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Organizational Culture and Sustainability

A case study of the role of organizational culture on the implementation of sustainability





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Abstract

Sustainable development is a key issue on corporate agendas in terms of legitimizing organizations to their surrounding environment. However, this demand presents difficulties as many organizations fail to implement sustainability successfully as the initiative is not institutionalized into the organizational culture. The research question of this thesis is, therefore, defined as: ***What role does organizational culture play in the implementation of sustainability?*** The following research in this thesis approaches this question both in terms of the currently existing organizational culture's role in this implementation, but also the role of the desired culture in the sustainability initiative. The qualitative research approach of a single case study used provided a basis for answering this question. The findings indicate that organizational culture in fact plays a vital role in the implementation of sustainability and management can use the culture to facilitate the progression of this initiative. An alignment that supports the work with sustainability between the different aspects of the organizational culture has shown to be important when implementing sustainability both in terms of the current culture as well as the desired one. When this is not the case the progression of the sustainability initiative can be stifled.

Keywords: *Organizational Culture, Sustainability, Organizational Change*

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1 Introduction

Organizations today are faced with new issues unprecedented in the past. As the environment in which these organizations evolve and continually change so do companies. Issues regarding sustainability have been introduced to the scene of business and both benefits and risks in working with these issues exist. This became evident in the summer of 2010 when the deep water horizon in the Mexican Gulf faulted and oil started spilling into the ocean. The company responsible, BP, had a reputation of excellent reporting on and work with issues regarding sustainability prior to the event. As oil kept spilling into the ocean damaging the environment and local communities the losses to the organization kept growing. Its stock plummeted and the brand value sank (Yahoo, 2011). Both the environment and BP will be dealing with the ramifications long after the event has disappeared from the headlines. This is an example in which the risk of not following the communicated values and actions of the organization to society became evident and the possibility of organizations not living up to these promises was highlighted. BP is one example but many companies attempt to implement sustainability efforts into the organization but fail to do so.

This thesis will attempt to examine the work with sustainability of one organization further. It will study the evolving environment in which organizations operate and try to define what sustainability is and why it is such a prominent issue on organizational agendas through examining existing theory. Also, the thesis will try to examine the way in which sustainability is implemented into the organization and aims to examine the internal aspects of sustainability as the external picture might not adequately account for the events within the firm as BP has showcased. The organizational culture's role in this implementation will be a vital aspect of this research.

This introduction will continue by touching on the development of two subjects that greatly concerns the topic of this thesis. The evolution of the field of corporate governance as well as the concept of sustainability will ultimately set the scene for the environment in which organizations today operate. Thus, the aim of the next section of this introduction is to explain these concepts and their evolution in order to provide an adequate background to the reader. Following, will be a presentation of the organization at which the research for this thesis was conducted and provide an overview of the firm. Furthermore, this introduction will present the disposition of the remainder of the paper.

1.1 The Business Environment

It is important for the foundation of this paper to discuss the transformation of the environment in which organizations operate and function in order to understand the different pressures and demands that are put on companies today. By doing so, the aim is to derive a problem organizations

face in this relationship to the society in which they operate. Both the external environment and the societal expectations are continuously changing but also the way in which businesses themselves relate to their surrounding environments. To adequately examine an organization it is central to evaluate the environment in which it operates. It is important to relate organizations to their surroundings and the influences to the conduction of business that it involves in order to identify problematic situations that may occur.

Society evolves and changes constantly and previously organizations were actors that mainly had to be concerned with investors and local government to influence their actions, however, that relationship is no longer descriptive of the situation. Even though one frequently-quoted definition of corporate governance states that it *"deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment"* this is a very narrow definition and it is changing (Blowfield & Murray, 2011). Phenomena such as industrialization, globalization and, technology revolutions through historical developments have broadened the scene in which organizations operate. The industrial revolution that started in the late 18th century, for example, contributed to vast changes in human demographics and human working life (Blowfield & Murray, 2011). Currently the world is going through a globalization era which has affected business' place in society. Globalization can be described as "a system of global governance without global government" (Blowfield & Murray, 2011). Thus, since there is no super ordinate organizational structure to control organizations this has led to a more complex environment with pressures from several actors on organizations and their actions (Meyer, 1996).

The reason that this interdependence is valuable to discuss in this thesis is because not only are these actors putting pressure on organizations in general, but they are also holding them accountable for the social consequences of their activities (Porter & Kramer, 2006). Moreover, the field of corporate governance has evolved as a reaction to corporate malfeasance and misconduct. As corporations seek to evade risk in order to maintain legitimacy corporate governance has evolved to create proactive activities rather than reactive in case of negative publicity (Blowfield & Murray, 2011).

1.1.1 Interest Groups

Yet another aspect of the field of corporate governance is the way in which organizations themselves relate to their environment. Whereas some organizations focus on short-term financial gain and maximization of profits to satisfy the investors of the organization, other firms have embraced this interrelatedness to other actors of society and try to satisfy a wide range of actors who have an interest in the organizational activities (Blowfield & Murray, 2011). Whatever perspective an

organization chooses to follow will influence the decisions and direction of the firm. It is vital for organizations to identify the different interest groups of the particular organization in order to relate to them.

1.1.1.1 Shareholder Perspective

Organizations that relate to their environment according to the shareholder view ultimately do business for its owners, or anyone owning shares in the organization. The perspective goes back to Milton Friedman (1970) who stated that the social responsibility for business is to increase its profits. Thus, the decisions being made with regards to the operations of the firm include maximizing profits in order to maximize wealth for the shareholders. This is the way in which businesses relate to the environment and so this is their ultimate responsibility. (Cooper, 2004) This is the aim for corporate governance and the driver for organizational activities in this model of capitalism that is usually called the Anglo-Saxon model (Blowfield & Murray, 2011). This model, for example, promotes free markets as a way of economic development and it is the view of this model that societal evolution comes from this. Thus, focusing on satisfying shareholders will provide the desired evolution of society.

1.1.1.2 Stakeholder Perspective

On the other end of the spectrum to the shareholder view is the stakeholder view. Included in this perspective are not only the owners of an organization but rather "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). The responsibility of an organization is, thus, not simply to maximize the value for shareholders but rather it is extended to other groups of society as well (Cooper, 2004). Even though the responsibility of organizations according to this perspective ultimately is with society at large there are still efforts to divide these stakeholders into groups. Some stakeholders are more closely linked to some organizations than others and are affected to a higher degree. Thus, they have a higher stake with the organization. As expressed by managers, employees and investors are the two most important stakeholders to firms (Spence, 2007). This is further established when dividing stakeholders into primary and secondary in which employees and owners are joined by customers, suppliers and creditors to form the group of stakeholders seen as primary to an organization (Lawrence et al, 1999). Therefore, organizations have to take into consideration the interest of several different actors of society but also evaluate which stakeholders are primary to the organization and its unique set of circumstances in particular. To create legitimacy it is important for a firm's activities to be linked to these individual circumstances (Porter & Kramer, 2006).

Further, this perspective includes the argument of interdependence between organizations and its surrounding environment. Contrary to the Anglo-Saxon capitalist model this perspective is mostly supported by the Rhenish capitalist model (Blowfield & Murray, 2011). This model highlights more publically induced order in society and recognizes business ethics as continually changing as the terms of business and society is continually renegotiated. Furthermore, the Rhenish model, being found mostly in continental European countries, takes into account the effect that society, with all its different stakeholders, affects business activity (Blowfield & Murray, 2011). Moreover, the discussion of business' role in developing society differs in this perspective. Whereas the Anglo-Saxon model believed open markets to be adequate this Rhenish model believes in more regulated evolution from for example governments or Non Government Organizations (NGO's).

1.2 The Concept of Sustainability

The concept of sustainability has also changed and developed. It is essential for this thesis to set the scene of sustainability and discuss how the concept has developed in order to understand the context in which organizations in general, and our research object in particular, are operating.

The discussion of sustainable development has its origin in the 1970's. The decade contained several initiatives towards the start of this concept. Concerns regarding the effect to the environment of nuclear testing and dam building among other things resulted in a United Nations (UN) conference in 1972 in which it was concluded that *"there is no inherent contradiction between environment and development, and that these two concerns should be mutually supportive"* (Blowfield & Murray, 2011). Following this conference the introduction of branches of governments dealing with environmental issues was introduced. In addition the oil supply crisis in 1973 further sparked the discussion of sustainable development and the environment. Thus, the environment became a part of the discussion of sustainable development (Blowfield & Murray, 2011).

In 1982, ten years after the UN commission, a follow-up council was held by the United Nations Environmental Program's governing council to discuss the UN commission "ten years on". The discussion largely treated the uneven distribution of economic growth throughout the world and the fact that there were changes needed in *"the nature of co-operation between governments, business, science, and people"* (Blowfield & Murray, 2011). Several events lead up to this conclusion but they all shared a lack of co-operation between actors that ultimately resulted in losses to either people, the environment, or both. For example the famine in Ethiopia and the questioning of the actions by its government to aid its people was a contributing factor along with the discovery of the hole in the ozone layer (Blowfield & Murray, 2011). Thus, the environment was joined by a human aspect in the discussion of sustainability.

Following these events was yet another disaster in which a nuclear reactor at Chernobyl experienced a meltdown and instantly killed thirty individuals. Furthermore, this event has affected the society a great deal and it is still not safe to visit the site. This further advanced the evolvement of sustainability since it required both the changes called for by the commission in 1982 but, moreover, additional changes in attitudes. The environment was to be seen as a way of growth rather than limiting economic development (Blowfield & Murray, 2011). This set the foundation for a new way in which to view sustainable development which included not only environmental but also economic and social aspects.

What has started to emerge from this evolution is a new view in which sustainability is seen as a way in which to elevate and create business opportunity, rather than stifling it. A win-win situation can be created by organizations that are capable of realizing this (Porter & Kramer, 2006). What is commonly referred to as the triple-bottom line can be created in which economic, environmental, and social aspects of sustainability are developed.

1.2.1 Utilitarianism

The basis for this development of sustainability has resulted in an ethical foundation in utilitarianism in which the morality of an action lies with its outcome and aims at maximizing the positive and minimizing the negative. It is a consequentialist standpoint since it evaluates actions by the outcome and result of them. (Rachels, 2006) This pattern of action can be traced to the expectations put on organizations by society to act responsibly, discussed above, as well as the evolution of the concept of sustainable development which has progressed to include aspects of financial, environmental, and social aspects as well as including future generations in the discussion.

1.2.2 Definition of Sustainable Development

In accordance with the evolution of sustainability and the ethical foundation in utilitarianism it is relevant for this thesis to define what is meant by sustainability.

One definition of sustainability that has become widely used by organizations is that of the United Nations World Commission on Environmental and Development Report (1987) which states that:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

It is, however, important to note that it is hard to find one common definition of sustainability or sustainable development as it means something, but not always the same thing to everybody (Garriga & Mele, 2004). Moreover, it should be noted that the definition of sustainability depends, largely, on the ethical foundation and stand-points of the organization or individual (Garriga & Mele,

2004). Furthermore, it is important for an organization to have its sustainability initiative in line with organizational activities in order to be productive and, thus, adjust the initiative to the firm's individual circumstances (Porter & Kramer, 2005).

1.3 Description of Boliden

Following will be a short description of the organization at which this thesis is carried out.

1.3.1 Boliden Group

Boliden Group operates in the mining and smelting industry. The company has operations at several locations in Sweden as well as Finland, Norway, Ireland, Germany, and the UK. Boliden has approximately 4,400 employees and was founded in 1931 and has a solid history as a Swedish industrial company. Turnover amounts to approximately SEK 37 billion annually and its market cap is 32.446M SEK (Euroinvestor, 2011).

1.3.1.1 Organization

Boliden is a public limited company in the mining and smelting business. It is the third largest copper metals supplier and the third largest zinc metals supplier in Europe. The organization is divided into two business areas in which operations are conducted: mines and smelters. Boliden has four mining areas where zinc-, copper-, lead-, gold- and silver-bearing ores are mined. The ore is transported to concentrators in the various areas where the ore is crushed and processed to produce zinc and copper concentrate that also contains lead and precious metals. Boliden's five smelters refine various kinds of raw material – from mined concentrate to electronic scrap – to produce both standardized and customized base metals. The company's metals are mainly sold to industrial customers in Europe, but are also sold to metal dealers. Thus, it is mainly a business to business organization. Boliden also sells lead, gold and silver, and products such as sulfuric acid and aluminum-fluoride.

Boliden's Value Chain

These are the areas in which Boliden Group operates:

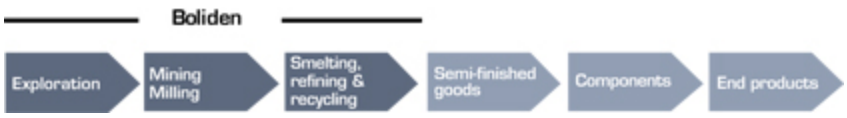


Figure 1 Boliden's Value Chain. Source: Boliden, 2011

Boliden's vision

"Boliden shall be one of the industry's leaders when it comes to value generation for its shareholders and accepting its responsibility for people, the environment and society." (Boliden, 2011)

1.3.2 The Mine in Garpenberg

Garpenberg is a small community with mining, located in Dalarna county, Sweden. Garpenberg has approximately 600 inhabitants and Boliden is the major employer in the community. The deposits at Garpenberg were first worked as far back as the 13th century, making Garpenberg Sweden's oldest mine that is still operational. Boliden acquired Garpenberg in 1957 and exploration work has since resulted in a substantial increase in its ore reserves. Complex ore that contains zinc, copper, lead, gold and silver is mined at Garpenberg, and it is this metal mix that has contributed to the area's favorable cost position. Historically there were three mines in Garpenberg. One is no longer being used. The other two, which used to be called "south" and "north", are now connected and counts as one mine.

Boliden Garpenberg employs 320 people. The employees are working under ground in the mines, in the office, as well as in the concentrator. Boliden Garpenberg has become highly successful in recent years, both financially and when it comes to accident statistics. They have won several awards for their good performance.

There is a great expansion of operations planned at Garpenberg which was decided in January 2011. A total of SEK 3.9 billion will be invested and will increase ore production at Garpenberg from the current level of 1.4 million tons to 2.5 million tons per annum. The expansion will be carried out between 2011 and 2014, with production successively increased, starting in early 2014. Full production capacity will be reached by the end of 2015.

1.4 Disposition

Following this introduction the thesis will go further into the specific research topic of this paper. First, the background for this paper will be introduced in which the aim is to define the problem that organizations face in regards to working with sustainability. This will successively lead into the purpose of this study and, ultimately, arrive at the research question of this thesis. In order to answer the research question the thesis will continue by laying out the theoretical foundation of the research topic. After addressing the theoretical background and framework the thesis will give a description of the foundation surrounding the case study. This section of the thesis will provide an account of the methodological framework used in the paper as well as motivation regarding the selection of company decided to research. Further, this section will discuss the delimitation of the case study as well as the expected contributions of the thesis. Next, the thesis will discuss the empirical findings which will combine the theoretical framework with the material found on the research object and, subsequently, move into the analysis. This will lead to the answer which will be discussed, further, in the conclusion of the paper.

2 Background

As discussed in the introduction, organizations are faced with increased pressures from stakeholders in regards to their sustainability activities. This has several implications for organizations in terms of implementing sustainability and this section seeks to define this problem as well as introducing the purpose of this thesis and ultimately arriving at the research question.

2.1 Statement of Problem

Not only is sustainability no longer optional but some organizations experience a greater pressure from society than others depending on the industry in which they operate (Porter & Kramer, 2006). Organizations that, for example, have a great impact on society or the environment also have greater ethical obligations to address sustainability in the corporate agenda as society demands it of them. As stakeholders expect organizations to act in line with norms and values of society the corporations need to adjust to these in order to maintain legitimacy (Meyer & Rowan, 1977; Collier & Esteban 2007). A corporation that manages to become isomorphic with the norms of its surrounding environments maintains legitimacy and enhances its survival prospects (Meyer & Rowan, 1977). Furthermore, many organizations recognize that maintaining legitimacy and profitability depends on its "willingness to assume responsibility for the social and environmental consequences of their global footprint" (Collier & Esteban, 2007). It has, thus, become vital for organizations to communicate their sustainability efforts to these stakeholders. However, no matter how well an organization communicates sustainability there can be detrimental effects to the business if it is discovered that the communicated efforts are not lived up to. An example of this is the company BP that has experienced great losses both financially and to its brand in terms of legitimacy after the oil spill in the Mexican Gulf in the summer of 2010. However, the communicated sustainability efforts rarely depict a coherent framework for the actual activities going on within the firm (Porter & Kramer, 2006). There is a discrepancy between idea and action and it can be difficult to combine decisions and talk with actions. Still, the more strongly it is believed that talk actually do govern action within an organization the more relevance of this talk. It is also easier to know what is said and decided upon than what specific actions it actually leads to (Brunsson, 1993). Moreover, the formal structures of an organization and its daily activities are sharply distinct from each other which can result in decoupling. The structures are used in order to create legitimacy but activities validate an organization (Meyer & Rowan, 1977).

