AEQT hi era.

12. Llegim a la vostra pàgina web que un dels vostres objectius és "Fomentar la Competitividad y Sostenibilidad de los polígonos químicos como sector dinamizador de la economía". Com es compagina la sostenibilitat amb la competitivitat en la indústria química? És possible maximitzar els dos alhora?

Sense sostenibilitat no hi haurà desenvolupament. No només per consciència pròpia, sino per dues qüestions més. Primer de tot, perquè el mercat així t'ho demanarà. Segon, si no som sostenibles no serem perquè ens carregarem el planeta. Hem de seguir fomentant temes d'economia circular, potabilització d'aigua i reciclatge. Ara mateix, per la química, ser sostenible és un avantatge competitiu, i té el deure i el desig de liderar-lo.

Appendix 2.4 Interview with Clear Sky Platform, Informant 4

1. Per començar, em podries dir una breu descripció de l'origen i les funcions de la Plataforma Cel Net?

Cel Net es va formar cap al 2009. Va sorgir de manera informal, a partir d'un grup d'amics i veïns del Polígon Nord. Tots vivim al Morell, la Pobla de Mafumet o Vilallonga del Camp. Ens vam constituir com a associació o plataforma ciutadana. Al principi érem unes 10 i 12 persones. Ara rondem les 15 membres, i 6 o 7 d'actius. Ens vam formar perquè teníem constància de que s'ampliaria el Polígon Nord en hectàrees, i va ser la gota que va omplir el got. Ja en teníem prou. Finalment, allò va quedar mig aturat. Aleshores la nostra plataforma va anar derivant més cap a la temàtica de la qualitat de l'aire i la salut pública.

2. Quin és el vostre paper a la petroquímica de Tarragona?

El nostre paper es ser un punt de discordància. Nosaltres creem discussió i debat sobre certes accions que duen a terme. Abans de nosaltres hi havia alguna entitat ecologista que denunciava alguns casos, i que fins i tot n'havia portat alguns a fiscalia, però no tenien algú tan aprop com nosaltres amb la mirada constantment sobre les seves accions. El nostre paper és denunciar episodis de contaminació. Especialment parlem amb Repsol, no tant per buscar problemes, sinó per trobar solucions. La indústria la tenim aquí i hem d'intentar conviure amb ella, ja que aconseguir el seu tancament seria

molt difícil. Hem sigut molt persistents desde la nostra creació. Per exemple, hem aconseguit que Repsol pagués un estudi de qualitat de l'aire. També ha creat l'Observatori de Qualitat de l'Aire al Camp de Tarragona, conjuntament amb l'Institut Cerdà, i hem aconseguit que posin sensors perimetrals a les seves indústries i controlin millor els contaminants que posen.

3. Considereu que la petroquímica a Tarragona fa un bon paper de RSC (responsabilitat social corporativa) ?

La que coneixem millor és la de Repsol. Tenen un sistema de panells de participació ciutadana, en el qual conviden 3 o 4 vegades al any a persones de tots els àmbits del Camp de Tarragona a una reunió. Per exemple, hi ha representants ecologistes, associacions veïnals, organitzacions culturals, directors de FP dual de química, representants de treballadors, jubilats, representants associació de turisme. Això serveix per fer d'altaveu de la petroquímica cap a la població. Cada any se'ns convida a la presentació de l'informe de RSC i se'ns demana la nostra opinió.

4. Esteu conformes amb els objectius de RSC marcats per les empreses petroquímiques?

Hi ha opinions diferents sobre la RSC de la petroquímica. Hi ha gent que diu que a base de xecs tenen a la gent contenta. D'altra banda, hi ha gent que diu que donat que estan aquí i contaminen, ja està bé que inverteixin en el territori. Nosaltres estem d'acord amb la segona proposició, però no creiem que això sigui excusa per no poder confrontar-los o demanar-los més responsabilitats. Creiem que el fet de que siguin empreses multimilionàries que es beneficien del nostre territori els hi comporta un deure a retornar-ho invertint en la comunitat local, però això no els fa immunes a queixes en temes de seguretat i medi ambient.

