

Interloop Limited Case Study

A Journey from Ethics to Business Sustainability



Shamaila Gull

Completed by: July 27, 2015

Case approved by: Prof. Dr. Thomas Dyllick, University of St.Gallen, Switzerland

INTRODUCTION

This case study is aimed to highlight the distinguishing attributes of sustainable organizations in comparison with their traditional counter parts in the context of a developing country. The insights gained from this case study will be beneficial for the managers of other local textile organizations which are at the early stages of adopting sustainability as an emerging paradigm. The case study is written in the form of an organized journey comprising history, current status and future perspectives of the organization. Additionally, the case study examines the sustainability culture of the chosen organization for a deeper understanding of cultural characteristics of sustainable organizations. The interpretation of the organization with the Business Sustainability Typology Matrix will help to understand the multiple concerns, the values created and perspectives adopted by sustainable organizations. Moreover, the case study will help the practitioners and academics to learn about the business sustainability practices from the perspective of a developing country by serving the following objectives:

1. Assess the sustainability position of Interloop based upon the on-going business practices.
2. Understand the cultural dimensions of Interloop from sustainability perspective.
3. Analyze the positioning of Interloop on Business Sustainability Typology Matrix presented by Dyllick and Muff (2015).
4. Contribute to a wider pool of case studies of sustainable organizations from various industries of different regions, to facilitate an exchange of know-how among practitioners as well as between academia and the business world.

The case study is part of a doctoral dissertation at the Business School of Lausanne (BSL), Switzerland and it is part of a cohort of similar case studies in different industries and in different regions of the world. The task includes identifying two sustainability leaders in a specific region of the world and analyzing their cases from a sustainability perspective. The organizations chosen are also recognized for their achievements and contributions to adopt and implement sustainability in their local geographical region.

The sample chosen for this research work is from the textile sector of Pakistan and the objective is to identify the core characteristics of sustainable organizations in Pakistani textile sector and share them with the purpose of facilitating other such organizations aspiring to adopt sustainability. The research work is based on both secondary and primary sources of data used to highlight the sustainability perspective of the organization. Additionally, the organization was chosen based on the following points:

- It had to be geographically located in Pakistan.
- It had to be a recognized sustainability leader in this region with some awards or third party certifications in this regard.
- It had to have significant contributions in social and environmental perspectives.
- It had to be ranked on the business sustainability typology from level Sustainability 1.0 to Sustainability 3.0.
- It had to be from the textile sector in order to provide a comparison base with other organizations of the same sector.

Once the organization was selected based on the above criteria, secondary data collection was done to gain an insight about the organization. Organizational news letters were also considered to gather the secondary data. The primary sources of data were SCALA survey results (which will be explained in later sections) and Interviews. For Qualitative Data, interviews were conducted for which 6 internal and 1 external stakeholders were taken as sample. An Interview Protocol was approved by the instructors of BSL keeping in view the specific research requirements. The details of interviewees are as follows:

Sr No.	Name	Designation
1.	Mr. Musaddaq Zulqarnain	Chief Executive Officer (CEO)
2.	Mr. Ghulam Qasim	Deputy General Manager EHS
3.	Mr. Muhammad Maqsood	Director Finance
4.	Ms. Fareha Zafar	Deputy General Manager OD
5.	Ms. Rahat	Deputy Manager Internal Audits
6.	Mr. Ghulam Mohauddin	Deputy General Manager Taxation
7.	Mr. Roudy Damen	CEO Euro Sox

OVERVIEW OF TEXTILE SECTOR OF PAKISTAN

The textile sector is considered to be the backbone of Pakistan's economy. Pakistan is the 8th largest exporter of textile products in Asia. This sector contributes 9.5% to the GDP and provides employment to about 30% of the manufacturing workforce of the country (Tribune, 2013). According to this report, Pakistan is the 4th largest producer of cotton with the third largest spinning capacity in Asia after China and India, and contributes 5% to the global spinning capacity. For Pakistan as one of the leading producers of cotton in the world, the development of a textile Industry thereby, making full use of its abundant resources of cotton, has been a priority area towards industrialization. There are 1,221 ginning units, 442 spinning units, 124 large spinning units and 425 small units which produce textile products. The significance of the textile industry in Pakistan's economy can be gauged from the fact that it contributes more than 67% to the total export earnings of the country makes up 27% of added industrial value, and constitutes 31% of total manufacturing investment.

Among the crucial challenges that the Pakistani textile industry is facing today, the most important are how to improve the labor exploitation and reduce its environmental footprint to the international standards. At present, the textile sector is not only depleting natural resources but also seriously affecting the quality of life. For instance, there is random disposal of industrial waste water along with substantial atmospheric pollution by the textile sector. Such activities require proper legislation by the regulatory authorities, for instance, Pakistan Environmental Protection Act (PEPA) in order to control the environmental issues. However, the compliance requirements for textile exporters are the main driving force in this industry. Compliance with

internationally defined standards for air emissions, waste water disposal and use of hazardous chemicals is a global demand by end users thus encouraging the organizations to reduce their environmental footprint (Interview Qasim).

Similarly, another major challenge faced by the industrial sector of Pakistan is the social and ethical impacts of the business activities. The textile sector not being an exception faces the pressures of social and ethical compliance like other business sectors in the country. Lack of awareness, low literacy rate, workforce exploitation, inappropriate safety measures and discrimination are major causes of social and ethical challenges faced by the industry. The current global business environment is motivating organizations to consider the full social and ethical impacts of their corporate activities and policies. Global warming, depletion of the ozone layer and child labor are examples which have forced the corporate world to reconsider and redesign their business so as to reduce the negative social and environmental footprints. Those companies which are able to demonstrate a responsible approach towards broader social and ethical issues gain a competitive edge and inspire the confidence of stakeholders such as clients, investors, local communities and consumers. Moreover, in order to address these issues and to satisfy their stakeholders, textile organizations are increasingly gearing towards social certifications such as OHSAS 18001¹ (occupational health & safety assessment series) and SA8000².

The textile sector like other sectors of the country is striving for sustainable development by addressing the environmental and social issues along with economic interests. However, social, cultural and economic barriers are hindering any effort to solve the environmental and social issues as per desire. Textile organizations are adopting different measures to comply with international standards by addressing the burning issues of environmental and social aspects. The textile organizations well understand the fact that international clients can only be attracted by addressing these issues which will ultimately improve the economic situations as well. This is mainly because of the reason that international clients demand socially and environmentally sustained supply chains (Interview Zulqarnain). The demands of big international clients such as NIKE, Puma, Adidas and many more have changed the nature of competition in the textile sectors of Asian countries and as a result these countries are making changes in their textile manufacturing according to the needs and demands of modern customers at the global level which has helped them to stay in the competition (Tahir & Mughal, 2012). China can be taken as one of the best examples in this regard.