A too strong focus to satisfy external stakeholders can result in an incoherent communication of sustainability that is detached from the actual events of a business. This in turn can have detrimental effects on the sustainability initiative. (Porter & Kramer, 2006) The relevance of the initiative needs

to be in line with the organizational business practices. The sustainability report is a way in which a company communicates sustainability to its external stakeholders, but also a way for an organization to communicate within itself (Spence, 2009). Furthermore, "incorporating externally legitimated formal structures increases the commitment of internal constituents" (Meyer & Rowan, 1977). Those stakeholders that have the closest relationship to the company, the internal stakeholders, are seen as the ones best equipped to judge the organizations validity in terms of its sustainability efforts and, also, to communicate it to other stakeholders (Uusi-Rauva & Nurkka, 2010). Furthermore, the employees carry the main responsibility to carry out the sustainability efforts in the daily working life of the company, and its success depends greatly on their willingness to collaborate (Collier & Esteban, 2007).

Employees and investors are the two most important stakeholders as expressed by managers (Spence, 2007). This means that an organization's internal communication of sustainability should be significant in terms of the sustainability work it conducts. Furthermore, the employees of the organizations are viewed as the people with the best insight and are often the ones in control of communicating a corporate image to the remaining stakeholders (Uusi-Rauva & Nurkka, 2010). Thus, an initial step towards sustainability is to be employee-oriented- valuing employee diversity, ethics, risk taking and innovation. The success of every sustainability initiative depends on the extent to which the firm's human capital is knowledgeable, engaged and committed to implementing new initiatives (Sroufe et al, 2010). A firm's sustainability initiative can, therefore, increase employee's identification with the firm (Kim et al, 2010) and, thus, add to a greater reputation externally increasing the organization's legitimacy. They are the link between an organization and society and can either confirm or refute the validity of the sustainability initiative which, for example, a sustainability report cannot.

Implementing sustainability within an organization is, therefore, highly important and desirable for firms in general, but as is also apparent even more so for organizations operating within industries that highly affects society or the environment as well as those that have a reputation of externally communicating sustainability. Further, the external actors, while providing organizations with accountability for their actions, are not the only factors contributing to the demand on organizations to act sustainably. It is important to note that while corporations seek to avoid risk in order to create legitimacy, as argued above, there is another perspective that needs to be mentioned. Ultimately, organizations also need to act sustainably in order to survive and be able to continue operating in the long-term. If society does not have well functioning political systems, wealthy societies and, thriving environments it will be increasingly difficult for organizations to do business and find customers (Hart, 1997). This suggests that organizations do not only need to act sustainably in order to gain

legitimacy from society but they also need to act sustainably in order to be able to conduct business. If, for example, resources are exhausted the organizations using them in their operations will cease to exist. Thus, organizations need to be concerned with sustainability for their own sake. What is even more interesting is the fact that companies recognize the importance of sustainability but often fail to implement it successfully (Epstein et al, 2010).

"Leading and facilitating sustainability initiatives and creating a sustainability culture are the critical tasks confronting resource professionals now" (Sroufe et al, 2010). The usual detriment of the sustainability communication is that in order to fully respond to environmental and social challenges, organizations must undergo significant cultural change and transformation (Linnenluecke & Grittifhs, 2009). There are challenges in implementing change within organizations and sustainability is about managing change (Sroufe et al, 2010). The problem is that, as with any change initiative, implementing sustainability is not always successful. For a change initiative to be successful it has to be adopted by the organization at every level. It is institutionalized in an organization's culture and influences every aspect of business without being questioned (Cohen & Kotter, 2005) and the corporate culture, therefore, plays a great part in the implementation of sustainability. Furthermore, organizational culture is often cited as the primary reason for the failure of implementing organizational change programs (Linnenluecke & Griffiths, 2009). **The problem that organizations face is, thus, how to successfully implement sustainability and to institutionalize it into the organizational culture.**

2.2 Purpose of Study

As discussed in the statement of problem prior research has shown there are difficulties of implementing sustainability and organizational culture has been identified as playing a role in this process. However, what has not been adequately addressed in the texts we have read is *what* role organizational culture plays in this process. Furthermore, organizations discussed in these texts, in terms of sustainability and organizational culture, are already believed to have implemented sustainability and to our knowledge the culture's role in the process of realizing a sustainability initiative have not been examined enough. Thus, this thesis will attempt to add value through further examining this role of organizational culture in the implementation of sustainability and hopefully some conclusions can be drawn that can benefit Boliden as well as other organizations in this process.

The purpose of this thesis is, in review of the problem stated above, to examine an organization that is in the process of implementing sustainability and study to what extent it has done so. The aim is to research a firm that both is in an industry that experiences great pressure from society to

incorporate sustainability into its business practices and communicates sustainability to its external stakeholders and to look at the internal aspects of the firm's sustainability initiative. Because of the importance of the employees as a stakeholder and their power in terms of the external image of the organization the internal organizational culture will be the focus of this study.

Sustainability does in many ways resemble any organizational change initiative and it will be relevant to examine an organizational culture in the process of implementing sustainability in order to assess the role of this culture in the organizational change. Organizational culture, as we see it, has a two-fold relationship to this. First, the current organizational culture plays a part in the implementation of sustainability. There may be parts of the organizational culture that promotes the implementation of sustainability and there may be others that hinder the progress. Furthermore, structures that exist can either be in line with or work against the communicated values of the organization and examining these will allow the current culture to be assessed in terms of institutionalization of sustainability. Therefore, the purpose of this study involves examining an organizations present culture in order to assess its role in the implementation of sustainability. Secondly, the organizational culture that an organization wishes to achieve is important in terms of which aspects of sustainability it wishes to institutionalize. The purpose of studying organizational culture is, in this sense, to examine what the goals of an organization are. Sustainability has several definitions and it also differs greatly between individual firms. The way in which an organization defines sustainability will, therefore, determine in what ways it wishes to implement its sustainability effort and ultimately change the organizational culture. The purpose is, thus, in this aspect to examine the organizational culture that an organization wishes to achieve in terms of sustainability in order to address the necessary action in order to do so. To summarize, the purpose of this study is to *a) examine the current organizational culture to see what role it plays in the implementation of sustainability and b) review the goals an organization has in regards to its sustainability efforts to assess what changes needs to be made to its culture in order to do so*.

2.3 Research Question

The research question is defined as:

"What role does organizational culture play in the implementation of sustainability?"

3 Theoretical Framework

In this section the theoretical foundation of this thesis will be laid out. It will start by examining adequate management and implementation theories of sustainability. Following, the layout and different parts of organizational culture will be addressed succeeded by a review of sufficient change and innovation theories. The selection of these theories has purposely been made due to the two-fold nature of answering our research question. Thus, they will allow us to both examine the present culture that exists at our chosen organization and its level of implementation of sustainability, but also the aim for this culture to improve in terms of the sustainability effort.

3.1 Managing and Implementing Sustainability Theory

To complement the following theories of corporate culture and change and innovation this section will present a framework for implementing and managing sustainability within an organization in order to put the change initiative of organizational culture within the scope of sustainability. Combining this theoretical basis with the others discussed will create a holistic view of the research topic. Furthermore, this framework will be used to examine the way in which it defines its own sustainability and assess the level of maturity of Boliden's sustainability purpose.

The theoretical framework found most proficient to use in this thesis is, therefore, discussed further below.

3.1.1 Stages of Corporate Responsibility

This framework further supports the idea of implementation of sustainability as a process or a journey. Furthermore, it should be noted that the aim of this framework is not to present a single pathway in which sustainability can be implemented but, rather, it suggests that there is a natural progression for organizations that usually follow these stages in their evolution in terms of sustainability. The stages provide a framework for understanding the different purposes that companies are pursuing. (Blowfield & Murray, 2011) The framework seeks to assess at what level an organization has matured with regards to sustainability and views several dimension of an organizations actions to do so.

In this framework we can follow the level of maturity by the company's actions in seven areas of management which looks as follows:

	Stage 1: Elementary	Stage 2: Engaged	Stage 3: Innovative	Stage 4: Integrated	Stage 5: Transforming
Citizenship Concept	Jobs, profits, taxes	Philanthropy, environment protection	Stakeholder management	Sustainability, triple bottom line	Change the game
Strategic Intent	Legal compliance	Maintain license to operate	Make business case	Integration of value and values	Create new markets/social change
Leadership	Minimal	Supportive	On top of the issues	Ahead of the curve	Visionary
Structure	Marginal	Functional ownership	Cross-functional coordination	Organizational alignment	Integrated into mainstream
Issues Management	Defensive	Reactive	Responsive	Proactive	Defines the issues
Stakeholder Relationships	Unilateral	Interactive	Mutual influence	Alliances and partnerships	Multi-organizational
Transparency	Enough to protect flanks	Public relations	Public reporting	Assurance	Full disclosure

Table 1: Stages of Corporate Responsibility. Source Blowfield & Murray 2011

The dimensions can be describes as:

- How corporate responsibility is defined and the comprehensiveness of the definition (*citizenship concept*);
- The purpose of the company's corporate responsibility (*strategic intent)*;
- The support given by company managers (*leadership)*;
- The day-to-day management of corporate responsibility within the firm (*structure)*;
- Responses to social, environmental, and other relevant issues (*issues management);*
- Managing the relationship with key constituencies within and outside the company (*stakeholder relationships)*;
- Openness, transparency, and disclosure about different aspects of corporate responsibility performance (*transparency)* (Blowfield & Murray, 2011)

Since the framework handles both external and internal integration of sustainability reliance has to be made in terms of accuracy of information provided. Biased information may be disclosed. However, the framework is useful since it seeks to assess at what stage in the maturity of sustainability an organization is or pursues to be. Thus, it will serve as a means to consider at what stage an organization is located.

3.2 Organizational Culture Theory

To answer the research question of this thesis there is a need to define what is meant by corporate culture and what different aspects it contains and, by doing so, this section will allow for assessment of the culture of an organization which is essential for the remainder of this thesis. Thus, defining corporate culture will be the initial step.

"Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaption and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1984).

Furthermore, the culture is owned by the group who has created it. This group is a set of people *(1) who have been together long enough to have shared significant problems, (2) who have had opportunities to solve those problems and to observe the effects of their solutions, and (3) who have taken in new members*. "A group's culture cannot be determined unless there is such a definable set of people with a shared history". As a test of the perceived validity of the defined culture, introduction of new members play a key role. The culture's strength depends greatly on the stability and homogeneity of the group members as well as the length and intensity of the shared experiences of the group. When a group faces a new problem, like a dramatic change in the environment and habitual ways of doing things no longer work leadership will play a key role to provide guidance. (Schein, 1984)

In addition to this definition of culture there is another aspect of corporate culture that needs to be discussed in this thesis. It is the discussion of the relationship between overarching organizational cultures and the presence of sub-cultures. On the one end is the integration perspective which promotes and aims at creating an overreaching culture that is similar in all different levels of the organization. On the other is the differentiation perspective in which it is recognized that even though there are some overarching aspects of culture there can still be sub-cultures within an organization. Thus, the aim is not to create a culture that is similar everywhere but rather to celebrate these different sub-cultures. (Linnenluecke & Griffiths, 2009)

What is more, in terms of implementing sustainability it has been recognized that different corporate cultures and ideological underpinnings can contribute to a sustainability effort being implemented differently. There is, thus, not a single way in which to implement sustainability within corporate culture that is right and there is not a single type of culture that will encourage work with

sustainability. The differences in culture simply imply that different aspects of sustainability will be the focal point of the organization. (Linnenluecke & Griffiths, 2009)

In order to examine an organization's culture with this definition in mind there are theoretical frameworks that exist and will be useful in order to conduct research for this thesis.

3.2.1 Levels of Organizational Culture

According to Schein (1984), the culture of an organization can be analyzed at different levels. The first level is the visible *artifacts.* Artifacts are the constructed environment of the organization and include aspects such as its technology, office layout, architecture, manner of dress, visible or audible behavior patterns among other things.

The second level of organizational culture is *espoused values*. Values govern behavior among members. Thus, they can be used to analyze why members behave in a particular manner. The values of a culture focus on what people say is the reason for their behavior rather than the underlying reason for this specific behavior, which remain unconscious.

To truly understand a culture and ascertain the group's values one must examine the *underlying assumptions,* which is the third level. These assumptions are typically unconscious but are determinant of how group members perceive, think and feel. Things that start as espoused values gradually move towards underlying assumptions where they are ultimately no longer questioned and simply believed to be true. They drop out of awareness and become part of the unconscious. Taken-for-granted assumptions are so powerful because they are less debatable and confrontable than espoused values.



Figure 2 Levels of Organizational Culture. Source Schein, 1984

3.2.2 Cultural Web

Yet another way in which to describe the different aspects of organizational culture and provide a useful tool for managers to detect and interpret the corporate culture is the cultural web (Goffin & Mitchell, 2005). The model identifies six partially overlapping aspects of culture, both tangible and intangible characteristics and can be of good help to understand how culture can be influenced.



Figure 3 The Cultural Web. Source Goffin & Mitchell, 2005

1. *Organizational structures*. The formal organization is the most tangible aspect of culture and it is also the aspect of culture that is most often changed by management. This leads to that other important parts of culture are left out. Organizational changes need to be viewed within the wider context of the web.
2. *Power structures*. These are related to the formal structures of an organization but are not always possible to find out from an organization chart. This is because even though different departments are on the same level in the formal organization, one department might be more powerful than the other.
3. *Symbols*. Business organizations can be compared with tribes in the sense that both have symbols that represent their cultures. Business symbols include advertising and logos, the style of offices, company cars, titles and dress codes. It also includes the language and terminology used.
4. *Stories.* Every organization has stories that are important for the organization. These stories are told to new recruits and visitors and act to reinforce behavior.
5. *Routines and rituals*. Routines are the ways employees in an organization learn to act towards each other and to process work. These routines facilitate the work in an organization. These routines are complements to the formal processes and become "taken-for-granted" approaches to particular issues. Organizations also have rituals such as meetings, promotion criteria and appraisals. These rituals indicate to employees what is valued in the organization.

6. *Control systems*. These include formal processes, measurement systems, and reward and recognition systems. These help to set the focus of attention since they tell what the organization values. Considering innovation, the most important control system are those used to generate ideas, select the best ones, and implement them efficiently
7. *Paradigm*. The central paradigm consists of everything above. It is a summary of the main points about how an organization "thinks" and "acts" (Goffin & Mitchell, 2005).

3.3 Change and Innovation Theory

As implementing sustainability within an organization ultimately attempts to change the organizational culture it is important to examine literature concerning change and innovation. Change initiatives often fail for different reasons and it is important to know how to successfully implement change or be aware of the pitfalls that may occur in order to avoid them. Therefore, this section will examine relevant change theory while also looking closer at how to assess innovation at an organization.

3.3.1 Change Theory

The theory found most fitting and relevant to this thesis in terms of change and that includes organizational culture is Kotter's eight steps of change (Cohen & Kotter, 2005). Kotter provides a framework for how to implement change in which the final step includes institutionalization of the change initiative into the corporate culture. Furthermore, this theory continuously addresses the role of culture in terms of both formal and informal structures throughout the change initiative. The usefulness of this theory in terms of this thesis is seen as providing a clear view of where the organization is in terms of implementing the sustainability effort.

3.3.1.1 Kotter's eight steps of change

Summarizing this theory, the eight steps of change can be described as follows:

Step 1: Increase Urgency

The change initiative has to become a "hot burning issue" within the organization in order for people to spend time and energy on implementing the change. If managers cannot sufficiently explain why the change is necessary it will not be prioritized.

Step 2: Build Guiding Teams

Successful change initiatives need several guiding teams that can work together when the initiative faces obstacles or resistance. Trying to implement change alone within an organization will be extremely difficult and finding coalitions within the organization that can spread the change is crucial.

Step 3: Get the Vision Right

Having a blurred vision creates confusion and makes the change initiative difficult to understand for members of the organization. It is vital to create a clear and concise vision that the entire organization can understand and act in accordance with.

Step 4: Communicate for Buy-In

Communication of the change initiative is vital and the way in which it is communicated is highly important. If the vision is clear and aligned with organizational practices members will be more likely to be on board.

Step 5: Enable Action

The next step is for the organization to enable its members to act in line with the vision that has now been communicated. If there are no tools in place that facilitates the implementation of the change initiative it will lose momentum and motivation from the organization's members.

Step 6: Create Short-Term Wins

Kotter promotes celebrating and rewarding members that act in accordance with the change initiative in order to show the remainder of the firm the importance of the change. Furthermore, in order to keep morale up it is important to celebrate the small, short-term wins.

Step 7: Don't Let Up

However, the initial success cannot be followed by a feeling of completion and success. The change initiative has to continue in order to stick to the organization.

Step 8: Institutionalization

The final step of the change initiative is when the implementation is no longer seen as something new within the organization but, rather, as natural part of the organizational culture. The initiative is seen as a way that things are done in the organization and an ingrained part of all levels of the culture.

Throughout the process of all of these steps Kotter emphasizes the importance of two-way communication as a means of successfully implementing change initiatives. These eight steps of change can enable an organization to take effective actions towards implementing the desired change. Furthermore, it should be noted that these steps do not necessarily follow a strict succession but rather it is common to move between steps, both forwards and backwards, as well as changing the order in which these steps are implemented.