5. Quines són les vostres principals preocupacions o els interessos?

Intentar millorar el control atmosfèric en quant a emissions que nosaltres respirem. La nostra lluita es basa en la qualitat de l'aire. Un dels nostres objectius és adaptar la legislació que tenim en aquest terme, que és molt laxa. Està més focalitzada en grans ciutats, i no en un ambient semi-rural com el que tenim al costat del Polígon Nord. Volem que inclogui contaminants que ara per ara no s'estàn analitzant i que aquestes indústries emeten. Estem a favor de posar límits i sancions per part del Govern, i demanem també més transparència en la publicació de dades per als pobles que convivim amb la indústria. A més, en els últims mesos també ens hem centrat en temes de seguretat.

Arrel d'accidents com el de IQOXE, hem recordat que vivim amb un polvorí al costat de casa.

6. Quines accions pren la vostra plataforma davant d'aquestes preocupacions respecte les petroquímiques?

Cada any fem reunions estratègiques per veure cap a on anem. En molts casos no som nosaltres mateixos els que decidim cap a on anem, sinó que ho són les circumstàncies socials o polítiques. Vam impulsar que es féssin una sèrie de estudis no només amb dades científiques o estudis, ja que aquests dificulten molt el fet de guanyar-se la confiança de la gent. Hi havia un estudi de la UPC que evidenciava problemes a l'aire del Camp de Tarragona, i a partir d'aquí vam voler solucions. Com a interlocutors, tenim el mòbil dels representants de comunicació i s'han preocupat molt per posar-se en contacte amb nosaltres i explicar-nos el que volen fer. Crec que els hi preocupa molt la imatge. Amb els caps de comunicació ens trobem més periòdicament als panells de participació o a la Taula de Qualitat de l'Aire. Amb els alcaldes dels municipis pròxims també tenim un contacte molt familiar. Això ens beneficia, ja que és diferent que parlem nosaltres o que parli ell. Amb BASF o la AEQT no tenim gens de "feedback" ni comunicació, tot això que explico és només amb repsol perquè la tenim al costat. Tot i això, ens agradaria tenir comunicació amb l'AEQT, ja que Repsol hi forma part.

7. Consideres que hi ha un fort desequilibri de poder entre la patronal de les petroquímiques i la plataforma? Per què? En el cas que sí, quina és la vostra estratègia per a igualar aquest desequilibri?

Sí, perquè som agents totalment diferents. Per molt bona relació que hi hagi, ells representen una empresa i uns beneficis, i cobren fent-ho. Nosaltres representem a la ciutadania i als seus interessos, i no obtenim cap benefici econòmic d'això. Crec que ara ens han pres més seriosament del que ens pensem, a diferència dels inicis. Una empresa nova d'economia circular que s'ha instal·lar aquí al Polígon Nord, al començar els tràmis de permisos d'instal·lació, s'ha volgut reunir amb naltros per explicarnos el projecte i saber el nostre parer. Això ens fa pensar que estem equilibrant la balança tot el que podem.

8. Treballeu amb conjunt amb els sindicats de treballadors de les petroquímiques? De quina manera?

Sempre ens ha costat molt acostar-nos als sindicats de la petroquímica. No parlen gaire ni es manifestin públicament sobre les condicions de treball. Nosaltres vam fer algun intent de parlar-hi alguna vegada però sense massa èxit. Tot i això, arran del accident de IQOXE, hem tingut més contacte que mai amb ells. Fins i tot ens vam unir a la

manifestació que ells van organitzar. De fet, la seva i la nostra s'acabaven ajuntant a final. Però en general, hem treballat poc amb els sindicats per no dir gens.

9. Llegim a la pàgina web de AEQT (Associació Empresarial de Químiques de Tarragona) que un dels seus objectius és “Fomentar la Competitividad y Sostenibilidad de los polígonos químicos como sector dinamizador de la economía”. Com es compagina la sostenibilitat amb la competitivitat en la indústria química? És possible maximitzar els dos alhora?

Nosaltres sempre diem que el creixement econòmic no hauria d'anar d'esquenes al medi ambient. Hauria de ser compatible. Totes aquestes empreses el que volen es minimitzar despeses. Quan hi ha parades no controlades o accidents, per a ells això són dies no productius i productes que s'han de cremar. Per tant, signifiquen pèrdues econòmiques.