The enhanced focus on social and environmental issues in the developed world has influenced the developing world as well. One reason for this influence is the international trade between the organizations operating in

¹ OHSAS 18001 is an *Occupation Health and Safety Assessment Series* for health and safety management systems. It is intended to help an organization to control occupational health and safety risks. It was developed in response to widespread demand for a recognized standard against which to be certified and assessed. Essentially, OHSAS helps in a variety of respects... it helps: minimize risk to employees/etc; improve an existing OH&S management system; demonstrate diligence; gain assurance; etc. The benefits can be substantial (OHSAS 18001, 2015).

² The [SA8000 Standard](#) is the central document of our work at SAI. It is one of the world's first auditable social certification standards for decent workplaces, across all industrial sectors. It is based on the UN Declaration of Human Rights, conventions of the ILO, UN and national law, and spans industry and corporate codes to create a common language to measure social performance. It takes a management systems approach by setting out the structures and procedures that companies must adopt in order to ensure that compliance with the standard is continuously reviewed. Those seeking to comply with SA8000 have adopted policies and procedures that protect the basic human rights of workers (SA 8000 Standard, 2015).

developed and developing regions of the world. For instance, *“while human rights clauses have been included in all new general cooperation and trade agreements negotiated by the EU since 1995, in 2008 they began also to include sustainable development chapters. These contain obligations to respect labour and environmental standards, with a clear reference to core labour standards as defined by ILO conventions”* (Ambrogio, 2014) . This report was focused on textile sectors of Asian countries, Pakistan being one of them. International organizations operating in economically developed regions of the world and having advanced knowledge about social and environmental issues want their suppliers to be as responsible towards these issues as they are. As the textile sector of Pakistan serves many international clients so it becomes more vulnerable of losing its clientele if it fails to meet the social and environmental standards defined by its sustainable customers. However, it is important to mention that with the increased awareness among developed societies about the challenges faced by the planet, the concerns of industrial sector in Pakistan have also started moving beyond the compliance towards addressing environmental, social and economic concerns altogether.

ABOUT INTERLOOP

With increased awareness concerning societal challenges, organizations around the globe have started realizing their responsibility towards the social and environmental concerns in addition to their economic challenges. Among these companies is also Interloop Limited, located in the sub-continent region of South Asia, Pakistan. Interloop is an unlisted public company with majority shares owned by one family. The company is one of the world’s largest sock manufacturers and exporters with hosiery being its core business. It has an annual turnover exceeding \$250 million (Company Business, 2014). Besides hosiery, Interloop is a reputed manufacturer of quality yarn. It is a vertically integrated organization with in-house spinning, yarn dyeing, knitting and finishing facilities. Interloop Limited was established in 1992 with only 10 knitting machines on the floor but currently, Interloop houses over 3,500 knitting machines, 46,704 ring-spinning spindles and has more than 13,000 employees (Company Business, 2014). The Company offers a wide range of socks with various quality levels and price points in line with all types of customers including brands, retailers and specialty stores, in addition to its quality yarns for denim, hosiery and the weaving industry.

In-house designing, product development facilities and a recently established Research & Innovation Center, with a team of technical experts, have paved the way to serve Interloop customers' needs well in time. Being a full service supplier, Interloop offers a unique set of services besides offering a quality product. This includes, but is not limited to market intelligence, trend projections, product design and development support, VMI³ (Vendor Managed Inventory) services and distribution centers offering pick and pack services across the Globe (Company Business, 2014). This unique combination of product and service differentiates Interloop from the rest of the textile companies in the world and hence Interloop has the privilege of providing services to such leading retailers as JCPenny, H&M, SportMaster, Tesco, C&A, Penney, Primark,

³ Vendor-managed inventory (VMI) is a family of business models in which the buyer of a product (business) provides certain information to a vendor (supply chain) supplier of that product and the supplier takes full responsibility for maintaining an agreed [inventory](#) of the material, usually at the buyer's consumption location (usually a store). A third-party logistics provider can also be involved to make sure that the buyer has the required level of inventory by adjusting the demand and supply gaps. This is one of the successful business models used by [Walmart](#)

ASDA, Payless, Family Dollar and LIDL. For brands, it is serving Nike, CK, Puma, Tommy Hilfiger, Reebok, Medipeds, Wilson and CAT.

Ethical Foundation of the Company

This family owned business is considered to be a progressive organization in local textile industry with annual turnover exceeding \$250 million and impressive international clientele. This perception about the company is primarily based on the ethical values of its owners which they brought in from their family background and embedded in their business operations for community welfare. The ethical mindset of the Interloop's owners became a primary motive for them to accept the social, environmental and economic challenges faced by the company. Furthermore, this ethical perspective of Interloop makes compliance pressures from customers, a secondary motive to address these challenges. While starting the discussion about his organization, the CEO of Interloop said,

"This business evolved in a slightly different way as we based all our functions on ethical grounds. The purpose was never to make money but the emphasis was on developing our human resources and achieving financial sustainability from a community point of view".

(Interview Zulqarnain)

The CEO explained that the company has always wanted to gain financial sustainability as a result of its ethical practices and not by doing its business in a traditional way with a core focus on profit maximization. The above mentioned words show the commitment that since its foundation in 1992, Interloop Limited has adopted the ethical business practices for the larger good of the community. However, these practices were initially not included in the company's formal terminology such as Corporate Social Responsibility or Sustainability. Additionally, adopting ethical practices was itself a challenge while operating in Pakistan as there was no role model or guiding institution in this part of the world during the decade of the 90's, especially in the textile sector (Interview Zulqarnain). Interloop's preliminary business perspective was conventional and focused on meeting the economic expectations for its owners and investors. However, this conventional focus never set aside the ethical principles of the founders which they brought in from their family values. The CEO explained that the economic responsibilities were never met at the cost of community and employees' health & safety. This ethical mindset of the top management not only trickled down inside the organization but it was also very much appreciated by the employees. One of the employees shared her views about being affiliated with Interloop as follows:

"People feel proud and safe at Interloop. They have mental satisfaction for being associated with a company that ethically owns its responsibilities without any legal requirement".