3.3.2 Innovative Culture Theory

In addition to the change theory discussed above it is relevant for this thesis to address the goals an organization has in terms of sustainability in this case. There may be aspects of change that has not yet begun to be implemented at the organization or is in the very beginning of these. Subsequently, examining these goals is seen as vital for this thesis in order to assess where future change is desired. Furthermore, the relevance of and connection to the organizational culture in terms of these goals will also be vital to this thesis. Thus, the next theory has been chosen with regards to assessing the innovation wished for by an organization combined with an aspect of organizational culture.

In regards to innovation theory the cultural web has significant value for this thesis and will be described further.

3.3.2.1 The Cultural Web

As the cultural web and its different parts have been described previously (see section 3.2.3) this section does not attempt to repeat this explanation. Rather, it aims to illustrate how the cultural web can be applied and used.



Figure 4 The Cultural Web. Source Goffin & Mitchell, 2005

The way in which to apply the cultural web can be described in a three-step process.

1. Determine the current cultural web
2. Identify a desired cultural web
3. Determine the changes necessary and how they can be changed (Goffin & Mitchell, 2005).

This theory is highly applicable for this thesis since it includes the two different aspects of corporate culture described in the background. It both compels an organization to express the goal it wishes to achieve when implementing sustainability i.e. how it wants the corporate culture to be in the future, but also addresses the current culture and the areas in which it needs to change in order for this vision to be obtainable. The first step is being addressed in the section of this thesis dealing with organizational culture (section 7.2.4). However, identifying a desired cultural web as well as the third step will be discussed in the analysis section of innovation. Furthermore, the cultural web will be used in order to assess Boliden's attitudes towards innovation in terms of sustainability and not simply innovation in general.

4 Methodology

This section of the paper aims to describe the methodological choices that have been made in the collection of data as well as theoretical research during the production of this thesis. Furthermore, this section will describe the research approach utilized in this process. In doing so, the intent is to present insight into the process of creation of this thesis.

4.1 Research Method

Deriving from the research question a number of selections had to be made with regards to the method of attempting to answer this particular question. Hence, the following discussion will motivate the choices made in this process and result in the selection of the methodology best suited to answer the research question.

4.1.1 Interpretive Paradigm

The way in which to view society can be divided into four paradigms in terms of two separate dimensions. Whether society is viewed from a subjective or objective stand-point or whether one follows the sociology of radical change or regulation is what determines in which paradigm one operates (Buvell & Morgan, 1979). The four paradigms are called *radical humanism*, which follows the sociology of radical change and subjectivism, *radical structuralism*, which follows the same sociology but views the worlds from an objective stand-point, *interpretive*, which concerns the sociology of regulation and subjectivism and, the paradigm of *functionalism*, which follows the sociology of regulation and objectivism. The interpretive paradigm is the one chosen for this thesis since it has been deemed to fit the purpose best. It is a paradigm that seeks to understand the fundamental nature of the social world at the level of subjective experience. (Buvell & Morgan, 1979) Furthermore, observation is a major component of the research as small samples are used in interviews and questions are often open-ended. What is more, this paradigm includes a nominalist stand-point in which people have different opinions and with this comes that a concept will at best be a confusion of many images (Fisher, 2010). This follows the line of the concept of sustainability which does have many definitions and are defined individually by different organizations. Thus, sustainability will not mean the same thing to every organization.

4.1.2 Inductive, Deductive or Abductive

Traditionally, there are two main ways in which to conduct this kind of research. They include inductive or deductive methods. The inductive method first gathers empirical data and then attempts to analyze its implications on theory, while the deductive method starts by forming a hypothesis generated from a theoretical base and then collecting empirical data in order to test the hypothesis (Flick, 2009). Since there is no one conclusive theoretical framework that applies to our research question we cannot use one single theory in answering the question. Hence, we will not use the

deductive method. What is more, due to the limited scope of our research we do not aim at attempting to use the empirical findings to create such a framework and, thus, nor does the inductive method truly apply to our research.

However, we have decided to use an abductive research approach, which means that the empirical findings and the theories are combined (Alvesson & Sköldberg 1994). This method was necessary since, to fulfill the purpose with our research, we needed to analyze the empirics with the theories and vice versa. Using theories to guide us in the appropriate elements in analyzing Boliden's corporate culture with regards to its sustainability effort is sufficient, but also to gather the empirical findings in order to analyze its theoretical implications. Furthermore, Fisher (2010) argues that it is dangerous for student to claim that they are using exclusively induction or deduction and that a combination is common.

4.1.3 Quantitative or Qualitative

Subsequent to determining the research question deciding whether to use a quantitative or a qualitative method when conducting the study was needed. A quantitative research is a type of research that is "explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics) (Sukamolson, 2009). Example of types of quantitative research is; survey research, correlational research and experimental research. (Sukamoloson, 2009). The qualitative approach on the other hand allows for a deeper understanding of processes and, hence, the data will give an opportunity to work out the ways in which one variable is casually linked to others (Fisher, 2010).

Since this thesis is studying how culture is linked to the implementation of sustainability we found the method of qualitative research the most appropriate. In order to assess the culture at Boliden this method is superior because it will allow for the depth required.

4.1.4 Case Study

After selecting the qualitative approach to answer the research question it is vital to discuss the way in which best to apply this approach in our assessment of organizational culture's role in implementing sustainability. The qualitative approach includes several ways in which to do this, but the one we find to be best suited is the case study. The reason being that it allows for in depth understanding of real life phenomena, given the researcher cannot control the course of events (Yin, 2009). These attributes apply to our study and will provide the depth we are looking for.

Furthermore, the case study in itself can either include a single case study of one company or multiple case studies of several different organizations. Since our aim is to assess culture in depth we have chosen to conduct a single case study. The advantage of this selection is the ability to focus the

study and research one organizational setting and its context (Dyer & Wilkins, 1991). The disadvantage, perhaps, is the fact that a multiple case study would allow for comparison of results and organizations. However, due to the fact that sustainability in itself is unique and individual between firms and the aim of this thesis is to research the organizational culture's role in implementation of sustainability, we believe that a more in depth study of a single firm will allow us to assess this better than comparing different firms would. Thus, in this case the single firm case study is considered superior.

4.2 Research Approach

Our research is based on a case study of a single company. We have interviewed both executives at the headquarters as well as employees further down in the organization at one of the company's extraction sites in order to obtain different perspectives of the case.

4.2.1 Data Collection

According to Fisher (2010), a formal procedure or protocol should be used when collecting data so that the material is collected in a uniform matter. However, the method selected for this thesis suits an exploratory research approach in which fairly unstructured methods are often used (Fisher, 2010).

We have chosen to use a mixture of sources since one should not rely on one particular type of evidence when making a case study (Fisher, 2010). We have also been aware of that it might be bias in the information we obtain from interviewees or from other sources, but since all interviewees are guaranteed anonymity we believe the answers to be more sincere.

4.2.1.1 Interviews

We conducted semi-structured interviews, which mean that we both used a pre-determined template for the questions and allowed the interviewees to talk freely around the subject (Fisher 2010. We used one template for executives and another for employees further down in the organization, since some questions only apply to the former or the latter. Each interview was approximately one hour and all interviews were recorded and transcribed in order to reproduce the data as accurately as possible. Furthermore, all interviewees were promised anonymity in order for them to comfortable respond to our questions as truthfully as possible.

We conducted interviews with four employees at the headquarters in Stockholm and interviews with eleven employees at the mine in Garpenberg. We spent two whole consecutive days at the site.

4.2.1.2 Publications

Additional empirical data has come from written material of the company. These include annual reports, the organizational sustainability report and the site particular sustainability report of Garpenberg as well as several policies and other documents of the organization. These can easily be

downloaded on the company Web site but, what is more, we have also been able to take part in internal documents not available for the public. Issues of the internal magazine as well as samples of organizational presentations have been available to us.

This array of documents and publications has aided in creating an overall view of the organization and its culture with regards to sustainability. They have provided depth in the analysis which interviews alone would not have. Further, they have aided in the assessment of corporate culture where interviewees have not been able to provide us with sufficient answers, for example due to lack of knowledge. Also, the documents have given detailed descriptions of policies and statements when interviewees have only had an overall knowledge of them. Once more, this has allowed for more in depth knowledge of the organization which contributes to the possibility of a more thorough assessment of the culture and, ultimately, a more profound analysis of the research question.

4.2.1.3 Observations

Due to our area of research it has also been important for us to observe different features at the headquarters and the mine in Garpenberg, which does not include information gathered during interviews or that can be found in any publications, and analyze those findings.

We used an unstructured form of observation in this case which means observations are recorded trough keeping a diary (Fisher, 2010). Our observations have been written in note-books throughout the process of data collection. The observations have aimed at revealing important things that we did not ask for in the interviews or found in any organizational publications. Yet again, this was done in order to analyze the culture in depth and to assess all the different levels and elements of culture in terms of sustainability at Boliden.

5 Case Study

This part of the thesis will provide the foundation of the case study being conducted. First, a motivation as to the reasons for selecting our research object will be provided. Next, the limitations of the thesis will be discussed as well as the expected contributions.

5.1 Selection of Company

The organization at which we are conducting our research is Boliden, a company with approximately 4 400 employees that operates in the mining and smelting industry. There are several reasons as to why this organization in particular is an interesting research object for this thesis but there are three that are more prominent given the preceding discussions. Therefore, this section will aim to legitimate the selection of Boliden as the research object for this thesis through explaining the motivation for this choice.

First and foremost, it is no secret that the mining and smelting industry, in which Boliden operates, impacts the environment. Continuously throughout this paper it has been argued that some organizations experience higher pressures from society than others depending on the industry in which they operate. Thus, Boliden can be seen as an organization that does in fact experience immense pressure from stakeholders to act sustainably. The affect the organization has on the environment contributes to this along with the hazardous working environment that exists within its operations.

Second, the organization promotes itself as a firm that works actively with sustainability and communicates its sustainability efforts to its stakeholders. The reason that this is a ground for selecting Boliden as the research object is due to the need to examine an organization that in fact has a sustainability initiative in order for this thesis to have any significance or contribution. Further, the selection originated due to the relationship employee's play in promoting the organization as in fact living up to the communicated sustainability efforts. This allows for the examination of the level of integration to the corporate culture that has, or has not, been obtained. It has been established that what an organization communicates does not always adequately depict what actually transpires and, thus, examining the corporate culture will allow for the evaluation of concrete internal activities rather than external communicated ones.

Third, the selection was made since Boliden exhibits a willingness to evolve in its sustainability initiative. It has communicated an attitude towards work with sustainability as a process and recognition that there certainly should be possible improvements. The appeal with this attitude is the fact that it allows for the examination of implementation of change within the organization and in

particular regarding implementation of sustainability. Whereas an organization already believing to have implemented sustainability successfully would have no continuous change effort, this existing attitude at Boliden will provide an opportunity to examine a changing sustainability effort. Thus, allowing for examination of the role of corporate culture to the implementation of sustainability.

5.2 Limitations

With the choices made with regards to the methodology of the thesis there are, arguably, positive aspects with these selections. However, these choices also contribute to the limitations of the thesis. A disadvantage with a case based approach is the fact that there is often too small a sample to claim that the links of cause and effect identified apply generally (Fisher, 2010). We are actively taking steps in order to avoid these pitfalls such as base the results on empirical findings, select and apply theory where appropriate and, use methods that are appropriate (Flick, 2009). However, the fact remains that the case study will only provide a sample of results specific to our research object. What is more, the size of our company and its geographic allocation restricted the research further. The case study will be based on findings at the headquarters as well as at one of the organization's mines. Thus, the findings cannot be applied to the company at large but is restricted to the sample size.

Also, due to the limited scope of this thesis and the time constraints we have been forced to limit the number of interviews and, hence, the depth of the thesis will be limited. Despite this, theoretical generalization can be made about organizational processes (Fisher, 2010). A thesis of this sort is expected to include a set amount of time spent and this adds to the limitations in terms of depth of the research.

Yet another limiting aspect of this thesis in terms of the way it is carried out includes the level of objectivity that can be reached. As has been mentioned, interviewees will always provide some level of subjectivity to their answers, especially in the semi-structured approach (Fisher, 2010). In order to counter this we have used additional approaches of data collection such as organizational publications as well as observations. However, several of these publications are produced in order to market the organization and, even if the content is authentic we understand that it can be subjective.

Furthermore, the scope of this thesis will answer the research question in terms of the organizations own definition of sustainability and the organizational culture's role in this implementation. There is no aim to question the validity of this sustainability effort or to assess if it is the correct definition. Moreover, the ability for an organization such as Boliden to be sustainable or not has not been questioned or even the capacity for organizations to carry out change.

5.3 Expected Contribution

According to Fisher (2010), it cannot be claimed that what happened in one case is typical of all cases, but in many instances the power of the case study lies in its capacity to prove insight and resonance for the reader. Fisher further argues that this kind of study cannot show that one factor alone can prove to be the cause of an event but it can show that a particular factor should be considered when generalizing about the factors affecting the cause. Hence, we cannot draw the conclusion that the success of implementing sustainability has depended on the culture of the company, but we can make the conclusion that it should be considered when generalizing about the factors affecting sustainability. If our findings show that the corporate culture in fact has a role in the implementation of sustainability we hope to give implications for managers on how to use corporate culture to facilitate this.

What should be noted is that we expect the results mainly to be applicable to Swedish companies since there may be country specific laws, norms, and demands affecting organizational actions depending on where they operate. Furthermore, as mentioned in the purpose of study section of this thesis we believe this study to apply mainly to organizations that are in the process of implementing sustainability, that is communicating its sustainability effort to stakeholder, and are operating in a hazardous industry. However, our hope is to be able to provide some general implications that apply to other companies as well.

6 Empirical Findings

This section will provide an overview of the empirical findings in the data collection process of this thesis. The aim is to present the data in a structured and concise manner in order to set the foundation for the analysis that will follow. As the vast majority of information collected at Boliden occurred during the interviews these will be prominent in this section. However, this information is complemented with additional findings present either in the publications of Boliden or during observations when this is sufficient and adds to the empery.

Several common themes reoccurred during the data collection for this thesis. Thus, this part will be divided into sections with these themes in mind. Furthermore, each title will contain an overview of the material collected during the interviews or that was found in publications or even our personal observations.

Boliden's definition of sustainability cannot be found in a short paragraph or single sentence but rather it is engrained throughout different aspects of the organization. Throughout the empery this will be shown and also discussed further in the analysis.

6.1 Background and Stories

The stories of Boliden came up in numerous accounts during the data collection process.

6.1.1 Interviews

One manager said that the organization is known as a traditional Swedish industrial company with an overall good reputation. This makes employees feel a sense of pride for their company and creates loyalty within the firm. What both managers and other employees told us is that the industry of mining in itself is very unique and has a history and tradition of its own. It is traditionally a man's dominated profession and the average age of the employees at the firm was said to be around 40-45 years. Many employees are engineers and interested in technical aspects of mining.

A story that is important for the entire Boliden Group regards the foundation of the company. One member of management told us about the discovery of mineralization in the 1920's and how that lead to the creation of Boliden. He further told us about the financer of the company, Ivar Kreuger, and how he was involved in the company in a way that the management of Boliden was not happy about. However he resigned his ownership and passed away shortly thereafter and Boliden was safe again.

We were also told that each site has their own stories that play a tremendous part in the creation and evolution of the culture. These are contributing to the sub-cultures of the organization and have been expressed as immensely valuable to the firm.

When employees at the mine in Garpenberg were asked about their work place we were told that mining at the site goes as far back as the 13th century which makes Garpenberg the oldest mine in Sweden that is still operational. We were also told about the old mining chapel that is still on the grounds of the mine. The mineworkers gathered at the chapel to pray before and after work. Boliden has been maintaining the chapel and it is functioning as a symbol for the mining in Garpenberg. If you did not attend at the morning prayers you were put on extra duty or lashes. These unique stories of Garpenberg have been discussed in interviews with managers who contribute these as a large part in the making of different cultures at different sites of the organization.

Another, more recent story that has shaped the culture at the mine in Garpenberg is the way it has handled crises as we were told. Garpenberg has historically been struggling with bad financial results under a long period of time and was, hence, threatened by shutdown. During this time the organization had to be very slim and the employees were forced to share and to be creative and help each other out a lot due to the poor economy. According to one employee this mentality is still present at the site. Garpenberg managed to come out from this crisis, mainly because of findings in a new mountain located three kilometers from the present mine where extraction of ore will start within a few years, and is now doing very well financially. This has led to employees feeling very proud of Garpenberg and themselves as we have been told.

Some stories regarding Boliden and the mine in Garpenberg has negative connotations as well. Though there are several positive stories these have also played a great part in the story telling of the organization. For example, Boliden has been connected to lead spills in Chile some twenty-five years ago which the organization has no legal connection to but that has affected its reputation. On a local level, Boliden in Garpenberg bought a lake in the community around the same time with the intention of emptying it. This was not received well by the local community. The organization still deals with the ramifications of these stories and the affects it has had on the reputation of Boliden. Furthermore, the organization is held accountable for actions taken in the past and it may be possible that other such stories will surface. Even though the organization at the time acted within the realm of legal and social norms, it is held accountable for those actions by today's standards which we have been told is the reason that other stories may exist. We were further told that these stories serve as reminders of how important the relationship with local communities and working proactively is. Also, the story of Chile is part of a discussion regarding the extent of responsibility that surfaced in several interviews.