10. Creieu que dins de la indústria petroquímica hi ha una preocupació real per reduir l'impacte negatiu i ser responsable corporativament? En base a què creus que sí/no?

Crec que cada vegada estàn més conscienciats, i intenten millorar la seva imatge i quedar bé amb el territori. Tampoc els hi interessa estar enemistats amb els veïns. Ells també han invertit en fer estudis amb les universitats, en patrocinar events i en sortir a la premsa. D'altra banda, nosaltres també entrem en batalles de qui té més credibilitat i qui menys, simplement perquè uns van al costat de la empresa i els altres de l'entitat ecologista. És una lluita constant d'interessos i pressions.

11. Considereu que acaba havent-hi una responsabilitat real per les conseqüències negatives de la petroquímica?

Quan va passar l'accident de IQOXE va servir perquè la resta de Catalunya s'adonés del que tenim aquí a Tarragona i tot el que suposa. Molta gent ni ho coneix ni s'imagina el que hi ha aquí i la proximitat que té a la població. És va posar en evidència la importància del seguiment que s'ha de fer.

12. Quin futur preveieu per la petroquímica?

Creiem que mica en mica s'haurà d'anar reinventant. Els combustibles fòssils tenen una vida limitada i han de anar cap a models d'energia més verda. Això sempre i quan no marxïn abans d'hora. En el fons, tenim la por de que no els hi surti rentable produir i, com que són grans multinacionals que no els hi costa res tancar aquí i obrir en un altre lloc, se'n vagin a on els hi sigui més rentable fiscalment i no hi hagi tant de control ambiental. Però nosaltres creiem més en aquesta idea de reinversió, i que no ens quedem en un mar de ferralla.

Appendix 2.5 Interview with La Canonja City Council Informant 5

1. Com és la convivència amb la petroquímica? Com us veieu afectats per la seva presència?

La convivència és molt bona. Jo sempre he dit que sóc un alcalde pro-indústria química. Sempre hi ha gent que es queixa, però la petroquímica dóna molts llocs de feina, tant directes com indirectes. A més, per al nostre municipi, els impostos que recaptem d'aquestes empreses (les quals totes paguen) són molt importants.

2. Quin és el vostre paper a la petroquímica de Tarragona?

En primer lloc, tenim un paper comunicatiu. Si les empreses volen fer alguna actuació envers la població, tot això es vehicula a través de l'Ajuntament. Les empreses ja fa molts anys que no desitgen que els particulars i les entitats que subvencionen (associacions, clubs...) es dirigeixin directament amb ells, i prefereixen que es faci a través del Ajuntament, ja que és una manera més reglada i fàcil per ells. Així, no han d'interlocutar amb tres-centes entitats sinó que només amb un Ajuntament.

En segon lloc, propocionem a les empreses els permisos que necessitin per al desenvolupament de la seva activitat productiva, i després els derivem als estaments de la Generalitat que correspongui.

3. Quines són les preocupacions o els interessos dels veïns respecte a la petroquímica? Quina percepció en tenen?

Depèn de amb qui parlis. El cert és que aquesta relació ha sigut fructífera, però sempre queda aquella idea de que la química és molt tancada i que pateix molts accidents, especialment després del cas d'IQOXE.

Jo, personalment, donada la meva formació com a químic i la meva experiència laboral treballant en el secot, et diria que la percepció és molt bona, i d'altres persones et dirien que és nefasta. El que està clar és que la Canonja no podria ser el que és sense la petroquímica, gràcies als ingressos i impostos que ens proporciona. Des que la Canonja va esdevenir municipi al 2010, la petroquímica és la mà que ens dóna de menjar, i molt.

4. Quins són els vostres interessos com a Ajuntament?

Nosaltres volem sobretot que compleixin la normativa en cas que hi hagi un accident. Després del que va passar a IQOXE, la comunicació en matèria de seguretat i la proximitat en general s'ha tornat essencial per a nosaltres.