(Interview Rahat)

THE JOURNEY OF SUSTAINABILITY

The journey of sustainability covered by Interloop took many different turns while progressing towards sustainability. The reflections of this journey of sustainability at Interloop start with its commitment to go beyond the compliance for the welfare of the society at large. This first phase i.e. *Going beyond the Compliance* initiates with the organization's engagement in CSR activities for internal stakeholders and steadily moves along the challenges of CSR for the external stakeholders of the company. The second phase i.e. *Triple Bottom Line Approach (TBL)* focuses on addressing the broader social and environmental issues faced by the company along with its economic concerns. These phases will be described through the historical milestones achieved by the organization over a period of time. The case study will then continue with the current status of Interloop explained through the interpretation of the SCALA survey results and positioning of Interloop in the Dyllick & Muff Business Sustainability Typology Matrix (Dyllick & Muff, 2015). Lastly, future perspectives of the organization will be discussed along with a crucial enabler that was adopted by Interloop to implement sustainability.

Historical Milestones

This section will cover the historical milestones of Interloop Limited which were achieved during the journey of sustainability. These achievements will be described in two phases: going beyond the compliance and TBL approach to adopt the business sustainability. The discussion will provide an insight as to how Interloop became the only choice, in the local region, for its international clients such as NIKE, Puma, Adidas and many more which wanted to do their business with a company free of social and environmental charges.

Phase 1: Going Beyond Compliance

The competitive challenges have forced the textile sector of Pakistan to comply with their customers' codes of conduct on social and environmental practices. These compliance pressures act as main driving force for the local textile organizations to move beyond their economic interests.

"The complexities of the external environment are increased by the need for compliance with global standards on issues such as health and safety, quality management, labour practices, ethical and environmental concerns. Meeting such standards is considered increasingly necessary to enter into global value chains in textiles, garments and horticulture."

(Nadvi, 2009)

However, Interloop's ethical perspective has made these compliance pressures a secondary motive behind their responsible business operations. The organization started its journey towards sustainability by voluntarily owning its responsibility to think and go beyond the economic interests and compliance pressures. Interloop had initiated the community welfare projects since early years of its foundations by engaging in Corporate Social Responsibility (CSR) endeavors. This initial focus was mainly triggered by the ethical mindset of the Interloop's management which embarked the organization on this remarkable journey of sustainability. The CSR contributions of Interloop which were made beyond the compliance pressures from its international customers are described below:

Internal CSR Engagements:

The concept of CSR is widely understood by the corporate world in its true meaning. There are many definitions of the concept with a common base line of doing well for the society beyond the economic and legal obligations. One such definition is:

“Actions of firms that contribute to social welfare, beyond what is required for profit maximization, are classified as Corporate Social Responsibility (CSR)”.

(McWilliams, 2000)

Few CSR initiatives of Interloop which they took in early years of their foundation by acknowledging their ethical responsibility are described below. These initiatives set an example for other local textile organizations to see beyond their strategic interests for the betterment of their internal stakeholders.

Employee Safety: Things began with an increased focus on improving the working conditions and safety measures for the employees. The safety of the employees was assured at every level to keep the employees committed and motivated. Workplace safety requirements were met by following successful HR practices and creating awareness among employees through related training programs. Regular training programs were conducted in this regard which not only created awareness for workplace safety among employees but also made them cautious of how to avoid workplace hazards. This enhanced focus of Interloop’s management on humanizing their work environment also resulted in creating an inspiration for other local textile organizations to achieve their corporate goals without compromising on the basic social issue of employees’ safety (Interview Mohauddin).

Changing the Culture of Blue Collar Supervisors: The labor exploitation in the form of child labor, unhealthy working conditions and discrimination are common issues in developing countries such as Pakistan, India and Bangladesh. These issues are mainly faced by the blue collar workers of the industry and the key reason behind these issues are the un-educated and un-trained supervisors working in different industrial sectors including the textile sector. In the mid 90’s time period, Interloop started focusing on changing the culture of blue collar supervisors by emphasizing the need of having a considerate behavior towards the skilled labor by understanding the fact that skills are a “hard kept secret” for any organization (Interview Zulqarnain). The purpose was fulfilled by bringing in more educated and skilled people who could understand the need of social reforms within the organization. These social reforms emerged out of the ethical values of Interloop’s management and were a step forward towards reducing the labor exploitation of blue collar workers from the textile sector of Pakistan.

Adopting NEQs and PEPA: Doing business in an environment lacking proper legislation and accountability is a big challenge for almost every organization. Law enforcement in this region of the world has always been weak and left the companies in a void with regard to their social and environmental responsibilities. Given these circumstances, this makes those organizations exceptional which fulfill their legal obligations on a voluntary basis.

Along with social transformation, Interloop was also concerned about the environmental situation and implemented all the National Environmental Quality Standards (NEQs) (The Gazette of Pakistan, 1993) as required by the law. Interloop was among the pioneer organizations in the textile sector of Pakistan which started paying attention towards environmental protection at a time when no significant organization in this

region was highlighting the potential threat of environmental hazards by following the parameters mentioned in NEQs. Moreover, the adoption of the Pakistan Environmental Protection Act (PEPA, 1997) further strengthened the image of Interloop as an environmentally responsible organization. PEPA was established for the protection, conservation, rehabilitation and improvement of the environment, for the prevention and control of pollution, and promotion of sustainable development. Adopting PEPA when no other organization in the textile sector was even aware of such laws identified Interloop as one of the pioneer organizations. Moreover, addressing the potential environmental threats of land, air and water pollution and implementing the NEQs and PEPA were important steps for Interloop to gain the status of a very progressive organization in the region.

For Interloop, their ethical and legal engagements not only created their good will as an ethically responsible organization but also led the organization to accept the challenges of social responsibility beyond the compliance pressures.

External CSR Engagements:

Ethical foundations were at the basis of Interloop's thinking which centered on the larger good of the community. The decision to engage in CSR activities for the company's external stakeholders was made easy due to the positive outcomes of the internal engagements, such as increased employee commitment, decreased employee turnover and improved clientele. The ethical values of the top management, inherited from their family and which they brought into their family business, acted as a main driving force for Interloop to serve the larger community even outside the organization. Moreover, Interloop's management was fully aware of the responsibility of giving back something to the society which had allowed them to run their business successfully over the years. The top management wanted to extend the social transformation, which initiated within the organization, to the wider community around them.

Investing in community welfare projects was a big step taken by Interloop in the local textile sector. These investments to community welfare projects created good will for Interloop not only among internal but also among its external stakeholders. Moreover, this step was taken in a context where limited resources, lack of basic necessities such as electricity, lack of proper infrastructure, lack of technological facilities and above all lack of ethically responsible attitudes among employees had always been hindrances for local textile organizations to invest in such projects. Due to these hindrances, many other organizations still consider these CSR commitments an extra burden on their profitability which is already limited in a developing country like Pakistan.