The stories of each individual site have contributed to the creation of sub cultures and have also strengthened the sense of belonging among the employees. People tend to stay with the firm for

many years when they have decided to start working there. Local members of the site in Garpenberg said that the company previously has not been an organization at which young professionals want to apply for jobs. They have had little knowledge of the firm. Even though it is the largest employer within that county it has been rather little information in the area about the organization. Now this has changed according to the interviewee and people are looking to join the firm more actively. Furthermore, the site takes great pride in treating current members, new employees and visitors well. The members of the organization that we interviewed agreed that this was the case no matter what other feelings they had regarding the firm or the work place. This was said to be a main contributor the people returning or staying with the organization and the familiarity that exists.

6.1.2 Publications

No publications dealing with stories or the background of the organization were given to us in paper form. However, a lot of information regarding the organization can be found on the Web site under the “about us” section with the heading “history”. The following is the story of the foundation of Boliden which is to be found on the Web site:

In 1924 Gold fever broke out at Fågelmyren after the discovery of a sensational mineralization. The deposit, situated some 30 km northwest of the town of Skellefteå, was to become the Boliden mine, Europe’s largest and richest gold mine. The Swedish financier, Ivar Kreuger, later became involved and through a series of transactions, ended up with the controlling interest in the company. Kreuger was a man some called "the prince of the first global state." He was engaged in a vast speculative business of buying factories, forests, mines and real estate all over the world. In 1931 Boliden came into being. Although the 1930s are marked by a worldwide depression, they were also a period of growth for Boliden. The company’s success brought economic benefits and a rise in population to the Skellefteå area. Meanwhile, the Boliden management was uneasy about Mr. Kreuger, who had begun a series of international financial manipulations. He had been inflating his descriptions of the company’s assets and there were worries in Sweden that the company might fall into foreign control. The issue of control of Boliden’s assets remained controversial until 1934, when the Swedish government passed a law making it very difficult for foreign-ownership of Swedish companies with mineral deposits. In a series of complicated share transactions and legal maneuvers, Kreuger relinquished his ownership position in November 1931. Four months later he was dead of gunshot wounds in his Paris apartment, his empire in bankruptcy. (Boliden, 2011)

6.1.3 Observations

The mining chapel is situated on the premises and it does not look like a building that is part of the industry. At our visit to the mine when we passed by the chapel one employee told us the story

about it. Furthermore, at the entrance of the office there is a miniature model of the chapel with a framed description of its history on the wall.

There are visual observations regarding the background and stories of Boliden's headquarters and the concentration plant in Garpenberg. The headquarters are located in offices in the center of Stockholm in a nice building where several other large companies also have offices. It has a nice view over city hall and the water. Furthermore, the layout is very modern and each individual has a personal room.

The office in Garpenberg as opposed to Stockholm is not very modern in its architecture. The office is situated in the country with close proximity to the concentrator and the mines and the building is an old brick building. Some parts of the facilities are from the seventies, painted in sharp colors. The area where Boliden operates is nowadays fenced so it looks more like an industry than it used to. The employees at the office in Garpenberg also have their own rooms.

Also, the dress code differs between the two places. At the headquarters the employees are more dressed up and both men and women wear suits or black pants with a shirt or blouse. In Garpenberg the manner of dress is more casual but still neat. The employees at Garpenberg working under ground or at the concentration plant wear special clothes that is safe and appropriate for their tasks.

6.2 New Boliden Way (NBW)

New Boliden Way came to our attention during a vast majority of our data collection process.

6.2.1 Interviews

During the interviews the NBW was mentioned on several occasions and with regards to different topics. It is a document that contains the values of the organization along with the mission and vision of the firm.

Interviewees agreed with the terms of the document and several of them stated that they had been working under these values even before NBW was introduced, that it is natural behavior. The document was accepted as valid by interviewees and was described as a good and concise way in which to describe the organization. However, not many employees could describe the actual contents of the document in any detail and could only mention one or two of the values. The overall message of the document however was said to be known by most employees.

The NBW is used in the introduction of new members of the firm in order to provide an accessible and understandable overview of the ways of Boliden. Furthermore, we were told the NBW is used as guidelines in the production of other documents.

6.2.2 Publications

This document is a production by Boliden Group and in printed version is a small pamphlet. It is the top document of the organization and contains the values of the firm as well as the mission and vision of Boliden. It also contains an explanation on how this is done. In the document Boliden is described as an organization working with financial, environmental, and social goals.

Boliden's vision is:

"Boliden shall be one of the industry's leaders when it comes to value generation for its shareholders and accepting its responsibility for people, the environment, and society"

Boliden's shared values are:

Passion for improvement

It is always possible to work in a smarter way and this value emphasizes its ability to give that little extra when performing the various tasks. By continuously improving how it develops products, processes and relationships it can remain competitive in the global metals market.

Value chain responsibility

The employees are all experts on their part of the value chain and should take responsibility to inform each other in a correct manner and act swiftly to correct mistakes, and to learn from them. Furthermore, the employees have a responsibility to constantly identify the optimal processes and standardize these with the goal to set the basis for further improvements.

Personal commitment

Problems should be solved where they emerge and therefore all employees are problem solvers. All employees have authority to carry out and be accountable for their work and always strive to develop their maximum potential for the benefit of everyone at Boliden. It always seed to exceed the expectations and requirements of internal and external customers and other stakeholders.

NBW further urge all employees to work to encourage; spirit and entrepreneurship, knowledge of their own and other's work and goals, continuous improvements, active dialogue, teamwork, shared knowledge and use of best practice, search for information, responsibility and accountability, flexibility, curiosity and willingness to change, proactiveness, commitment and skills development, openness, honesty and integrity, pride in Boliden, and personnel/union co-operation towards common goals.

6.2.3 Observations

The document NBW is both available on the external Web site for stakeholders outside the firm but also as a printed version for existing and new members of the organization.

6.3 Policies and Reports

In addition to the NBW there are several policies that exist within Boliden Group.

6.3.1 Interviews

During the interviews policies were brought up on several occasions. These have been described to us as a way in which the group management communicates to the rest of the organization and their clarity is vital.

These policies are directions and guidelines from the group management which are expected to be followed, however, there are local adaptations of these which are accepted by the organization so long as they are in line with the regulations of the firm at large. As one manager stated:

We want a framework, some areas in which we want things to look about the same where we do not take lightly on deviations from the regulations. However, there can be other areas in which we have no opinions and that it does not matter if things are done somewhat differently. That can be rather refreshing.

Boliden has a code of conduct policy which all employees are obliged to follow. As we learned in the interviews, it brings up how a Boliden employee or Board Member is expected to behave towards business associates, colleagues and others. The code of conduct states that Boliden expects its employees to promote its core values that can be found in NBW.

One policy that has just recently been accepted by the organization's board members is that of diversity and equality. According to interviewees it has just started to be communicated throughout the organization. The goals with regards to this has been said to be *increasing the relative ratio of women to men within the organization.* Several employees expressed to us the wish in receiving a concrete number since this description is rather blurry and unclear but they were still happy in the progression of this initiative. In the discussion of this policy another aspect surfaced which included the enabling of action by managers with regards to important issues. One employee lacked time in order to actively work with this issue since other commitments were more important and pressing. The employee stated that if managers would express the issue of equality as being more important to focus on, other things would not be prioritized however that was not the case. Some managers that we spoke to recognize the difficulty in this prioritization, however we were told that the directions from the board are what matters most in where time should be put.

In terms of reports, Boliden annually produces a sustainability report. Furthermore, one interviewee stated that the organization next year will print two versions of the sustainability report, one for external and one for internal stakeholders, since the sustainability effort is widening and it is proving

difficult to both adhere to the demands of society as well as connecting the effort to the employee's daily routines in an understandable manner. The report is to be found on the website and this year all employees will be sent a copy to increase awareness of the sustainability work that Boliden is active in. There is also a report regarding the sustainability performance of Boliden Garpenberg.

6.3.2 Publications

There are internal publications such as the code of conduct and policies regarding a range of topics such as environmental policies, health and safety policies, and internal relations policies. What is more, an organization wide diversity policy has just been accepted by the board of Boliden. Even though local policies on this topic have existed there has previously not been a diversity policy in place. The policies of Boliden can be found and downloaded on the intranet of the organization.

Furthermore, the sustainability report of Boliden is a publication of the organization that annually is produced. The report of 2010 as well as the report of 2009 states the goals of Boliden as:

Boliden's overall goal is to generate profitability and growth, based on the Group's assets in the mining and smelting sectors. The basis for achieving this goal lies in taking long-term responsibility for people and the environment. We have set a number of goals- financial, social and environmental – in order to promote development in these areas.

The 2009 years sustainability report of Boliden also states that *a sustainability encouraging way of working demands that the company is proactive through setting own goals and implement forms of leadership systems.* Furthermore, the goal of open and two-way communication with stakeholders has been described. Through a dialogue with these sharing of information is achieved and the expectations on the organization can be addressed.

6.3.3 Observations

The policies can be found on the organization's Web site under the section "about us". It is available for external stakeholders as well as internal. They can also be found on the company's intranet.

6.4 Environment, Health and Safety (EHS)

The environment, health, and safety issues surfaced on several occasions during the process of collecting data.

6.4.1 Interviews

The employees at Garpenberg were not familiar with the concept of sustainability, but immediately referred to EHS which they claimed to be a natural part of their work. At the head office the term sustainability is being used and one member of management stated that EHS is only a part of the

sustainability effort of the Boliden Group. EHS is mostly what the employees are working with at the local level and that term is being used so that they will understand it and be able to relate to it.

6.4.1.1 Environment

One aspect of EHS is the environment and members of Boliden have expressed an understanding of the influence mining and smelting has on the environment. When asked why sustainability is needed at an organization several interviewees at the mine in Garpenberg directly asked us to look outside the window to see the mine and the affect it has on nature. The way mining interferes on the environment is very tangible and visible at the mine and many explained this as a reason as to why working with the environment is important for an organization such as Boliden. Furthermore, the employees at Boliden Garpenberg also told us the environment is so important to the company since many of the workers lives in the village directly connected to the mine. Some houses are only hundreds of meters away from the premises and one manager said they would never allow houses to be built that close to the mine today.

Boliden has several concrete goals in terms of the environment in their performance objectives as we were told and there are certain limits within which Boliden expects to perform. There are systems in place that measures these aspects continuously. For example sand levels at the dams are measured and adjusted as these have great impacts on the environment.

6.4.1.2 Health

The health of the employees is a part of EHS that reoccurred in the interviews at Boliden as well as the site in Garpenberg. As the industry of mining and smelting is hazardous in its nature to the employees health is a natural part of the industry as we were told. The workers often handle materials that can be harmful to their personal health and the company tests employees on a regular basis to ensure that their results stay within the accepted values and do not jeopardize their well being. If this is not the case we were told that employees are relocated to another job until their scores are within the boundaries again.

Boliden Garpenberg enables employees to use gym facilities at different places depending on where they live and it also arranges activities that promote well-being, such as badminton and races. The participation at these events has gone up over the last year as one interviewee told us.

6.4.1.3 Safety

One topic that arose frequently in the interviews with members of Boliden with regards to EHS is personal safety. There are many examples of this. The increased use of risk assessments is one such example. Whereas the mine in Garpenberg previously had a larger number of event reports than risk assessments this trend has been reversed. Interviewees told us that this has been possible by

assessing risk before action is taken and putting necessary resources into creating a good project that might take longer but turn out right. Another aspect of personal safety is the following, or lack thereof, of regulations. Many interviewees gave the use of chin straps on the helmets as an example of increased focus on these issues. Whereas previously, the use of these straps was non-existent, the focus by leaders to enforce this rule has turned out successful. The general manager was named as a reason for this by several interviewees since the commitment and passion showed by him was seen as vital. Furthermore, the actions of local leaders and their use of the chin straps was another reason given. We were told that if these leaders did not act in accordance to their own demands, employees would not follow. However, there are other issues that have just started this process. The example given in most interviews is that of seat-belts which have been sporadically used at best in the past. Now, the focus is to argue for and promote the use of them. We were told that even though there are rules in place for using seat-belts on site this was rarely followed. The rationalization of this behavior could be that *"belts were in the way or that being constrained would hinder quick and easy escape in case of emergency".* Even representatives at the headquarters were aware of deviations in the following of rules at sites of the organization and had heard of other justifications for this behavior as well where intuition was thought to be good enough so that rules did not have to be followed. What is more, we were told by employees at Boliden Garpenberg that when it comes to accidents, reporters often know about an accident even before managers do since they listen to police scanners. They will call the office at the site and ask right away what has happened if something does go wrong.

The mine in Garpenberg has received several awards for its work with issues regarding EHS. We were told that a few years back the mine received an internal award for its success in lowering accidents at the mine. However, shortly thereafter an accident occurred. Now this trend has been reversed as interviewees told us the mine has had no accidents so far this year and the previous year the number of accidents was two, and the year prior to that one. We were told that the general manager in Garpenberg congratulated the employees on this trend reversal and contributed them for the success since they have been carrying it out. if a plant receives an award, like Garpenberg has done several times, i.e."Plant of the year" then all employees are invited for dinner at a restaurant or at Garpenberg Mansion as a reward.

At the mine we were told on several occasions that the gated industrial area had been introduced only a few years back. Previously the mine was accessible to anyone and people were free to stroll around the premises. We were told that the site was at times used as a dump site for people who did not want to drive their trash to recycling stations but simply left for example their couch at the mine instead. According to the interviewees this enclosure has further established the EHS focus of the

organization both to employees but also to outsiders. Furthermore, in terms of finances, the interviewees (both managers and employees) expressed an ease of receiving funding if investments in better equipment or safety gear was needed.

With regards to EHS at the mine in Garpenberg we were told that TV-monitors have been installed at various places at the plant and offices where the employees can take part of important information and visitors are being welcomed. However, from what we have found, these are rarely read in detail and some even expressed a lack of interest in the content. One employee suggested distributing more overall information of the organization on these screens.

This year the management has introduced what is called “Safety Walks”. Members of management visit the various sites and inspect the safety in the mines, smelters and, concentration plants. This aims both at increasing safety as well as increasing awareness among the employees of the importance of safety. Some employees also have the role as safety representatives. These people go rounds to check the safety at the plant on a more frequent basis.

6.4.2 Publications

The most prominent document dealing with EHS is the sustainability report of Boliden. This document includes other topics as well but has a focus on the EHS related issues. The report, among other things, states the goals of Boliden in terms of sustainability and includes targets in terms of pollution, tons produced, zero-vision for injuries and accidents etcetera. There are also reports included in terms of the success or failure in reaching these goals along with attempts to explain reasons for the results.

6.4.3 Observations

Around the organization there are aspects of EHS present. At the headquarters in Stockholm large pictures of mines and the process of mining and smelting are hanging on the walls and in the conference rooms. There are samples of ore and rocks in glass casings in the entrance.

The issue of personal safety is another aspect of EHS that can be observed at Boliden. When walking into the concentrator cabinets with helmets and safety gear greet us at the door. Helmets are a must and personal cards are used in order to quickly know how many people are in the concentrator in case of an emergency situation. When arriving at the mine there is a gate that has to be passed which shows when one has entered the industrial grounds.

6.5 Ethics and Leadership

Yet another topic that arose during the course of data collection was that of ethics and leadership.

6.5.1 Interviews

During several interviews this topic surfaced in different shapes and forms. One concrete measure that became apparent during the interviews is the education of the top 100 leaders that took place last year with the topic of ethics. During these days case studies were used to give real-life scenarios of events close to the activities of Boliden and leaders were asked to reflect on these situations. Topics could include alcoholism, safety, and value chain responsibility to name a few.

Another way in which this topic surfaced was during the discussion of sustainability for Boliden and what it constitutes. As EHS has been discussed as a separate topic it will not be repeated here, but other aspects of sustainability were brought up as important with regards to ethics at Boliden.

Moreover, the organization has during the last few years employed several new members. We have been told that with the new board and CEO of Boliden there has been a reorganization and focus towards sustainability has shifted. This shift has throughout the interviews been mentioned as a main reason for the evolution of the organization in the pronounced improvement of sustainability throughout the firm. Leadership both in terms of the headquarters and all the way down to local shift teams has been mentioned as a main tool in the spread of any information throughout the organization. Furthermore, the leader's actions are said to guide other employees in accepted behavior within Boliden. The importance of leaders to act and not simply talk was brought to our attention. What is more, the leaders show the employees what matters to the firm and what its focus is.