També ens interessa el tema d'oportunitats laborals per als veïns de la Canonja, Per exemple, quan fan parades tècniques, ens agrada saber si necessiten a personal que nosaltres els hi podem proporcionar.

Per últim, també volem poder demanar suport i ajuda per als nostres clubs locals, en forma de partocinis o donacions. En aquest cas actual, per ajudar a la crisi del covid-19, a netejar els carrers del municipi.

5. Des de l'Ajuntament, esteu familiaritzats amb la política de RSC de la petroquímica de Tarragona? Teniu algun projecte comú?

Estem familiaritzats amb tot el que afecta a la petroquímica. Fem la Setmana de la Ciència, durant la qual vénen empreses i fem conferències per a la ciutadania. Així, aconseguim que els veïns de la Canonja sàpiguen que es fa i que no es fa al polígon que tenim al costat de casa.

6. Teniu algun paper regulador des de l'Ajuntament?

Nosaltres hem regulat amb el nostre Pla General d'Ordenació Municipal, on indiquem els límits d'emissions que afecten al municipi de la Canonja en si, el que seria el Polígon Sud. Després també controlem i comprovem que es compleixi això.

7. Quins mètodes utilitzeu per interactuar amb les empreses?

Tenim una relació directa i molt bona. Sempre que necessitem res, els truquem i fixem una reunió per el més aviat possible. Diria que ens veiem un parell de vegades al mes, sobretot amb les empreses més grans com BASF o Repsol.

8. Treballeu amb conjunt amb altres organitzacions ciutadanes o associacions de veïns properes? Quines?

Sí, treballem amb totes les que hi ha. Per exemple, l'associació de veïns del Sector Nord, el col·lectiu de dones, el col·lectiu de gent gran, l'escola de futbol base. En termes de grups ecologistes, hi ha la Canonja 3. Amb tots aquests tenim un contacte constant i proactiu.

9. Teniu contacte amb la resta de Ajuntaments que conviuen amb la petroquímica?

Sí, tenim una comunicació directa amb els pobles del Polígon Nord. Concretament, tinc molt bona relació amb l'alcalde de la Pobla de Mafumet i una de les primeres coses que vaig fer quan vam esdevenir municipi al 2010 va ser anar a parlar amb ell, ja que es troben en una situació semblant a la nostra.

10. Llegim a la pàgina web de AEQT (Associació Empresarial de Químiques de Tarragona) que un dels seus objectius és “Fomentar la Competitividad y Sostenibilidad de los polígonos químicos como sector dinamizador de la economía”. Com es compagina la sostenibilitat amb la competitivitat en la indústria química? És possible maximitzar els dos alhora?

Jo crec que sí. Hi ha vegades que competitivitat i sostenibilitat no tenen perquè ser oposats. S'ha de tenir en compte que aquestes empreses químiques competeixen entre elles, o entre les seves centrals a altres països, per aconseguir una determinada inversió, per exemple. Nosaltres des de l'Ajuntament el que intentem fer és facilitar que les coses es facin ràpid, que no s'adormin a l'hora de donar un permís d'obres, per tal que no perdin cap possible inversió. Les decisions d'aquestes grans empreses químiques es prenen a Alemanya i a Estats Units sobretot, i una vegada l'han presa, volen que es faci efectiu ràpidament en l'entorn local, que en aquest cas és la Canonja, i és quan nosaltres actuem per aconseguir-ho.

11. Quin futur preveus per la petroquímica?

Ara el futur és complicat de preveure, donada la crisi del Covid-19. Jo espero que sigui molt bo. Tot i això, sabem que baixarà el consum, i això pot tenir conseqüències negatives. D'altra banda, fixa't al preu que està el petroli, quasi no val res, es van arribar a pagar -37\$ per barril. La indústria química consumeix molt poc petroli del que es produeix, segurament un 8% del que es produeix. En aquest aspecte, la seguretat de que hi haurà material perquè la indústria química funcioni està super garantida.

En resum, quan hi ha recessió, la química ho nota ràpidament. D'altra banda, quan millora la situació, també ho nota ràpidament. Jo desitjo que la crisi no sigui tan forta, i que vinguin inversions de grans companyies per donar-nos suport.