In the following discussion a few prominent CSR contributions of Interloop for the external community will be described. These contributions changed the organization's image in the minds of its stakeholders and served as a base to embrace the idea of Business Sustainability.

SOS Villages: In line with its ethical and social commitments, Interloop got involved with SOS Children's Villages Foundation in Faisalabad, Pakistan chapter in 1998. An independent housing block for 10 SOS villages were built in collaboration with a client Dobotex International⁴, one of the ethically and socially responsible organizations which donate generously for such noble causes (In the Loop, 2013). This contribution came out

⁴ Dobotex International is the exclusive licensing partner of various worldwide A brands in fashion, sport and sport-lifestyle segments. Founded in 1979 and located in Netherlands. It mainly deals with Puma and Tommy Hilfiger. <http://www.dobotex.nl/>

of the socially responsible mindset of Interloop's top management. It strengthened the image of the company among the external community members as it was a step towards raising the standards of life for less privileged children of the society.

Rehabilitation of Earthquake Victims: Another evidence of the CSR engagement of Interloop was witnessed when there was a disastrous earthquake in the northern areas of Pakistan in 2005 causing massive destruction in the affected areas and displacing more than 200,000 families (The News, 2012). The catastrophe witnessed devotion and humanity from people of all walks of life including the corporate sector. Interloop quickly made a plan to set up a tent village in the most affected area Muzaffargarh to accommodate victims that had been displaced from their homes. Many international organizations such as Caritas (an international NGO), OXFAM, UNICEF, WHO and WFP also came forward to help Interloop in this noble cause of rehabilitating victims. The efforts made by Interloop for the rehabilitation of homeless people of the affected area after this earthquake, were admired not only by the public but also by the corporate sector of Pakistan.

MOU with The Citizens Foundation: For CSR purposes, Interloop cooperates with non-profit organizations (NPOs) which are doing something worthy for the development of the nation and which are sustainable themselves (Interview Zulqarnain). An important achievement in this regard is the establishment of 14 schools, for less privileged children, in collaboration with a Non-Profit Organization, The Citizens Foundation (TCF).

In 2009, Interloop signed a Memorandum of Understanding with TCF which is Pakistan's leading non-profit organization in the field of formal education. This was another social welfare contribution which marked Interloop as an ethically and socially responsible organization in the minds of both the internal and external stakeholders. Initially, 4 schools were built again in collaboration with Dobotex International and later the number of schools increased over a period of time. Interloop proudly owns this contribution and gladly expresses its efforts for providing quality education to the less privileged in its newsletters as well.

"Interloop is committed to increase the literacy rate and provide quality education to the less privileged children without delaying it any further".

(In the Loop, 2013)

Investing in the educational field was highly admired by the stakeholders of the organization as the purpose was purely to educate the less privileged children of the society. The employees took pride in their affiliation with an organization that was committed to the societal welfare beyond its own economic interests. Until 2014, the number of schools had reached to 14 and it will be 30 according to the vision 2020 of Interloop (Interview Zulqarnain). A life-time endowment fund was established by Interloop to make these schools financially sustainable for a longer time period.

Flood Relief Activities: Pakistan has been affected by floods periodically. There was a disastrous flood in 2010 which severely damaged many parts of the country affecting around 20 million people. Interloop mobilized quickly to play its role and set up the Flood Relief Fund to collect donations. To support the displaced people, 90 houses were built at a cost of Rs. 28 million. Moreover, 100 tons of food essentials were distributed among sufferers with the help of Pakistan Armed Forces (CSR, 2014). This level of spirit for social service is rarely revealed by the corporate sector in Pakistan because of lack of interest, awareness and resources to be spent on social causes.

National Outreach Program: In 2013, Interloop signed an MOU with a leading national university of the country to support students from underprivileged backgrounds. To start with, an endowment fund was set to support one student per year. This program is the continuation of efforts taken by Interloop to support and spread quality education, from primary to higher levels, in order to raise the social standards for less privileged class in Pakistan. The CEO of Interloop shares his views about the program as:

“Our purpose to invest in the field of education is to enable the children to get a quality education without any class barrier”.

(Interview Zulqarnain)

All the above mentioned CSR endeavors were accomplished beyond what was required to be a compliant organization. The ethical mindset which was trickled down from the founders to the lower levels of the organization created an acceptance and encouragement for the CSR engagements. The organizational journey started with being an ethically responsible organization and gradually accomplished different milestones by extending its concerns from within the organization to the outer community. As a result, the positive responses from different stakeholders encouraged Interloop to further look for the wider societal issues.

Phase 2: Triple Bottom Line Approach

In the early 21st century transformations of the corporate world gained speed. Researchers further developed the concepts of ‘business ethics’ and ‘corporate social responsibility’.

“The story of CSR in the 21st century is a story of progressive business sensitization to systems and dynamics of governance beyond government, regulation beyond law, and responsiveness beyond responsibility”.

(Horrigan, 2007)

In doing so, the traditional notion of CSR was replaced, in many contexts, by the term **Sustainability** which started to strike the corporate world in a unique way. Sustainability is based on three pillars identified as the **Triple Bottom Line Approach** (Elkington, 1994) as compared to the more confined term of CSR (Horrigan, 2007). The three pillars or principles of the triple bottom line approach are defined to be environmental sustainability, social sustainability and economic sustainability.

Since the emergence of sustainability, the organizations were trying to balance out their economic concerns with social and environmental aspects thus serving the purpose of triple bottom line approach of sustainability. This was in stark contrast to the traditional business approach where corporate responsibility was more or less confined to profit maximization. However, the introduction of the triple bottom line approach changed the business perspectives of the corporate world altogether. There was an increased focus on social and environmental concerns by organizations in all parts of the world which very often also enhanced their financial strength. Financial strength serves the economic dimension of sustainability, which is one of the three pillars of sustainability. Subsequently, sustainability has become the emerging paradigm for those organizations who want to contribute to making this planet a safe place to live on.