Included in this topic is also the leadership of Boliden as an organization. The communication with its surrounding community has been mentioned in several interviews and ranges from issues on a global scale to relationships with local communities. Interviewees have explained that leadership includes these aspects as well. For example the mine in Garpenberg has in the past bought a lake with the intention to emptying it which was not popular within the community and Boliden had to deal with the ramifications of a damaged reputation because of it. Now, there are initiatives in local schools and the sports arena is sponsored by the company. Other initiatives have been taken such as repainting old buildings and restoring damaged parts of the local environment which already existed when the organization was not there. The overall ethical approach of the organization and the way in which it desires to act has been explained to us by interviewees as having no intention to act as if the organization has no obligations and can do as it pleases but rather managers have explained to us the importance of these public relations. There are a few stories in the organization's past which have

contributed to this attitude. On a broader scale the organization has experienced damages to its reputation in the events of poor management of lead by a company using its lead in Chile some twenty-five years ago. Also, a subcontractor to Boliden in Spain experienced a dam break in 1998 which had large impacts on the local environment. The organization is not legally liable for these events but has to take an ethical stand-point in its degree of responsibility, if there is such a thing. Even when acting in accordance with norms of that time the organization is held accountable for these past events by today's standards.

6.5.2 Publications

The NBW has been brought up in the empirical findings but there are other publications that exist which have been inspired by this document. The sustainability report is such a document that reflects the sustainability efforts of Boliden to its stakeholder. Furthermore, the organization has an internal magazine and the latest issue dealt with the topic of sustainable development as well as a magazine for each business area.

6.6 Meetings

There are a vast number of meetings that occur within Boliden which were brought up repeatedly during the data collection.

6.6.1 Interviews

There are meetings occurring on all different levels of the organization at different times and with varying frequency that were explained to us during interviews. The meetings are a way in which information can be distributed throughout the organization. Some employees felt that they were given sufficient information during meetings while others wanted more. One manager at the mine in Garpenberg explained to us that information is accessible on the intranet and received via e-mail but employees working in the mine do not have access to a personal computer. Thus, there is information but it is not always accessible for all members of the organization.

The topic of EHS has been brought up in this section of the paper previously but the discussion of the EHS days as meetings have not been fully discussed. Participation is mandatory for all employees at these days. The meeting starts off with a presentation of past year's results concerning EHS, where external environment is a big part. Each year has a special theme that is given extra attention. This year's theme was gender equality. The majority of the interviewees stated that the EHS-days are very appreciated and useful.

Locally, there are meetings called work place meetings (WPM) in which leaders gather their team of workers. The purpose with the meetings is to inform the employees about important things regarding their work and Boliden and to get them more active. These are supposed to occur six times

annually and the opinions we received about these meetings was somewhat segregated. Although most agreed with the positive aspects of these meetings and expressed an ability to bring up issues concerning work at them, it came to our knowledge that these meetings did not fully satisfy everyone. Some expressed a wish for more broad and overall information both in terms of the rest of the site and the organization at large. As one manager explained to us this could be due to the fact that local leaders know more about their own immediate surroundings and are, thus, more comfortable in talking about these topics. If given the right information and making it easily accessible to them this could perhaps change. One interviewee stated that not all employees are paying attention at the meetings and hence misses out on the information, but approximately 90 % of the participants get more active after the meeting. Once a year the managers have appraisals with their subordinates. The appraisals have many purposes. Before the appraisals the employees are given a questionnaire to fill in about their workplace called “My Opinion”. This questionnaire is then discussed. The employees can raise their opinions and also suggest that they want to get further education in some particular area. The managers can also give personal feedback at these sessions. One employee said that the appraisals were of no use since the questionnaire consisted of weird questions that he did not understand. The same employee said that it would be better if they had a questionnaire specific for their field. However, many of the interviewees said that they are given good feedback at these meetings.

At the office in Garpenberg the management meets every Monday to discuss the following week and then a document on what has been decided are being put on the intranet for all employees at the mine in Garpenberg to read. Each work team also gathers at the beginning of every shift to go over the daily work plan.

More informal meetings also take place in the organization. The employees at the office in Garpenberg begin their work day at around 6 in the morning. They then go to their rooms and turn on their computers and after that they all meet up in kitchen where for a cup of coffee. One employee claimed this to be a golden opportunity to talk about work or hockey or whatever and since you then have direct contact with the general manager it is easy to talk about things in an informal matter. If an employee has any wonders or suggestions for improvement in any area, for example EHS, he or she can easily talk about this there and then instead of waiting for a more formal meeting to come. Many employees also said that problems are solved when they emerge. Instead of waiting for a meeting the employees either solve the problems together or contact a manager. The doors are always open to the mangers offices so the employees can come and discuss things whenever they need.

Every year Boliden Garpenberg arranges a Christmas dinner for all the employees including their families. It occurs on three different days and the employee can choose to participate on one of these three days.

6.7 Methods and Programs

Boliden has methods and programs that were brought up during several interviews. These will be accounted for in this section.

6.7.1 Interviews

Boliden is working under the method Lean Production which is a philosophy regarding how to manage resources. The purpose with lean is to eliminate all factors in a production process that does not add value to the end customer. The basic principle in Lean is to eliminate waste. This method is very important for Boliden since it cannot control the pricing of its products and, hence, the only way it can improve financially is to cut cost and produce more efficiently. As a Boliden employee, and in accordance with Lean production, you should strive for continuous improvement. All employees at Garpenberg use a method called the 5 S's which is an important part of Lean production and aims at creating a nice and neat work place. The interviews could not mention what the 5 S's stands for but they knew that it is about keeping your work place in order and most of them said that the method was very useful. One employee was very proud to have a sign on the door to his office room with the definition of the 5 S's but he could not remember the 5 S's at the interview. Another employee said that they are now putting the tools at strategic places to facilitate their daily work in accordance with the 5 S principles.

Furthermore, all employees have the responsibility to point out and correct defects. Garpenberg uses a computer software program called Centuri where deviations are being reported. An example of a deviation that is being measured is energy consumption. All deviations are being followed up on and measured are taken to avoid such deviations in the future. There is a bonus system in place which rewards employees if they find risks or deviations. Centuri is also being used for making risk analyses. Before any changes are made in the mine or in the concentration plant an assessment of the risks is always made. A group of people are put together to discuss risks and everyone have their chance of expressing their opinions regarding the safety. The analysis is sent to the responsible manager that makes an assessment of it. The analysis may show that some measures need to be taken before the change is implemented.

The questionnaire "My Opinion" is mandatory for all employees as we were told by representatives at the headquarters. Members of the organization answer the questions during working hours which has contributed to a very high response rate. The use of the questionnaire received segregated

reviews within the organization. The employees at the headquarters in Stockholm clearly could argue for the value of such a survey and told us how the answers were summarized and viewed by leaders. These were said to use the results in order to assess where wished for improvements as expressed by employees could be made. The results were also distributed to local leaders in order for them to be aware of and work with them. However, this use of the results was not clear to employees that fill in "My Opinion". According to some interviewees they did not believe that what they brought up in the survey was going to matter or change anything One employee even told us that one manager used the results to question the employee's answers and demand reasons as to why they had responded in the way they did.

Boliden further has something called "My Idea". Employees are encouraged to come up with ideas on improvements regarding the daily work which will be rewarded if management thinks the idea is good. The employee then receives a financial reward and also gets acknowledged in the business area magazine. According to one interviewee ideas regarding environment, health, and safety are more frequently being rewarded than ideas concerning other things in the organization. However, it has been expressed that many mines and smelting sites have chosen to abandon this system. Garpenberg is still using it and has articulated a certain level of success in doing so. Though, even in this mine the opinions are segregated in terms of the success of "My Idea". There is a lot of administration going in to the process of receiving a reward and employees, at times, do not find it attractive to do so. As one employee expressed:

If I make improvements for myself, I do it anyway, without handing in any forms. I do not have the fortitude to write, photograph and talk to the guy. I think it becomes too complicated and time consuming.

Furthermore, leaders within the organization have recognized this and expressed that even though "My Idea" works there might be improvements to be made.

6.7.2 Publications

All production units at Boliden have certificated environment management systems according to the standard ISO 14001. ISO 14001 is a tool that can help the company to identify, prioritize and handle environmental risks as part of the normal operation. The standard allows companies to concentrate on the issues currently regarded as most important. ISO 14001 requires companies to take responsibility for preventing contamination of the environment, as well as make constant improvements as part of the management's normal activities. ISO 14001 is based on common terms within management systems – planning, implementation, follow up and improvement.

6.7.3 Observations

One employee at Garpenberg had a sign on his door to his office room with the definition of the 5S's. The 5 S's stands for; Standardize, sort, sweep, straighten and self-discipline.

6.8 Change

The topic of change was discussed in most interviews and several different things were said with regards to change at Boliden.

6.8.1 Interviews

Several aspects of change occurred in terms of change at Boliden.

6.8.1.1 Reorganization

The Boliden Group has experienced changes recently. A new board was introduced in 2005 that has brought with it reorganization of the firm. Furthermore, with this change several new members have been added to the staff both at the headquarters and at the site in Garpenberg. Several of the employees we interviewed had joined the organization in connection to this reorganization or the years following it. The board also brought an increased focus on issues of sustainability which the current CEO who joined Boliden in 2008 shares as we were told. Interviewees said that this shows in the change of positions that exist. In Garpenberg the manager of the business department was also the manager of human resources whereas the position now is called Human Resource and Environmental Manager. At the headquarters this position exists as well. Furthermore, there are employees working with EHSQ (Health, Environment, Safety, and Quality) at the headquarters. The reorganization also changed in terms of business areas. Whereas there previously were three areas, now there are the two existing ones of mines and smelters. However, the interviewees expressed a lack of cooperation between these two. Some interviewees said the additional new members of the organization as aiding in catalyzing on these issues and some even said that they fit well with the organization because they personally believed in this new focus. A manager at the site in Garpenberg even said to listen more to new members of the organization since they are the ones that can challenge and question preconceptions of how things are done. When employees were asked if any tension between old and new members exist in the organization they said no.

6.8.1.2 Attitudes towards change

With regards to change in the organization both members of the headquarters and the mine in Garpenberg told us that Boliden is somewhat resistant to change. The rigidity of the firm along with the traditions contributes to this resistance according to interviewees. Furthermore, we were told that the resistance occurs when things are working well. The employees don't see the reason for changing something that already works well. One member of management said to us that if the organization should be compared to an animal it was certainly not going to be a cheetah that can

change direction swiftly but rather it can be compared to an old bull. It is possible to turn but is takes longer and requires more effort. Stubbornness and persistence is what it takes. Many employees are set in their ways and resist change. Further, the interest in technical issues and rational and clear measurements of performance that follows engineering and mining and smelting environment makes some changes easier than others as expressed by members of Boliden. As one employee said:

It is easier to set goals in terms of tons produced or chemicals omitted, it is a different story to change the attitudes and behaviors of the staff.

However, we were told that the volatility of the mining and smelting industry is part of the background and culture of Boliden as well. This adds the constant knowledge that things will sometimes be good while other times the company will struggle. Fast changes occur constantly and this is something that is part of the industry. One manager said the underground worker has a certain mind set in which this is a natural part of how things work. Other industries might offer more security and within this industry down turns has historically been part of the job. Interviewees explained to us that in this sense the organization is rather good at change. What the conclusion came out as is that there is usually a large part of resisting and complaining at the initial stages of change as something new is introduced, however, when a decision has been made it is followed. The consensus was that change is certainly possible but it will not be fast. It will be thought through.

As one manager explained to us, change at Boliden progresses through a certain level of reluctance in which leaders have to show resilience and passion regarding the initiative. Constant arguing for the benefits has to be made and eventually the concepts are accepted. Once this happens there is usually not much fuss since the organizational culture values directions from leaders. As this interviewee expressed it “what a manager says goes”. Even if some may still not agree with the decisions they will be followed if these are finalized. It is part of the tradition within the mining industry of how things work. Yet another manager also explained that losses in personnel always happen during change. Some do not want to or are unable to adhere to these changes and either makes the choice to leave or do not fit within the organization.

What is more, several members of the organization said that the pace and success of change initiatives differ between sites. Different cultures and stories are said to play a great part in the ability and willingness to change.

6.8.1.3 Goals for change

The attitudes by many employees are, as mentioned, that intuition is a good enough reason not to follow regulations. However, throughout the organization, this was expressed as something that

needed to change since most of the accidents within the organization were due to the human factor. Thus, the attitudes in terms of following procedures and rules were expressed as in need of change.

In terms of change, the issue of equality was constantly brought up. Recruiting procedures have to change as well as more fundamental issues such as promoting women to apply to educational programs that will allow them to work within the mining and smelting industry. The most prominent change that was expressed, however, was that in the changes of attitudes towards women working in the field. Explanations such as *"working in mines is a job that is too heavy for a woman"* has occurred according to several interviewees and as stated by company representatives this needs to change. Thus, the attitudes are in need of alterations. What we have been told, however, is that when women actually do work at the mines they are welcomed and treated well. Some employees could not even understand why equality was an issue for the company to work with because of this. What is more, this issue was brought up when discussing the ability to argue for change. The ability to make employees understand that this is an issue in need of change can include arguing that if a job is too heavy for a woman it ultimately is not good for a man either. A worker at the mine in Garpenberg agreed with this and said that this has not occurred to him before.

Furthermore, the sustainability effort as such has been experiencing some changes as well. It has been expressed that there are still improvements to be made in this area and that the current focus on key issues closely correlated with the organizational activities now should be combined with, and include, other important aspects as well. Issues such as ethics, human rights, and equality have started to become more prominent. While this is true, the importance of still having the EHSQ as the most important sustainability issues to Boliden has been expressed to us. As one interviewee said, there is somewhat of a separation of these two that pulls the organization in different directions between external expectations of what being sustainable attains and what sustainability means to Boliden. We have been told that one way in which to solve this is a plan to create two separate sustainability reports.

In terms of benchmarking Boliden to other actors one manager explained to us that the organization is performing on different levels in separate issues of sustainability. When it comes to external environment the organization performs at an advanced level according to the interviewee but when it comes to the aspect of work environment the firm is average compared to other companies. We were told that the mine in Garpenberg seems to be one of the sites of the organization that has managed to progress furthest on this issue. It is performing among the top two of the organization at large. Other aspects that have been brought up have just recently been introduced to the sustainability effort extensively such as ethics, corruption, and human rights. The extent to which the

organization is responsible for the material it has produced has no clear answer for example. What this manager did point out is that the expected progression of the organizational sustainability effort had advanced much faster than first expected. However, there is still a long way to go in order for these changes to take place and make Boliden perform at a higher level. Time was mentioned as a vital aspect of this progression.

Further, the success factors of change at Boliden Garpenberg were contributed largely to the managers of the staff starting with the general manager that shows passionately the importance of working with these issues. Directions from headquarters are followed but a great deal of individual initiative has been combined in order for the directions to make sense for the local circumstances. One manager at the headquarters even mentioned this as a possible reason for the success at Boliden Garpenberg as it is easier to feel connection to directions that are linked to ones individual conditions. Furthermore, the other leaders at Boliden Garpenberg were said to contribute to the success of the change initiative as well since they further establish the importance of these issues. Some employees expressed a wish to see managers at their work sites more often for them to see what goes on continually and to meet them, however, they recognized that they may not have the time to do so or that this is not part of their job description. For the managers at the site whose job mostly takes place in the mine or at the concentrator is was expressed as extremely important for them to follow the directions they are preaching.

6.8.2 Publications

Sustainability is a change initiative and, thus, the sustainability report is viewed as a document for change within Boliden. It will not be discussed further in this section since it has been explained previously.

6.8.3 Observations

One observation that has been made is the change of the company logotype which took place in 2004 to integrate Boliden and the Finish mining company Outocompu. This became part of the changes made with the reorganization of the company.

7 Analysis

It is the purpose of this section to combine the empirical findings in our case study with the theoretical frameworks found adequate for this thesis. Thus, material gathered during interviews, observations and, publications will be distributed throughout these frameworks and analyzed in order to answer our research question. Furthermore, throughout this analysis we have kept in mind the subjective nature of the information provided to us as discussed in the methodology part of this paper. However, it is believed that since members of the organization make up the culture the subjective opinions and material brought up in the empery are interesting to examine and conclusions can be drawn from this information still.

7.1 Managing and Implementing Sustainability

The theory used in this section is the stages of corporate responsibility which will assess the level of maturity of sustainability that Boliden has managed to reach as well as discussing the purpose for the sustainability effort as defined by the company. Combined with the analysis of remaining theories a comparison will be made with regards to how Boliden has managed to implement this purpose.

7.1.1 Stages of Corporate Responsibility

The following has been found in the empery:

	Stage 1: Elementary	Stage 2: Engaged	Stage 3: Innovative	Stage 4: Integrated	Stage 5: Transforming
Citizenship Concept	Jobs, profits, taxes	Philanthropy, environment protection	Stakeholder management	Sustainability, triple bottom line	Change the game

The most prominent example that suggests that Boliden is in the stage of integrated in terms of the citizenship concept can be found in the document ”New Boliden Way”. As this document defines Boliden as an organization working with financial, environmental, and social goals and these three aspects combined are called a triple bottom line it is in the integrated stage. In the interviews with the organization’s members this was clearly evident as well. Furthermore, Boliden has expressed clear goals within its sustainability effort in terms of these topics which can be found in the sustainability report of the organization. What this suggests is that Boliden in terms of the citizenship concept has reached a level of maturity that is quite advanced.

Strategic Intent	Legal compliance	Maintain license to operate	Make business case	Integration of value and values	Create new markets/social change

Again, the New Boliden Way indicates that this is where the organization is positioned in terms of its sustainability purpose. The values of the organization follow this line and are stated as *passion for*

improvements, value chain responsibility, and personal commitment. In terms of the sustainability effort Boliden has expressed goals in its annual sustainability report in which the overall goals of the organization have a large focus on issues of sustainability. These examples imply that Boliden's strategic intent of sustainability is integrated into its values and value.

Leadership	Minimal	Supportive	On top of the issues	Ahead of the curve	Visionary

The support given by company managers is very pronounced in the organization. From the group management and CEO to other leaders at the headquarters who are ultimately in charge of the sustainability report the aim is not only to follow the existing regulations but to go above and beyond these in terms of working with social, environmental and financial goals. Thus, the leadership at Boliden aims to highly support the sustainability effort and the purpose is to be ahead of the curve as expressed by the organization itself.

Structure	Marginal	Functional ownership	Cross-functional coordination	Organizational alignment	Integrated into mainstream

The aim in the dimension of structure at Boliden is to operate at a high stage in which the structure is integrated into the mainstream. Again, an example of this is the NBW which is expected to be used by managers in different geographic locations and be implemented at these sites. The fact that the NBW has aspects of sustainability included in it aids in this structure. The expectation is, thus, to integrate management actions into the mainstream of operations in the organization. Thus, Boliden's purpose and maturity level in the aspect of leadership has reached the stage of transforming.

Issues Management	Defensive	Reactive	Responsive	Proactive	Defines the issues

The purpose of the sustainability effort of Boliden has been stated as being proactive. As stated previously the goal is to work with issues and set own objectives that go beyond what is demanded in order to be proactive. Thus, the purpose of the sustainability effort of Boliden has reached the stage of integrated in terms of its issues management.

Stakeholder Relationships	Unilateral	Interactive	Mutual influence	Alliances and partnerships	Multi-organizational

Stated in the sustainability report of Boliden is the way in which the organization aims at relating to its stakeholders. What is described is an aim at open dialogue in which information is shared and exchanged. This is in order to understand the expectations that exist on the organization. Thus, the aim for Boliden is to pursue mutual influence in terms of its stakeholder relationships. This suggests that the organization has not yet reached the higher stages of maturity in terms of the sustainability effort when it comes to stakeholder relationships.

Transparency	Enough to protect flanks	Public relations	Public reporting	Assurance	Full disclosure

In terms of transparency the goal of Boliden is to report on its sustainability effort publically. The report follows the guidelines of GRI but the performance is self audited and no assurance from external parties exist. Thus the maturity of Boliden has reached the innovative stage in terms of implementing and managing sustainability.

7.1.2 Implications

This does contribute to the overall stage of maturity for Boliden in terms of sustainability. What this suggests is that Boliden is quite mature in terms of the purpose of its sustainability effort and the process of implementing this will be assessed further below. However, what can also be said is the fact that the sustainability initiative is still in the process of maturing. Boliden itself recognizes that working with sustainability is a continuing process and while it has matured in this implementation and management purpose it is by no means seen as completed. Also, this assessment of the maturity shows in what areas the aim of the sustainability effort can mature. The aim of the analysis of this framework is now to investigate on the actual performance of this purpose and to examine if these goals are in fact implemented in the organization and, further, if they have in any way become a part of the organizational culture. If this turns out to be the case the aim is, as stated, to determine what role the culture plays in this implementation process.

7.2 Organizational Culture

Below the current organizational culture at Boliden will be analyzed.

7.2.1 Prerequisites for a Culture to Arise

According to Schein there cannot be a culture unless there is a group who owns it. A given group needs to fulfill three criteria. The first criterion is that this set of people should have been together long enough to have shared significant problems. The mining industry is very volatile and follows the weakening of the markets as well as the boom periods. Companies in this industry may even be threatened by bankruptcy during these down periods. Many employees at Boliden have been working together for a long time and have managed to survive the down periods one or several times. Many of the employees in Garpenberg worked there when they were threatened by shutdown in the 90's after having struggled with financial problems for a long time. One employee stated that during that time the belonging was stronger than it is today and that the team was like a big family. The second criterion is that the employees should have had opportunities to solve those problems and to observe the effects of their solutions. A major ore finding changed the financial situation and Garpenberg was back on track again, doing better than ever before. Even if the success primarily

depended on the big finding the employees feel very proud that they managed to get through the hard times. Boliden Garpenberg has also taken in new members, which is the third criterion. All new employees are given a presentation about Boliden and New Boliden Way. Boliden wants the employees to know and identify with the shared values. It is a way to keep the existing culture. Most of the interviewees said that they feel like they are a big family at Boliden Garpenberg and even the new recruits said that they were accepted as a family member from the beginning.

7.2.2 Schein's Three Levels of Culture

Organizational culture can be analyzed at three different levels; artifacts, espoused values, and underlying assumptions.

7.2.2.1 Artifacts

We could observe various artifacts at the head office and at Garpenberg. Unfortunately, as Schein states, the data is hard to interpret. This level can describe how a group construct its environment and what behavior patterns are discernible among the members, but we often cannot understand the underlying logic – "why" a group behaves the way it does (Schein 1984). The clear differences between the office in Stockholm and in Garpenberg, as observed, imply that the cultures of the sites are somewhat different to each other. Also, the dress code at the sites differed which imply separations in culture. According to Schein, these artifacts are important for the company culture and since they differ from the two sites the culture most likely diverges which imply that Boliden does not have a unified culture, but rather sub-cultures.

7.2.2.2 Espoused Values

According to Schein, we often look for the values that govern behavior to analyze why members behave the way they do. The espoused values focus on what people say is the reason for their behavior, what they ideally would like those reasons to be, and what their rationalizations for their behavior often are. In the interviews all employees either referred to the New Boliden Way and the values it contains or mentioned EHS as values that lay the foundation for their work.

In New Boliden Way there are three core values that the employees at Boliden share. The first is passion for improvement. At all meetings discussions are held regarding improvements in processes and work routines, which also includes EHS. Furthermore, the concept "My Idea" encourages the employees to come up with ideas for improvements. Both at Garpenberg and at the head office there are people assigned for the task to improve the environment, health, and safety at Boliden. The second shared value in New Boliden Way is value chain responsibility. The employees feel responsibility for their part of the value chain. If people did not feel responsibility for their work it could be devastating since negligence could lead to severe accidents. On rare occasions when

accidents do occur the human factor has been named as the main contributor to these. The third, which is personal commitment, are shown in many ways. If problems arise the employees solve them which imply that they do not want any obstacles in their work. Furthermore, some employees have taken on the role as safety representatives even though it does not mean any extra financial compensation. This shows that these employees have a personal commitment to their work and that they highly value the safety work. As the empery shows there are several other values present as well which are important for the implementation of sustainability, for example continuous improvements, and willingness to change. These are important because they show that Boliden consistently wants to improve, and as the empery has shown it is about improving sustainability as well as work practices. The willingness to change is also highly important for the implementation of sustainability. As mentioned before, the implementation of sustainability can be seen as a change initiative and hence people need to accept this change in order for it to be successful. For people to accept this change, as the empery has shown, leader's actions have been accredited to play a role in this evolution of culture. Their ability to show that their own rules are followed contributes to a sense that everybody has to follow these and the values apply to all members.

7.2.2.3 Underlying Assumptions

The underlying assumptions are learned responses that originate as espoused values. When values lead to an unconscious behavior it is transformed into an underlying assumption. An example of a routine that is an underlying assumption at Boliden Garpenberg is the use of helmet when being in the concentration plant or in the mine. The use of chin straps when using the helmets though is still only an espoused value since it does not come natural to all employees. We could see that the values that Boliden conveys regarding environment, health, and safety are integrated in almost all activities at Boliden. According to the interviewees environment, health, and safety routines are taken for granted at Boliden. Many of the employees said that when the head office launched the NBW it did not mean any major change in work for them since these values have come natural to them since they started working at Boliden. Moreover, due to the industry being so dangerous and the impact it has on the environment Boliden does not question whether they should take responsibility for the environment, safety and the health of its employees and to work actively with improving these areas. The work with EHS is unconscious and taken for granted at Boliden and is hence a basic assumption, but the way in which this is done is not a basic assumption yet.

7.2.3 Implications

The theory by Schein implies that Boliden and Garpenberg meet the criterion of what a company culture constitutes which allows for an analysis of this culture. Many of the employees have been working for a long time together and have solved major problems and seen the results of them. The

company has also taken in new members, and still is, and the values are passed on to these to maintain the existing culture. The artifacts of Boliden are not easy to interpret but the values and underlying assumptions are important factors which can be analyzed. Boliden and Garpenberg have a lot of values that govern the behavior of the employees and all of these can also be connected to the work with sustainability. It is important though that these values eventually transform into underlying assumptions. When they have become underlying assumptions, the employees behave unconsciously according to the values and then they have, thus, become very powerful. The collection of values that lays the foundation for the work in Boliden seems to be somewhere in between values and underlying assumptions. On the one hand, questions regarding EHS seems to be underlying assumptions in general, but on the other hand, there are routines in EHS that are not taken for granted, like for example wearing seat belts or chin straps of helmets, which implies that Boliden Garpenberg still have work to do in order to reach this unconscious EHS behavior to a full extent. The basic assumptions and espoused values seem to be shared by the entire organization however the way in which they show and are implemented differs which suggests that sub-cultures exist at the organization.

7.2.4 The Cultural Web

The cultural Web is a simple and effective tool for assessing the culture at a Company (Goffin & Mitchell, 2005). The web consists of the key aspects of culture and will help us get a picture of the current culture at Boliden and also the mine in Garpenberg.

7.2.4.1 Organizational Structure

The formal organization was changed in 2005. The board decided to include a higher focus for the entire organization towards sustainability.

Even though there is a hierarchy existing at Boliden the structure is explained by the interviewees to be flat. The managers at Garpenberg for example have a lot of freedom to make decisions without having to get approval from the head office. The group management has only created policies and frameworks that the various sites have to stay within when making decisions. Since decisions can be taken at a local level improvements regarding for example environment, health, and safety can be implemented more quickly since they do not have to await approval from above.

Furthermore, the fact that there are certain positions assigned for the work with sustainability and environment, health, and safety implies that Boliden regards this to be very important and that the structure, hence, supports the sustainability effort.

7.2.4.2 Power structures

Our interviews or study of material did not show that there are other power structures than what the organizational chart suggests. Departments at the same hierarchical level have equal amount of power.

7.2.4.3 Symbols

The symbols at a company help in creating a culture of the firm. The old mining chapel where the mine workers gathered every morning and evening to pray are kept on the area and it is functioning as a symbol for the mining in Garpenberg. When you enter the office at Garpenberg one of the first things you take notice of is a miniature model of the chapel standing on a table with a description of its history framed on the wall. Additionally, Boliden has added "New" to its logotype which can in some ways be seen as a statement of change in the organization. Furthermore, the awards that Garpenberg has won for their safety work are displayed at the site in form of diplomas hanging on the walls reminding them of their success and encourage them to improve even more. At the head office a lot of pictures of the different mines and smelters are hanging on the walls. In the same room as the reception is a show casing with samples of ore. The pictures and the ore function as symbols for the industry they are in. These are reminders of what they are doing, that they are actually extracting ore from the ground and hence have major impact on the environment.

7.2.4.4 Stories

Boliden has many stories which have had great impact on the company culture. According to one member of management stories are how cultures originally are created and the reason why the culture between the sites differs. Goffin and Mitchell (2005) states that managers can use stories to inspire the future. The stories of how Boliden was founded and the story of how Garpenberg managed to come out of their major crisis in the 90's have had a great impact on the culture. These stories are told to new employees and the interviewees all knew these. During the crisis the organization in Garpenberg had to be very slim and the employees were forced to share and to be creative and help each other out a lot due to the poor economy. According to one employee this mentality is still in the organization. Garpenberg managed to come out from this crisis and this has led to that the employees feel very proud of Garpenberg and themselves. The employees have a confidence that they can manage to solve big problems which is a good characteristic when working with sustainability, which not always is an easy task. Even the negative stories of Boliden, for example the lead spill in Chile or the dam break in Spain, have contributed to the organizational culture. Perhaps these have even been a contributing factor in the level of pro-activeness that exists in the firm. This pro-activeness is highly important for the sustainability effort in order to minimize risks and prevent accidents that will harm people or the environment.

7.2.4.5 Routines and rituals

A very frequent and highly important ritual at Boliden is how each meeting is being started. The first point of the agenda at all meetings at Boliden is about environment, health, and safety (EHS). This shows that Boliden prioritizes these questions. The meetings in themselves can also be seen as rituals that occur at regular intervals. Another ritual that is very important for Boliden is the EHS-days. The fact that the EHS-days are mandatory to all employees indicates that Boliden highly values that everybody is onboard in the sustainability work.

More informal rituals take place as well, for example when the employees at the office in Garpenberg begin their work day and meet up in the kitchen for a cup of coffee. One employee claimed this to be a golden opportunity to talk about work with the area commander in an informal matter. If an employee has any wonders or suggestions for improvement in any area, for example EHS, he or she can easily talk about this there and then instead of waiting for a more formal meeting to come.

Every year Boliden Garpenberg arranges a Christmas dinner for all the employees including their families. This ritual does not directly affect the work with sustainability but it makes people come together end become a stronger team which in turn makes people work better together.

The top management has just recently implemented a ”Safety Walk” for management at the various sites. This ”Safety Walk” aims at finding flaws in the safety at the site but also to convey to the employees that they care and to show how important they think it is that their workplace is safe and that they have as little negative impact on the environment as possible.

There are also a lot of safety routines in place at Garpenberg which are directed from the group management. Examples of such are to always wear helmets with the chin strap and to use seat belts when driving underground.

7.2.4.6 Control systems

Boliden has many controls systems which all facilitate the sustainability work. Lean production is being used as a system to eliminate all factors in a production process that does not add value to the end customer. As a Boliden employee, and in accordance with Lean production, you should also strive for continues improvement. Continues improvement is very important since it is applied not only for the various work processes but for sustainability as well. Boliden is always striving to increase safety and to decrease their negative impact on the environment. Another part of Lean production is the method called the 5 S’s which aims at creating a nice and neat work place. When tools and safety equipment are structured the safety routines can be followed more accurately and

hence accidents can be avoided to a larger extent which has a positive effect on the work with EHS and hence sustainability.

Furthermore, all employees have the responsibility to point out and correct defects. The computer software program Centuri is being used at Garpenberg to report deviations. There is also a bonus system in place which rewards employees if they find risks or deviations. All deviations are being followed up on and measures are taken to avoid such deviations in the future. Centuri is also being used for making risk analyses. Before any changes are being implemented in the mine or concentration plant a group of people is put together to discuss risks and everyone have their chance of expressing their opinions regarding the safety. The analysis is sent to the responsible manager that makes an assessment of it. The analysis may show that some measures need to be taken before the change is implemented.

All production units at Boliden have certificated environment management systems according to the standard ISO 14001. ISO 14001 is a tool that can help the company to identify, prioritize and handle environmental risks as part of the normal operation. This further shows that Boliden thinks sustainability is important.

7.2.4.7 Paradigm

The reorganization that took place in 2005 meant that the board changed the direction of focus for the entire organization and included a focus towards sustainability and started a paradigm shift for Boliden.

7.2.5 Implications

The cultural web has given us a good picture of the culture at Boliden and Garpenberg and what effects it has on sustainability. Firstly, the organizational structure supports sustainability and EHS with the positions assigned for these issues. The power structures are in accordance with the organizational chart, which implies no problems regarding who decides what, and different departments which are at the same hierarchical level can feel equally powerful. The symbols of Boliden and Garpenberg both reminds the employees of the companies background but also what they are actually doing and the impact it has on the environment. This gives the employees a feeling of responsibility and hence sustainability becomes very important. Furthermore, all the routines and rituals seem to aim at improving sustainability. The fact that sustainability and EHS always is the first point at the agenda at meetings shows that Boliden and Garpenberg highly value and prioritize these questions. The same goes for the control systems. Boliden and Garpenberg have a lot of different control systems in place which aim at controlling and improving sustainability. The stories of the company have the effect on the employees to feel proud of their company and to have confidence

that they can manage to handle hard times. These characteristics are good when working with sustainability. The proud employee most likely wants to keep that feeling and it is kept by doing well. Lastly, the paradigm is the overarching part of the web. The fairly new organization with an increased focus on sustainability is the paradigm. All the parts support the paradigm and the paradigm is included in all the different parts.

7.3 Change and Innovation

This section will include an analysis of the empery at Boliden with regards to change and innovation. The organization has itself recognized a need for improvement in its sustainability effort since it is highly developed in some areas but not in others.

7.3.1 Change

As implementing sustainability is about change in an organization Kotter's eight step framework for change will be used to analyse the implementation that has or is taking place at Boliden.