From its engagement in CSR activities for the internal stakeholders to the engagements for external stakeholders, Interloop kept on darkening its shade of ‘GREEN’. Moving further, investing in environmental initiatives such as waste water treatment, biogas plants and waste management gave Interloop a first mover

advantage as no other textile organization launched any significant environmental protection initiative at that time. The environmental initiatives along with the company's engagement in CSR activities created a paradigm shift at Interloop from addressing two dimensional concerns i.e. economic and social, to three dimensional concerns i.e. economic, social and environmental. These three concerns represent the triple bottom line approach of *Sustainability* contributing to the sustainable development of the organization in a longer-term perspective. In order to serve these sustainability concerns, Interloop changed its business model to create value without compromising on any of these concerns. This change in business model mainly involved a position of making profit without damaging the environment and social values. For instance, the installation of water treatment plants not only protected the environment but also attracted various sustainable international clients for Interloop who were sensitized to sustainability challenges. Moreover, the change in business models and practices enabled the organization to get various third party certifications in recognition of their efforts in support of environmental and social concerns.

The environmental and social certifications, which will be explained later, along with its strong ethical foundation enabled Interloop to formally adopt *Sustainability* as a new outlook. This was a turning point for Interloop as it resulted in adding to its clientele a number of highly renowned international brands such as NIKE, Puma, Adidas and more. Such business giants had a clear focus on sustainability and were looking for sustainable suppliers as expressed by one of the representatives of Interloop.

“Top brands of the world consider sustainability as an important factor in selecting their suppliers. These brands believe in sustainability and encourage their suppliers to adopt sustainability measures”.

(Interview Maqsood)

These attractive customers proved to be a profit generating source for Interloop, thus, strengthening the growth of the organization. Economic growth of Interloop in turn enabled the organization to invest more in environmental protection and social uplifting of its employees, thus serving the true spirit of sustainability.

Environmental & Social Certifications: The organizations in Pakistan also started responding to the sustainability challenges since its emergence, like other organizations in different parts of the world. Keeping intact with their ethical paradigms, the management of Interloop also started focusing on addressing the social and environmental issues in a formal way. For this purpose, a more formal *Environmental Policy* was designed in 2002 that emphasized on protecting the environment by reducing all types of air, land and water pollution. The new policy involved more stringent measures of environmental protection including a tight control on air emissions, installation of water treatment effluent plants, solid waste management techniques and use of hazardous chemicals. This environmental policy changed the nature of Interloop's business perspective to a more responsible one as compared to the competitors. These persistent efforts for environmental protection, driven by both ethics and compliance pressures from the customers, made grounds for Interloop to get tangible proof of its environmentally responsible business operations. For this very purpose, in 2004, Interloop was certified with *ISO 14001* by SGS (Certifications, 2014) for adopting and practicing environmental protection measures in its business operations. SGS is the world's leading inspection, verification, testing and certification company which helps other companies to operate in a more sustainable manner. This certification helped Interloop to implement, maintain and improve on its environmental management system through its stated environmental policy. In the same year Worldwide

Responsible Accredited Production⁵ (WRAP) certificate was also awarded to Interloop for the socially and environmentally conscious business practices. “The WRAP Principles are based on generally accepted international workplace standards, local laws and workplace regulations which encompass human resources management, health and safety, environmental practices, and legal compliance including import/export and customs compliance and security standards” (WRAP, 2015).

Along with the environmental issues, social compliance was also dealt with responsibility at Interloop in order to make sure that the organization follows all the international standards and laws of social compliance i.e. child labor laws, health & safety laws and discrimination. This social compliance with international standards and laws led to another achievement of certifying the organization with SA8000 and OHSAS 18001 (Certifications, 2014) for fulfilling the social responsibilities, awarded in 2005 and 2008, respectively. These certifications ensure the safe working environment of the employees through continuous social audits on the following issues:

- Child Labor
- Forced or Compulsory Labor
- Health & Safety
- Freedom of Association
- Discrimination
- Disciplinary Practices
- Working Hours
- Remuneration
- Counseling and Psychology

For this purpose, a huge investment was done on employee health & safety measures taken by Interloop in terms of health screening of the employees working on plants, fire safety measures, handling dangerous chemicals and better and secured infrastructure. This enhanced focus by Interloop on safeguarding the social concerns helped the organization to secure third party recognitions thus ensuring its clients of a safe and sound working system intact with its business operations. These third party certifications gave a competitive advantage to Interloop as there was no other significant organization in the textile sector of Pakistan which was certified for social practices at that time.

The compliance pressures from the foreign customers of Interloop were main drivers for these environmental and social certifications. The certifications resulted in retaining the lucrative foreign customers for Interloop who preferred to have suppliers with environmental friendly business operations. These customers contributed in improving the economic dimension of Interloop thus further strengthening the triple bottom line approach of the organization. People at Interloop understand this fact and express by saying:

“Along with other factors such as your values, goals and culture, financial health of a company is also a must for long-term sustainability”.

(Interview Maqsood)

⁵ WRAP is the world’s largest independent certification program primarily focused on the apparel, footwear and sewn product sectors. It is mainly social compliance certification given to the companies after ensuring their compliance with WRAP’s 12 principles. www.wrapcompliance.org

Establishment of an EHS Department: An important milestone in the journey towards sustainability was to establish an independent Environment, Health & Safety (EHS) department in 2007. This department was established in response to the emerging societal and environmental priorities and expectations (EHS, 2014). The EHS department was part of the paradigm shift that showed the importance of environmental and social concerns in the business operations. This department, since its establishment, has made historic contributions in reducing the environment and social risks for the organization as well as community. The department operates in four sections which are:

1. Compliance of Customer Code of Conduct (COC) and Certification

This section is primarily responsible for ensuring the conformance to applicable laws, regulations, policies and standards. It monitors the system and procedures to comply with legal, environmental and social requirements and reports on them.

2. Safety

The occupational health and safety practitioners at Interloop strive to foster the development of safety consciousness among employees in order to minimize the risk of injury to persons and damage to facilities on proactive basis. Education and training leads to safer practices amongst workers and are an integral part of the occupational health and safety program at Interloop.

3. Medical Health Unit

Interloop has established a round-the-clock medical health unit which provides not only the first aid treatment but also medical personnel and facilities to manage any possible workplace injury and infirmity. This initiative is to make sure the health and well-being of the company employees. Additionally, the unit is equipped with necessary medications, medical supplies and ambulances.

4. Environment

This section is responsible for taking measures to ensure that business activities do not harm the environment and are not instrumental in global climate change. Reducing the environmental footprint through energy substitutes, waste management, waste water treatment and other innovative ideas are the responsibilities of this section of the EHS department.