Step 1: Increase Urgency

There are several issues regarding the sustainability effort at Boliden which are still in this initial stage of change. For example the issue of equality and diversity has been brought to our attention on several occasions as well as the issues of adhering to organizational rules in terms of safety in some ways. Furthermore, the softer and hard-to-measure qualities of sustainability have been expressed as starting to become part of the sustainability effort at Boliden. These include discussions of ethics, human rights, equality as well as responsibility in the value chain. These matters are starting to be communicated by headquarters and have in some ways gained recognition at the mine in Garpenberg as the next thing to work with in terms of sustainability. What has also become apparent in the empirical findings of this thesis is the ability of leaders to argue for these initiatives. If they are not found valid or necessary by the organization and the headquarters the organization has been said to be resistant to change. Being able to describe why these issues matter are underway and they have for example been brought up during the EHS days at the mine in Garpenberg.

Step 2: Build Guiding Teams

The issues stated above have, to a certain extent, been absorbed by other members of the organization. This is done by creating guiding teams. When the group management has decided that the issues are vital and should be prominent the rest of the firm needs to get on board. It is evident that there are clusters of networks and teams of people that help in the spreading of such issues. On several occasions the education days the last year of the top 100 leaders and managers have been brought to our attention. During these days the topic of ethics was essential. Thus, this part of the sustainability effort has managed to move into this second step of change. Also, the issue of equality

has gained some momentum and has acquired support outside of the headquarters. As mentioned, local constituents at the mine in Garpenberg, for example, explained that this issue was brought up during the annual EHS-days. There are several meetings taking place continually throughout the organization. For example, the meetings with all managers in Garpenberg where terms are agreed upon and a coherent and common vision is discussed are local guiding teams. The meetings have been expressed as vital to the organization in order to agree on terms and make decisions regarding the direction of future work. These are, thus, creating guiding teams within the organization. Getting the members on board helps the issues of step 1 to be accepted by other constituents as important to work with. Even though the goal of these meetings is not to create guiding teams they have become that. The "hot burning issues" of the headquarters are distributed within these meetings.

However, a lack of cooperation between the work fields miners and smelters have been expressed and perhaps this could be improved on. Improving the communication among these could possibly allow for increased chances of creating guiding teams.

Step 3: Get the Vision Right

In this step visions are created. It is vital for these to be clear in order to be understandable. If they are not, implementing them will be difficult. The discussion of the sustainability effort now moves into creating such clear and concise visions in order for members of the organization to understand what the initiative entails. It is important to do this before communicating the vision to the rest of the organization as having an unclear vision will create confusion. Again, discussing the equality aspect of sustainability the group management has just recently accepted a general policy for the organization in terms of this change. Furthermore, the goals defined in terms of implementing this change has been accepted as *increasing the relative ratio of women to men within the organization.* Thus, the goals have not been set to increase the actual number of women by a certain figure, which some employees agreed were somewhat unclear and blurry. They would have hoped for a numerical number rather than a percentage but were still happy with the evolution going in the right direction.

Other aspects of the change initiative can also be seen in the policies and publications of the organization. There are, as stated in the empery, policies regarding codes of conduct, environment, and work environment to name a few. Furthermore, the NBW, conveying the values of the organization, includes aspects in terms of financials, environment, and social features. These have been described to us as a way in which the headquarters communicate to the rest of the organization and, thus, their clarity is vital. The document has been expressed as a clear way in which the organization is described which is easily assimilated by new and existing members. Ultimately,

these parts of the change initiative have progressed this far which suggests that they are progressing along the path of implementing them into the organization.

Step 4: Communicate for Buy-In

The educational days of the top 100 leaders within Boliden serves another function as well in addition to building guiding teams. This is also where new directives are communicated to these leaders. Other meetings occurring within Boliden at many different levels are also used in order to distribute information throughout the firm. As the vision is now ready to be communicated these also serve as channels for this. As mentioned, the aspects of sustainability that regards equality and ethics have recently started to be communicated as important within the corporate agenda to the other parts of the organization as the visions of these have been created. These numerous meetings serve as channels in order to communicate these visions. Meetings with leaders on different sites are part of the practice at Boliden. Thus, these new changes are supposedly distributed to all parts of the organization in this manner by what we have learned. What should be noted about these meetings is the fact that further down in the organization the information gets deluded as some employees have expressed. Local leaders are much better equipped to talk about their own immediate surroundings since that is where they have the most knowledge. Employees have expressed a wish to receive more information regarding other issues as well in these meetings. Even though they may have heard about the issues at large or during the EHS days, more in depth information is desired by several of them.

Moreover, the publications such as the internal magazine for Boliden at large as well as magazines for the business areas of mining and smelting are used as information spreading channels. Recent magazines of these have dealt with sustainability.

Further, the organization has documents such as annual reports and sustainability reports. These are available for download on the organizational Web site, but what is more, the sustainability report will be mailed to all employees of the firm later on this year. This further adds to the communication channels at Boliden.

Also, the TV-monitors have been mounted at the mine in Garpenberg in order to distribute information throughout the site for those employees that lack personal computers. As we have found, these are rarely read in detail and some even expressed a lack of interest in the content. They may be of use in terms of communication but perhaps the content should be altered. Additionally, the work place meetings have been expressed to lack desired information. Employees desire more overall updates of the organization at these which is not the case presently. There are, thus, some communication channels that are currently underutilized at Boliden. What is more, the value of the

questionnaire “My Opinion” has been expressed as unclear by employees. While managers can express the use for this poll and the way in which its results are used employees further down in the organization do not see this value to the same extent. The use of the questionnaire is quite possibly of great value to Boliden but it also gives an example of lack of communication in the hierarchy.

It is also important to note that Boliden as an organization has been expressed as slow moving and somewhat resistant to change in many of the interviews. It has also been stated in the interviews that it is important for leaders to be able to argue for their cause and communicate as to why sustainability in this instance is important and valid.

What all these examples indicate is that Boliden has many channels in place to communicate these parts of the sustainability effort to the organization at large.

Step 5: Enable Action

The communication discussed above plays a vital role in the implementation of change in terms of sustainability. However, the organization must also facilitate action in order for the change initiative to be carried out by its employees. If people do not have a connection between the change and their work it will not be implemented if the action is not facilitated. Time will be unlikely to be committed in terms of the change if it cannot be connected to the job having to be done. The employees within the organization have expressed a level of freedom to carry out the directions from headquarters which they enjoy. Local deviations are allowed and even promoted in some instances and much responsibility and freedom of interpretation is permitted. This allows the sites to connect sustainability to their own unique situations and sets of circumstances and suggests there is a freedom to connect the communicated visions to the specific workplace.

At the mine in Garpenberg, the employees have managed to instil personal safety and risk assessments within the work carried out on site. What several interviewees expressed as vital in this step is the ability of managers to walk-the-talk which essentially means not simply telling employees the proper way to act but also to follow these directions themselves. The example mostly given to us in order to explain this is the use of chin-straps on helmets which was scarce previously but is now a part of daily work. Furthermore, the use of risk assessments in new projects and changes have increased and surpassed the reports on actual incidents. The leaders and their actions have been expressed as vital by employees in order to show what is important and what the focus should be on. Also, the organization provides resources in terms of materials and from what we discovered there was usually no problem in receiving funding for investing in better or more efficient equipment as well as safety equipment if this was needed.

In this step however, employees have expressed improvements that can ease their job. Even though a certain level of freedom is desired there are employees that lack the resources they need in order to carry out these initiatives. The most prominent resource they are telling us that is lacking is time. Employees have expressed wishes in working more with issues closely related to their job in terms of equality but have to value other pressing matters more. If these issues were expressed as valued higher by leaders this could be changed. Even some leaders have expressed knowledge with regards to this matter. In this case, we have also been told that the directions from the board are what matters most in where time should be put. What this suggests is that more pronounced prioritization is needed since time is scarce. Even though employees agree to the importance of equality in the work place implementation and action has yet to be enabled and facilitated.

Step 6: Create Short-Term Wins

The issues discussed in the initial steps, such as equality and ethics, of this assessment of sustainability as a change initiative have not yet reached these steps according to our findings. However, other parts of the sustainability initiative have made it to this sixth step. Short-term wins are needed in order not to lose momentum in a change initiative. To further motivate employees to work with the change the short-term wins are vital.

One example of a short-term win can be found in the mine of Garpenberg. Here the work with EHS issues has been progressing among the best of the sites in Boliden according to our findings. When it comes to reported accidents the mine, so far this year, have been fortunate enough not to have any. The previous year the number of accidents was two, and the year prior to that one. The employees themselves accredit this to the ability of leaders to instil personal safety as a vital part of everyday work. Furthermore, it has been expressed to us that working with the effect the organization has on the environment has evolved in terms of pro-activity due to vast amounts of risk assessments. It has come to our attention that the general manager at the mine in Garpenberg, during the EHS-days congratulated all the employees for this success and accredited this accomplishment to them. This shows that these issues are acted upon and has gained enough support at Boliden Garpenberg in order to move to this step. Also, this shows that these short-term wins can create motivation in terms of continuing to work with these issues.

Step 7: Don’t Let Up

What can happen with change initiatives that has gained some momentum and experienced success is a sense of accomplishment and achievement of goals. As the previous step shows, it is important to celebrate short-term wins in order to recognize the work that has been done. It is, however, dangerous to get too comfortable as this can result in relief and a sense of completion of the goals.

This can push the initiative back since it is no longer seen as having the same importance as before. One such example in Boliden occurred when the mine in Garpenberg received an internal award some years ago for being the safest mine and shortly thereafter an accident occurred at the site. It is important to continue the change effort even after some success has been made in order to make the behaviour stick. At large, the issue of personal safety has reached this step since some progress has clearly been achieved but this also suggests that the short-term wins in fact created a sense of ease that affected the focus on the change negatively. The issues had only managed to become espoused values and were still conscious in decision making.

Step 8: Institutionalization

The last step of a change initiative is when the change is no longer seen as something new within the firm but rather a natural part of the way in which things are done. Again, drawing on the example of Garpenberg and the work of the mine, the issue of personal safety and the number of accidents at the site has decreased in recent years. What is more, following the set-back after receiving an award the mine employees have expressed to us that work with personal safety is not something that is even questioned. There are some issues that have been expressed to us as a natural part of work in Garpenberg and personal safety is one such example. From what we have been told, the dangerous nature of the work environment within the mine has made this part of everyday work at the site for decades. This was further showed in the assessment of basic assumptions that exists at Boliden and Garpenberg and once issues have managed to move into this unconscious part of the organizational culture they are a natural part of the firm.

As we have assessed the current organizational culture in the section of empirical findings previously, this shows where the organization has sustainability deeply engrained in its culture.

7.3.1.1 Implications

What the analysis of the implementation of sustainability as a change initiative at Boliden shows is that the realization of the initiative is under way. What the analysis further suggests is that the level of implementation is highly segregated. While parts of the initiative have reached the later parts of implementation, others have only just started to be a part of the progression. The aspects of change that have been a part of the sustainability effort for a longer period of time has progressed further than those that have been recently added. Furthermore, it shows a width of aspects that are included in the sustainability effort of the organization. As some of these parts have progressed along the steps of change the initiative adds new issues to be implemented as well. This suggests that the sustainability effort in itself is changing, not simply its parts. What also can be seen is the distribution of the change throughout the organization. As the change moves towards being implemented into

the organizational culture it starts at the headquarters and is distributed to other sites (in this case Boliden Garpenberg). The parts of the change that are not facilitated in one step will cease to progress and not move on to the following steps as was shown in the enabling of action step. Lack of time and clear prioritization of issues to be focused on hinders progression and implementation halts.

7.3.2 Innovative Culture

The cultural web used in the following section will assess the culture of Boliden in terms of its change initiative of sustainability.

7.3.2.1 The Cultural Web

The desired cultural web of Boliden has been explained as such in the empery.

Step 2: Identify a desired cultural web

Following are expressed desires of change or concrete goals at Boliden.

Organizational structures

The organization has gone through reorganizations recently. However, in terms of our findings there have not been any indicators of a need for another reorganization. Still, Boliden is planning an expansion in Garpenberg in which a new mine will be built. The project is currently being staffed.

Power structures

As the power structures have been expressed as being equal between departments at Boliden there has been no communicated desire to change these.

Symbols

There has been no expressed desire to change these within the near future and, thus, this section dealing with symbols will remain as is.

Stories

As established by interviewees, Boliden has a set of stories that strongly influence the organization and the way in which things are done. These are highly valued by the members of the organization and will continue to be important in the future as well. There are continuously new stories added to the organization at large as well as the individual sites, both positive and negative as empery has shown. These stories cannot and are not desired to change since they occurred in the past but rather the aim is to work with these stories and the affect they have on the organization. Furthermore, even when the organization has acted within laws and regulations of the past it has been evaluated by today's standards and the reputation has been damaged somewhat. The aim to go beyond the

demands of today suggests a desire not to have similar situations damaging the reputation of the organization in the future. As we were told that newspapers mostly will know when an accident has occurred in a mine before the management does pro-activity rather than reactivity is valued. What this suggests is a desire to actively work with the stories that are created and are related to Boliden since they have a strong influence on the culture as has been expressed to us.

Routines and rituals

Attitudes and behaviors have been expressed as in need of change in order to change the routines and rituals.

One such example was articulated in the adherence to stated rules of the organization which could be improved on. In several interviews the case of seat-belts was conveyed. We were told that even though there are rules in place for using seat-belts on site this was rarely followed. Intuition has been used as an excuse not to have to follow regulations by employees at different sites of Boliden. However, throughout the organization, this was expressed as something that needed to change since most of the accidents are caused by the human factor. Thus, the attitudes in terms of following procedures and rules were expressed as in need of change. In terms of work environment issues such as these, Boliden is not performing at a competitive stage as one manager stated. The sub-cultures that exist at different sites have been expressed as contributing to the difference in time that it takes to implement these routines.

Furthermore, within most levels of the organization there was an expressed goal to improve work with diversity in the firm and especially with equality between the sexes. Representatives at both headquarters as well as in Garpenberg recognized the organization's lack of work in this area thus far and expressed a desire and need to improve on this greatly. A diversity policy has just been accepted by the group management and equality has been put on the agenda, however, there are many improvements to be made. The most prominent change that was expressed, in terms of equality, was that in the changes of attitudes towards women working in the field. Explanations such as *"working in mines is a job that is too heavy for a woman"* has occurred according to several interviewees and as stated by company representatives this needs to change. Thus, the attitudes are desired to alter.

Control systems

In terms of idea creation, which is seen as the most important in terms of control systems when it comes to innovation, Boliden does have some structures in place to facilitate this, for example, in form of "My Idea". However, leaders within the organization have recognized that even though "My Idea" works there might be improvements to be made. Although, no concrete measures as to how this change could be addressed were communicated to us and it does not seem to be one aspect in

the implementation of sustainability that is desired to change. The changes in control systems were not expressed explicitly as desired to change but the need to change them surfaced. Thus, the idea creation does have organizational support but is not functioning at a desired level currently.

Paradigm

We have been told there have recently been paradigm shifts within Boliden. For example the introduction of the NBW that has expressed the values of the organization. Also, interviewees said that the sustainability effort has evolved and become more prominent throughout the organization in several ways. However, it has been expressed that there are still improvements to be made in this area and that the current focus on key issues closely correlated with the organizational activities now should be combined with, and include, other important aspects as well. Issues such as ethics, corruption, human rights, and equality have started to become more prominent. They are desired to become a greater part of the corporate paradigm. While this is true, the importance of still having the EHSQ (Environment, Health, Safety, and Quality) as the most important sustainability issues to Boliden has been expressed to us. The paradigm is thus not desired to change radically but rather to be evolved and continually improved. Furthermore, this innovation was mostly communicated to us in interviews with representatives at the headquarters.

7.3.2.2 Implications

Step 3: Determine the changes necessary and how they can be changed

The assessment of the desired cultural web shows that there are several issues in which Boliden wants to improve with regards to sustainability.

As many employees are satisfied with several areas of the sustainability initiative currently there are still possible improvements which have been brought to our attention by interviewees. Some of these issues, such as personal safety, are closely related to everyday work at Boliden while others are more loosely linked to its direct activities. What is more, this suggests that several different aspects of the sustainability progress are being developed simultaneously. While the paradigm shift is currently mostly being innovated at the headquarters other aspects have reached further out in the organization to the mine in Garpenberg. What the analysis also suggests is that the overall paradigm of sustainability is under scrutiny at Boliden. The definition of what sustainability means to the company is evolving and what aspects it involves. The ability for leaders to argue their cause, the initial stubbornness that evolves into acceptance if this can be done, and the loyalty one feels with the firm all play in to the ability to innovate. The attitudes and behaviors discussed in the routines and rituals part of this analysis as well as the following of regulations that was brought up in the power structures are continually argued for presently. Furthermore, these are closely related to the

everyday activities of the organization. The challenge that managers have expressed as far as the evolution of the paradigm is concerned is the fact that employees do not see the immediate connection to their everyday activities yet in terms of ethics, corruption, human rights, and equality. This is what the organization should be, and is, focused on. What is more, as the analysis shows, the alignment between the different parts is vital for innovation to take place and become part of all aspects of culture. If one part does not support the others a lack of relatedness occurs. As the sustainability initiative progresses other aspects of the cultural web will also have to change in order to support the paradigm.