EHS department ensures the occupational health and safety of the employees by developing safety consciousness among them through various measures including specialized training programs. These training programs, since their induction, have helped in reducing the workplace hazards at the organization's premises by equipping employees with proper knowledge to deal with health & safety issues. Such efforts are highly exceptional in Pakistani textile sector where labor exploitation is considered to be a norm. Deplorable working conditions, occupational health and safety hazards and long working hours are compounded by denial of basic human rights for a large number of workers in the labor market of Pakistan (Ghayur, 1996). However, serious efforts of EHS have played a vital role in making Interloop one of the safest organizations to work in the local community through its safety measures such as fire safety, noise testing, safe use of chemicals and health awareness amongst employees. For instance, Interloop has maintained the accidental rate at around 0.1 for the last four years.

The required limit of this rate is 0.5 according to the international standards defined by OSHA⁶ for the textile sector. Moreover, severely bad working conditions for employees in many other textile organizations due to purely money making mind set has resulted in lowest employee turnover rate i.e. less than 5% at Interloop for the last four years (Interview Din).

The EHS department is committed to operating in a manner that reduces environmental, health and safety risks to its stakeholders (EHS, 2014) especially its employees and people living in the surroundings of the factory premises. The department is responsible for monitoring the proper adoption and implementation of environmental standards. Persistent environmental monitoring makes sure that air, land and water discharges are within the permissible limits identified through various standards such as NEQs. This department is also responsible for taking innovative measures for developing and adopting substitutes of natural energy sources. An important step in this regard is to produce energy through food waste materials collected from within the organizational premises.

The management of Interloop is very keen to enhance the department's capabilities by investing in new and innovative measures for protecting the environment. This department is not only contributing success to Interloop for becoming a sustainable organization but it is also setting a benchmark for other local organizations, as said by the CEO of Interloop.

"We needed to have a specialized department which has the professional expertise and reports directly to the top management. This department has its own key performance indicators (KPIs) entirely focused on providing healthy environment not only to our employees but also to the community as a whole. This department sets benchmark in the textile sector of Pakistan".

(Interview Zulqarnain)

These KPIs mainly include: Health & Safety, Waste Management, Energy Conservation, Water Purification and Emissions Control. Various steps and measures taken by the EHS department to address the sustainability concerns are explained below. All these efforts by Interloop have contributed in safeguarding the environment through multiple means in a context where majority organizations lack resources as well as the will to invest in such measures.

Air & Noise Testing: In continuation of the efforts exerted to address the social and environmental concerns of sustainability, Interloop started conducting Air & Noise testing for its employees in 2009. These tests are conducted by professionals from renowned laboratories such as 'At Waste' and 'Global Environmental Lab' (GEL) on a periodic basis. The quarterly monitoring of air emission sources is carried out to ensure that the emissions are under permissible limits. If there is any deviation from the permissible limits, the operation of that equipment is shut down immediately for subsequent remedial measures. Similarly the noise level within the premises is checked periodically to avoid any potential danger caused due to high level of noise generated by machines. These tests ensure not only the health and safety of people working within the organization, but also safeguard the environment for the outer community members living in the surroundings of the factory.

LEAN Resource Group: Since the adoption of *Sustainability* formally in 2008, there was an aggressive development in social and environmental protection measures taken by Interloop. Another stepping stone in

⁶ OSHA is part of the [United States Department of Labor](https://www.osha.gov/about.html). Its mission is to assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance. <https://www.osha.gov/about.html>

this regard was establishing LEAN Resource Group in 2010 as part of the Company's vision 2015. The purpose of this resource group is to adhere with LEAN Manufacturing practices, thus emphasizing on eliminating the non-value added activities such as 'Waste' from business operations. Interloop started its war on waste in 2009 and invested massively in training its teams to gain knowledge about Lean practices. One of the Interloop customers, Nike, trained all the plant managers in its Lean manufacturing training facilities in Vietnam and Sri Lanka (Lean, 2014) for minimizing waste. Interloop has a dedicated Lean Resource Group headed by an Executive Director to lead the transformation towards practicing Lean in its processes. An example in this regard is to produce socks from regenerated yarn which is made after recycling the wasted socks which would have been added otherwise, in the organization's waste. Interloop is fully capable in this technique to eliminate the wasted products by recycling them. This activity of recycling wasted socks and regenerating yarn is certified by the *Global Recycle Standard*. "The Global Recycled Standard is intended for companies that are making and/or selling products with recycled content. The standard applies to the full supply chain and addresses traceability, environmental principles, social requirements, and labeling" (Global Recycle Standard, 2015). According to the CEO of Interloop, such practices have resolved the waste management problems at factory's premises and a culture is developed for waste management pursuing the company's zero waste targets.

Implementation of 3R in Waste Management: A variety of waste streams and waste products are generated throughout Interloop's facility for which Interloop has an extensive waste management program focused on the 3R principle i.e. Reduce, Reuse and Recycle. All the wastewater produced from textile processing undergoes treatment before it is discharged to the environment. The hazardous wastes are safely handled and stored, and are sent either for recycling or for incineration. The non-hazardous waste, which includes left over socks, polythene bags, card-board, paper cones and cartons are collected from each department and are stored in a Waste Store before these are disposed off to recyclers. The aim is to minimize waste from all of the business activities and apply sustainable waste management and disposal methods through the waste management hierarchy of 'avoid, reduce, recycle, recover, treat and dispose'. Such activities help to safeguard the purity of the environment for all living beings.

Biogas Plant: Innovating and developing substitutes of natural resources to avoid their depletion is one of the most important requirements of sustainability. Keeping in view of this fact, Interloop is determined to conserve energy by all means. One of the several measures that Interloop has taken in this regard is the installation of a food waste treatment plant (or *Biogas Plant*) in 2012 to utilize solid food / kitchen waste. It is part of their comprehensive waste management system that emphasizes source reduction, reuse and recycling, and is based on the dictum that "Nothing Should Go Waste". The biogas plant is a modern portable organic waste treatment plant. It consists of kitchen waste shredding facilities, an anaerobic digester, biogas collection and compression systems, and piping for compressed biogas to take it to the canteen for using as part of fuel substitute for Liquefied Petroleum Gas (LPG). The plant has a capacity to treat 200 kg/day of food waste and if operated at full capacity, will be able to produce biogas equivalent to 200 kg of LPG/month (EHS, 2014). Although the gas produced through this plant does not meet the total energy requirements of the system, however, it fully consumes the kitchen waste of the company which would have otherwise been added into the environment. Therefore, this investment contributes to environmental protection through waste management, generating renewable energy source and LPG cost reduction.

Water Treatment Effluent Plant: In 2001, Interloop established its first waste water treatment *Effluent Plant* for reducing the water pollution created by discharge of hazardous materials into water drainages. This water

pollution is dangerous not only for human lives but also for other living beings. However, lack of awareness in this developing region has multiplied this problem by many folds. For instance, reduced marine life in the main river streams of the country due to contaminated water discharged by the industries. Interloop again acted as a pioneer in establishing such a water treatment plant to avoid the discharge of contaminated water into water streams.

As business activities of Interloop grew with the passage of time, this effluent plant became insufficient to treat the wastewater produced. Therefore, in continuation of its strong concern for environmental protection as part of sustainability measures, Interloop installed another state-of-the-art *Effluent Treatment Plant* in 2012. As the effluent from textile dye house is the potential environmental issue, Interloop now has state-of-the-art effluent treatment plants at every manufacturing unit to effectively undertake treatment requirements. The organization considers these effluent treatment plants as an investment for future generations (EHS, 2014) because the world's clean water resources are depleting with every passing day. Water pollution is the biggest threat to clean water resources and the problem is becoming worse with industrial expansion especially in third world countries where the level of awareness is not high. Interloop understands the responsibility towards its environment and has always takes measures to reduce such impacts on environment. The operation of these activated sludge based effluent treatment plants is round the clock which is meeting not only the standards defined by NEQs, but also some more stringent parameters of environmental protection from the world's leading brands. The largest effluent treatment plant at Interloop has the capacity of treating 180m³ of waste water per hour which is far more than the capacity held by many national / international organizations of the same size. The current capacity of Interloop for treating the waste water again gives it a competitive advantage over its competitors because the average capacity of effluent plants in the local textile sector ranges between 50-70 m³/hour. Moreover, Interloop also has a centralized laboratory to closely monitor the defined parameters and ensure that the effluent discharged into the environment is within safe limits.

Measuring Carbon Footprint: Carbon discharge in our environment is exceeding the ecological thresholds resulting in diverse environmental issues such as global warming and ozone layer depletion (Rockstrom, et al., 2009). This activity has created a global impact and organizations around the globe are trying to reduce their carbon footprint by adopting different stringent measures. Interloop, being an environmentally responsible organization, has been measuring its carbon footprint since 2012 on a voluntary basis. An integrated and organization wide effort is being done not only to reduce the carbon emission, but also to measure carbon footprint of the organization. Currently, Interloop is the only organization in the local textile sector which is measuring its carbon footprint. Serious efforts in this regard have resulted in materializing the purpose and soon carbon footprint measures will be part of the reports published by the organization to show its sustainability contributions (Interview Zulqarnain).

Re-defined Company Values: Change in operational paradigms at Interloop for adopting and implementing sustainability also involved re-defining the company values for its stakeholders. Three dimensional organizational perspectives broadened the focus from shareholders to stakeholders involving the larger community for larger common good. The cultural values re-defined by Interloop are depicted as **i-Care**. The organization emphasizes these values to show its commitment towards having a safer place to work and live in. Interloop defines **i-Care** as:

- i----- Integrity
- c----- Care
- a----- Accountability
- r----- Respect
- e----- Excellence

These words encompass the three dimensional responsibilities i.e. environmental, social and economic; owned by the organization for making this planet a safe and healthy place to live in. Environmental protection, social uplifting and economic strength serve the three dimensional purpose of sustainability showing care for all the direct and indirect stakeholders of the organization. This slogan of cultural values at Interloop is very popular among the employees and makes them committed with sustainability goals and practices. A diagrammatic presentation of company values is given below:



Figure 1: Diagrammatic presentation of Organizational Values

The description given above about the journey of sustainability at Interloop shows an incremental progress of the organization since its foundation. An organization which was started with an ethical perspective soon indulged itself into CSR endeavors and persistently entered into the realm of sustainability by adopting TBL approach. This journey shifted the organization's two dimensional perspectives i.e. economic and social; into three dimensional business perspectives i.e. environmental, social and economic. Interloop's journey can be exemplified to various traditional organizations in this or may be other developing regions of the world for identifying the possible ways by which they can start moving towards sustainability.

Current Status

The historical milestones achieved by Interloop embarked it on the status of a sustainable organization following the *Triple Bottom Line* approach as its core business perspective. This approach has secured a special position for Interloop in the textile sector of Pakistan as no other organization in local textile sector has done much significant work to address sustainability issues. The efforts done by Interloop towards a safe and healthy planet for future generations to live in have altogether changed the image of organizations which are based in developing countries. The organizations which are at the initial stages of adopting sustainability can learn a great deal from the past and today of sustainability leaders such as Interloop.

Interloop today is considered to be a non-traditional organization with a long-term focus on strengthening the business finances without compromising the environmental and social factors. In this section of the case study, current status of Interloop will be explained with the help of the SCALA survey results and interviews. These results will explain as to how Interloop today is known as one of the Sustainability Leaders in textile sector of South Asia, Pakistan.

The SCALA survey was used as a Quantitative Measure of data to be used in the case study. It was conducted organization-wide as an online survey through self-administered questionnaires sent to employees on their email addresses. The survey comprised 30 questions developed by Miller Consultants, 10 questions added by Business School of Lausanne (BSL) and 2 questions added by the researcher to gain an insight into specific research needs. The sample size was N= 84 after having a response rate of almost 70%. The sample was chosen in consultation with Interloop's management through a random sampling technique and it represented almost 20% of the population i.e. Executives / Managers of all management levels. Demographically, the respondents were 93% male and 7% female. Organization-wide survey involved 1 C-level Executive, 19 Senior Managers, 49 Mid level Managers, 14 First line Managers and 2 from other positions. According to age groups, 3 respondents belonged to the age group of 51-60 years, 24 respondents were of 41-50 years of age, 53 respondents belonged to 31-40 years age group and 4 respondents were between 20-30 years of age. The Deputy Manager Protocol and Travel Ms. Faryal Sohail was the coordinator in the sample selection for the survey as well as the interviews.

It is important to mention that the SCALA survey shows highly positive results for Interloop on various dimensions. This is possible due to the reason that no other significant Pakistani textile organization has yet taken the environmental and social initiatives to this extent. These highly positive results were also endorsed by the stakeholders who were interviewed for the purpose of developing this case study.

SCALA Survey

The purpose of the Sustainability Culture and Leadership Assessment (SCALA™) is to provide organizations with information about their organization's current capacity for executing sustainability strategies. The SCALA survey at Interloop was done in collaboration with Miller Consultants and Business School of Lausanne, Switzerland to understand the extent to which sustainability is embedded into the culture of Interloop. The survey provides an insight into the organization's sustainability culture regarding six categories:

1. Organizational Leadership
2. Organizational Systems
3. Organizational Climate

4. Change Readiness
5. Internal Stakeholders
6. External Stakeholders

The results of the six categories mentioned above will now be explained to understand the culture of Interloop regarding sustainability. All the results are available in the report provided by Miller Consultants for Interloop Ltd.