8 Conclusions

It is the aim of this section to use the analysis above to address the research question of this thesis. The research program used enables the final results of this thesis to be presented. The research question was defined as:

"What role does organizational culture play in the implementation of sustainability?"

The attempt to answer this question was divided into a two-fold process in which both the current organizational culture's role was analyzed with regards to the implementation of sustainability as well as the role of the desired organizational culture in the progression of this initiative. Furthermore, the conclusions will discuss some general implications of the thesis.

8.1 The Role of the Current Organizational Culture

What the analysis suggests is that organizational culture in fact plays a vital part in the implementation of sustainability. Moreover, the comparison between the way in which the organizational purpose of Boliden's sustainability effort is defined and the current culture enables an assessment of the role culture plays in this implementation. As the purpose of the sustainability effort has matured quite far in several of the stages the organizational culture has been analyzed to see if the implementation has also reached these stages. The comparison between the purpose of the sustainability initiative along with the assessment of the culture of Boliden and the mine in Garpenberg through the cultural web suggests that it is actually aligned with the maturity level of Boliden's sustainability purpose. For example the use of the NBW and the systems in place to implement this is aligned as well as the organizational structures in terms of the job assignments regarding EHS. Further, the focus of the group management along with other leaders on questions regarding sustainability shows this alignment as well.

The analysis shows that management through the culture and all its different parts can facilitate the implementation of sustainability. The espoused values have been shown to play a great part in what direction this culture can be evolved and the leadership involved in the process is important to show that these values should be followed. The leaders actions seems to be a link in how these espoused values become actions that are taken for granted and, thus, becomes basic assumptions. Furthermore, the structure of Boliden supports sustainability and positions are in place to work with these questions as the analysis shows. The group management has a major focus on sustainability issues as well as trying to spread this focus to the entire organization. Furthermore, the employees feel proud of their company and have confidence in solving problems together. These feelings spring from the history of the company and from the history the employees share together and this, in turn,

is a great part of the company culture. The stories of Boliden at large as well as those present at the mine in Garpenberg also affects how change is implemented within the organization. Furthermore, almost all values that are conveyed and shared at Boliden and which are a great part of the culture, aims at improving sustainability. Other important parts of culture according to theory are routines and rituals. The routines and rituals are mainly in the form of meetings. These meetings are very important since these are the major channel for spreading information regarding sustainability. These aim both at giving the employees the goals of the sustainability work and to give tools on how to implement sustainability. Routines also include safety routines, both to avoid accidents on personnel and to minimize the impact on the environment. These have a direct connection with the implementation of sustainability. In order for Boliden and Garpenberg to control that the work is running in accordance to policies and routines regarding sustainability it has various control systems in place. Thus management uses all these aspects of culture to facilitate implementation of sustainability in the organization.

Furthermore, the analysis suggests that the specific nature of the organizational cultures at Boliden and Boliden Garpenberg affects the way in which sustainability is implemented. What is more, the cultural web shows what role these cultures play in the implementation of sustainability. This is also the case at the mine in Garpenberg whose specific culture for example affects the rate at which these changes are applied. Furthermore, the organizational structures which establishes the focus of sustainability in its arrangement plays a role in the implementation of sustainability. However, as the analysis has shown there are ways in which change is created that can be improved. Underutilized channels of communication such as the TV-monitors at Boliden Garpenberg as well as the desire for more organization wide information at the work place meetings could allow for this kind of information to reach even other parts of the organization. As the information is already available on the intranet this part mostly involves how the information is distributed to members of the organization that lack personal computers. Thus, these communication channels could be better used in order to do so.

The analysis of the levels of organizational culture that exist in Boliden suggests that sustainability is not simply a way to communicate to external stakeholders but has become a part of the underlying assumptions of the culture of Boliden. Both the basic assumptions described at Boliden as well as those of the mine in Garpenberg contribute to this. This further suggests that the sustainability initiative is in fact in some aspects part of the current organizational culture and has managed to become institutionalized.

The alignment of the different parts of the cultural web is paramount and can further help to explain the role of culture in the implementation of sustainability. If these aspects of culture would not support the overall paradigm's focus on sustainability issues the integration could suffer as the examples of lack of adherence to guidelines such as wearing a seatbelt in the mine shows. Thus, the analysis of the current cultural web shows that the different parts of organizational culture each play a role in the implementation of sustainability at Boliden.

8.2 The Role of the Desired Organizational Culture

As the sustainability effort has been expressed as a process there are evolvements that can aid the effort to further mature at Boliden. In terms of the desired changes in the sustainability initiative expressed by the firm several aspects of culture are included. The overall paradigm is evolving and showing a tendency of the sustainability widening in its definition at the organization.

Furthermore, when it comes to the evolution of the paradigm new aspects of sustainability are desired to be included in the organizational agenda and working with some of these, for example the diversity policy and the discussion of ethics, has been addressed. The cultural web further shows that this in turn has influenced other aspects of the organizational culture as desired to evolve. The alignment throughout the cultural web has to progress along the evolution of the initiative in order for the sustainability effort to be implemented and institutionalized into the organizational culture. The role of culture in this sense becomes to evolve aspects of the remaining parts of organizational culture along with this progression of the paradigm.

What is more, to ensure that these goals become implemented and, ultimately, institutionalized they have to be part of all levels of the organizational culture. What the analysis shows is that certain aspects of the sustainability effort have become basic assumptions at Boliden which are not even questioned or addressed. For the desired changes that have been identified in the analysis to become rooted in the fabric of the organization, ultimately, they have to become part of this common unconscious and be as natural to Boliden as working with the environment or safety questions are now.

Both ethics and equality have started to be implemented along the path of change in the organization. Even the traditional aspects of the sustainability effort, in which EHS questions are paramount at Boliden, are progressing. There is a desire for the attitudes and behaviors of routines and rituals to change as well. What this suggests in terms of the role of the desired organizational culture in the implementation of sustainability is the ability for the sustainability effort to progress in order for the change initiative to continue being a focal point of the organization. The ability to set new goals in terms of aspects of sustainability that are already to a certain extent part of the

organizational culture will aid in Boliden to keep maturing along the stages of implementing and managing sustainability. Also it will progress the organization in terms of performing to its own desired sustainability goals.

What the case of Boliden also suggests is the difficulty in evolving action at the same rate as the ideas of the paradigm. Presently there are parts of the culture that needs to advance in order for this to happen. For example, the routine of “My Idea” has been expressed by some employees as obsolete and it only includes aspects of environment and safety and several sites have abandoned it. While it is aligned with the current cultural web, it does not include these developing aspects of the sustainability effort. Yet, in terms of implementing these desired changes there seems to be aspects that currently stifle the progression of these in terms of becoming institutionalized in the corporate culture. Time has been expressed as needed in order for change to occur but evidently there are employees lacking time in order to act upon these ideas, such as equality.

Furthermore, as employees are a primary stakeholder the relationship with them is paramount. However, the questionnaire “My Opinion” that is said to be used in order to assess the attitudes of the employees has received mixed reviews. As the stages of corporate responsibility framework has indicated a desire to have an open dialogue with stakeholders this link is not clear to several members of the organization. This framework also provided an overview of the purpose of Boliden’s sustainability effort as such and the desired goals in terms of organizational culture should preferable facilitate this purpose and the maturity of Boliden in this process. The review of these frameworks in the analysis suggests this to be the case as, for example, the goal to be proactive is addressed in the discussion of ethics, responsibility, corruption, and human rights that is under way.

What the analysis of the paradigm further highlights are difficulties in determining a directionality of the sustainability effort as it evolves. The key of relating the issues to the organizational practices and combining external demands of what an organizational sustainability effort should entail has been found rather difficult at Boliden. This shows as the company will in the coming year print two separate versions of its sustainability report, one internal and one external. Thus, the actual goals of the paradigm will have to be adjusted in order to fit the organizational activities for employees to relate to them and implement these. One example that suggests this is being practiced at Boliden includes adjusting the ethics discussion to the organizational discussion through small cases in the education of the top 100 managers. This suggests that continuing working on this can influence the organizational culture’s role in the implementation of sustainability.

What these examples suggest in terms of the desired culture’s role in the implementation of sustainability is the importance of evolving the culture along with the progression of the

sustainability initiative. Where this is not the case the initiative is stifled and can ultimately fail to become a part of the corporate culture.

While these conclusions so far have examined the purpose Boliden has set for itself and its agenda when it comes to sustainability, the analysis also suggests that the maturity of Boliden's sustainability effort can further develop. The aspects of stakeholder relationships and transparency have not matured to the same extent as other dimensions of sustainability for the organization. Combining this with the analysis of the other frameworks suggests that even internally, this is where the sustainability effort can evolve. For example, while the questionnaire "My Opinion" is seen as valuable by managers its usefulness is not as clear to the employees. The influence these results have on the sustainability effort is somewhat lost and employees do not feel they are affecting the sustainability effort of the organization even if this may be the case. Thus, the mutual influence is not seen by these employees and it can perhaps be risky for managers to assume the link they see is also clear to others. What is more, in order for the organization to evolve to the stage of alliances and partnerships there are internal improvements to be made as well. Cooperation between the business areas mines and smelters can evolve as there is currently a lack of coordination between the two. In terms of transparency, there has also been a wish from several employees for access to more information. Even if the information does exist it does not travel down all the way in the organization. The contents of the work place meetings highlight this as well as the example with the TV-monitors at the site in Garpenberg. In terms of progressing along the stages of this dimension of transparency and perhaps evolve Boliden would have to create some form of third party assurance which currently does not exist. These aspects of stakeholder relationships and transparency have not been expressed as desired to evolve within the sustainability effort but the examples above suggests that perhaps there is value in including them into the initiative in order for the sustainability effort to evolve in its maturity and purpose. If these in fact do become part of the desired goals for the sustainability effort they will have to be aligned with the organizational culture in order to be implemented in the organization.

8.3 General Implications

As mentioned in the methodology part of this thesis we will not, due to the study of a single company, be able to draw a general conclusion that the success of a sustainability implementation process is a direct causality of a company's culture, but we can draw the conclusion that it is a contributing factor that should be considered. Our study gives implications for how the culture can be used to facilitate the implementation of sustainability and what might stifle it and hence should be avoided. Thus, managers should be aware of the power of the constituent parts of the organizational culture. The extent to which other companies can apply our conclusions may differ

since they might operate under different prerequisites and, thus, we believe that the major conclusions from our study mainly can be applied to other companies similar to Boliden. Boliden was selected as an interesting organization to study due to the fact that it first, experiences pressure from its surrounding society to act sustainably since it effects the environment and secondly, is in the process of implementing sustainability within the organization and, thirdly communicates this to its other interest groups. Moreover, as explained in the expected contributions we believe the findings to be concentrated to a Swedish context due to differences in laws, customs, and external pressures. Thus, organizations with similar conditions should perhaps be the ones most likely to benefit from this study.

However, some general implications can perhaps benefit additional companies that do not follow these above mentioned criteria. An alignment that supports the work with sustainability between the different aspects of the organizational culture has shown to be vital in terms of implementing sustainability and this could perhaps apply to other organizations as well. Boliden has a specific culture that will affect its work with sustainability and other organizations will have differing cultures but implementing sustainability and assuring alignment between aspects of organizational culture is still vital and will play a role. However, what role it will play maybe different than that of Boliden. Furthermore, the case study shows that implementing sustainability is in fact a continuous process and even though Boliden has reached a level of maturity of its sustainability purpose that is quite advanced there are still improvements to be made. Thus, organizations that already have sustainability as a part of their culture can still recognize this and work on continuously improving. In the introduction we argued that organizations not only have an incentive to act sustainably in order to gain legitimacy but also to be able to operate in the future. Since the work with sustainability is a process that will persist and company culture has been identified as important for the success of this implementation process, managers of companies should strive at creating a company culture that is aligned and supportive of the sustainability effort of the organization.

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10 Appendices

10.1 Interview Questions for Employees

Organizational culture:

- Can you describe the organizational culture?
- Do you experience the culture as weak or strong?
- Has the organizational culture changed since more focus has been given to the sustainability effort? How?
- Which role do you believe the organizational culture has when Boliden implements sustainability?
- Do you believe management is engaged in the sustainability questions? Are employees?
- Does the organizational culture support changes in the organization and the way of work?
- How does management communicate with employees?
- How does information spread throughout the organization?

Sustainability:

- Have you received any education regarding sustainability at Boliden?
- How does further education about sustainability occur?
- Are organizational structures in line with the sustainability effort?
- Are HR activities structured in a manner that supports the sustainability effort in for example employment, education, reward systems, mentorship etc? How?
- What are you expected to know about Boliden's sustainability effort?
- Is sustainability at Boliden important according to you? Why?
- Are you motivated by questions regarding sustainability? Why/Why not?
- Are you aware of the values of Boliden that can be found in the New Boliden Way?
- Do you believe these values to be important and guiding you in your job? How? Why/Why not?
- Do you believe you are given the appropriate tools in order to perform what is expected of you?
- Do you usually suggest improvements to job assignments and the sustainability effort?
- Do managers listen to these suggestions? How are these suggestions treated?
- Do you have a clearly defined area of responsibility in your job?
- Do managers and leaders inspire continuous improvements of work assignments and sustainability matters? How?
- What do you know about Boliden's work with sustainability? Do you know about the sustainability strategies?
- Are you able to participate in the design of these strategies through two-way-communication?
- Do you believe these strategies to be relevant in your daily work and do you attempt to integrate these to your own job assignments?
- How would you want the organizations internal communication of sustainability to be?
- Is the organizational culture at Boliden characterized by a commitment to sustainability? How?

- Do you believe it's important that you contribute to the work with sustainability at Boliden or is it better managed by leaders?
- Do employees see themselves as actors of sustainability within the organization? If not, which obstacles exist?
- Are present internal policies consistent with the necessary sustainability culture?
- Do you identify with the organization? In what ways? Why not?
- How clear is communication both in terms of sustainability and other matters?
- How does Boliden communicate with itself?
- How are decisions being made?

About leaders and managers:

- What are your feelings regarding the managers at Boliden?
- How centrally ruled is the leadership?
- Do you have the freedom to perform job assignments and solve problems independently?

10.2 Interview Questions for Managers

Organizational culture:

- Can you describe the organizational culture?
- Do you experience the culture as weak or strong?
- Has the organizational culture changed since more focus has been given to the sustainability effort? How?
- Which role do you believe the organizational culture has when Boliden implements sustainability?
- Do you believe management is engaged in the sustainability questions? Are employees?
- Does the organizational culture support changes in the organization and the way of work?
- How does management communicate with employees?
- How does information spread throughout the organization?

Sustainability:

- Have you received any education regarding sustainability at Boliden?
- How does further education about sustainability occur?
- Are organizational structures in line with the sustainability effort?
- Are HR activities structured in a manner that supports the sustainability effort in for example employment, education, reward systems, mentorship etc? How?
- What are you expected to know about Boliden's sustainability effort?
- Is sustainability at Boliden important according to you? Why?
- Are you motivated by questions regarding sustainability? Why/Why not?
- Are you aware of the values of Boliden that can be found in the New Boliden Way?
- Do you believe these values to be important and guiding you in your job? How? Why/Why not?
- Do you believe you are given the appropriate tools in order to perform what is expected of you?
- Do you usually suggest improvements to job assignments and the sustainability effort?
- Do managers listen to these suggestions? How are these suggestions treated?

- Do you have a clearly defined area of responsibility in your job?
- Do managers and leaders inspire continuous improvements of work assignments and sustainability matters? How?
- What do you know about Boliden's work with sustainability? Do you know about the sustainability strategies?
- Are you able to participate in the design of these strategies through two-way-communication?
- Do you believe these strategies to be relevant in your daily work and do you attempt to integrate these to your own job assignments?
- How would you want the organizations internal communication of sustainability to be?
- Is the organizational culture at Boliden characterized by a commitment to sustainability? How?
- Do you believe it's important that you contribute to the work with sustainability at Boliden or is it better managed by leaders?
- Do employees see themselves as actors of sustainability within the organization? If not, which obstacles exist?
- Are present internal policies consistent with the necessary sustainability culture?
- Do you identify with the organization? In what ways? Why not?
- How clear is communication both in terms of sustainability and other matters?
- How does Boliden communicate with itself?
- How are decisions being made?

Additional questions to managers:

- Is it difficult to get employees interested and engaged in the sustainability effort?
- How do you get them interested?
- Do you believe there is a culture that is characterized by the sustainability effort? Is there anything missing? What?
- What are the goals in terms of sustainability?
- How will you reach these goals? Do you think employees know about these goals and how they are expected to be achieved?
- Is there any attempt to affect the organizational culture in any way in order for it to be characterized by sustainability? How?
- According to you, what is the role of the organizational culture in the implementation of sustainability?
- How do you communicate with employees?
- In what ways do employees have the power to influence their job and the sustainability initiative?
- How do employees react to change such as the implementation of sustainability? Do you do anything to facilitate change?
- Are existing internal policies consistent with the needed organizational culture?