Organizational Leadership

Responsible organizational leadership is required to implement sustainability within an organization. The commitment of responsible leadership gives a firm standing to the sustainability goals pursued by an organization (Bertels, Papania, & Papania, 2010). This responsible organizational leadership has a vision to assess the successful implementation of sustainability strategies and their consequences. According to SCALA survey 97.6% (N=84) of the respondents agree or strongly agree that the leadership of Interloop has a clear vision for sustainability while 92.9% respondents agreed that the leadership has a long-term view when making sustainability decisions. Interloop's historical commitments with environmental and social factors of sustainability clearly show that the leadership of Interloop has been personally committed with issues related to sustainability claiming their ethical base. SCALA results prove this personal level of commitment of Interloop's leadership with sustainability issues as 97.6% respondents agreed that Interloop has a clear business case for pursuing the goals of sustainability.

Sustainable organizations tend to integrate sustainability strategies into their decision making. This organizational tendency proves to be true for Interloop too as 96.5% respondents agreed that Interloop's leadership integrates sustainability into decision making. At Interloop this integration is done through engaging the heads of all the departments in designing the organizational goals and strategies including sustainability. This engagement ensures the diffusion of sustainability perspective to all the other employees of the organization working in various functional units. The EHS department plays a crucial role in this regard as it goes on to measure the sustainability related performance of these functional units. The performance is measured based on meeting the environmental and social standards set by third party audit teams such as WRAP, ISO and OHSAS.

The commitment of top management to organizational goals cannot be trickled down unless the employees get inspired by the examples and practices set by the management itself. Interloop's sustainable practices including an enhanced focus on environment protection, employees' health & safety and waste management techniques has inspired not only the employees but also many other stakeholders. SCALA results verify this quality of Interloop's leadership as 94.1% respondents (N=84) agreed with the statement that their leadership inspire others about sustainability-focused issues and initiatives. This inspiration successfully attracted big international brands such as Puma, NIKE, Adidas and many more to look for a sustainable supplier in this developing part of the world. Such clientele strengthened the economic base of the organization and also encouraged it to adopt more sustainability measures for environmental safety. Along with the international clients, other stakeholders also became inspired and showed their trust in doing business with Interloop due to its sustainable and ethical reputation in the market. Director Finance at Interloop was of the view point that stakeholders get inspired by the sustainable practices and ultimately show their commitment to work with a sustainable organization. He further said:

“All financial institutions of the country want to do business with us due to our ethical practices. Investing in sustainability is not an expense rather it is an investment for our future generations which pays back to the organization on long-term basis”.

(Interview Maqsood)

SCALA results also show that 96.6% respondents (N= 84) perceive Interloop’s leadership knowledgeable of the issues pertaining to sustainability. This is evident from various measures that Interloop has taken in order to address environmental and social concerns such as renewable energy sources, water conservation and workplace health & safety. These measures taken by Interloop are unique in the local region as competitive organizations lack knowledge as well as the will to address sustainability issues. This lack of knowledge and will restricts the organizations to take measured risks in pursuit of their strategies including sustainability. However, the opposite happens at Interloop where 96.5% respondents agreed that the leadership is perceived to be willing to take measured risks related to sustainability.

It can be inferred from the above discussion that organizational leadership i.e. top management at Interloop is fully committed with sustainability initiatives and is trying to diffuse the phenomenon to a larger community through its sustainable governing practices. These practices have become part of the organization’s culture due to continuous engagement and commitment of the leadership.

Organizational Systems

The head of EHS department at Interloop claimed that sustainability is embedded into their daily operations and systems due to continuous reinforcement of its importance and benefits for the society as a whole (Interview Qasim). This claim is endorsed by the SCALA results where 83.9% of the respondents (N=84) agree with the statement that the company has embedded sustainability into the operating procedures and policies. For this Interloop has adopted an organization wide approach by involving people working at all levels of management into sustainability concerns through frequent training and other awareness programs. This is further confirmed by SCALA respondents as 79.1% agree that organization has an enterprise-wide management system for sustainability. Sustainability goals assigned to various departments are continuously monitored and measured by the EHS department. The organization’s leadership also rewards the innovative ideas addressing sustainability issues and such rewards are linked with sustainability based performance. The case is endorsed by SCALA results where 74.7% respondents agreed that the company has integrated sustainability-related goals into the performance management system and 64.6% respondents agreed to the statement that rewards and compensation are clearly linked to the organization’s sustainability goals. However, 23% of the respondents neither agreed nor disagreed with the statement which is possibly due to the reason that these employees are not sure of the fact that the company has taken sustainability as one of the criteria of giving reward and compensation to the employees as endorsed by the majority of the respondents.

When sustainability is embedded into the daily operations / systems of the organization, a *Sustainable Culture* is developed within that organization. This sustainable culture in turn supports the development of new business models focused towards the betterment of the environment, society and economic well-being of that organization. Interloop over a period of time, has developed such capabilities which are required to instill a sustainable culture within the organization.

Organizational Climate

The organizational climate is one of the most commonly used variables to describe the organization's internal context (Zhang & Liu, 2010). SCALA measured the perception of employees about the internal context / environment of Interloop by taking trust, learning and innovation into consideration to understand the organizational climate. According to SCALA results 86.2% respondents (N=84) of Interloop agree or strongly agree to have a high level of trust within the organization and 89.6% respondents believe that a commitment to sustainability is essential to the company's success in the long-term. Interloop's commitment to implement sustainability strategies have made their organizational climate more conducive for learning as depicted by SCALA results where 100% of the respondents agree or strongly agree that learning is the core focus at Interloop Ltd. However, in the SCALA survey 78.1% respondents agree that their organization encouraged them to learn about sustainability from external sources. It can be inferred from these results that sustainable organizations tend to have their core focus on learning and development of their employees. Similarly, a very high percentage of respondents i.e. 93.1% believe that the rewards are directly linked with innovation at Interloop. Endorsing the SCALA results about organizational climate, an interviewee responded by saying:

"We have suggestion boxes throughout our premises and employees are encouraged to give ideas on how to improve the environmental and social conditions. Innovative and good ideas are rewarded which makes employees feel proud".

(Interview Rahat)

Overall responses of SCALA results show that Interloop's climate is encouraging towards bringing positive changes such as sustainability practices into the organization's internal environment.

Change Readiness

Change readiness describes that how committed employees of an organization are to implement the organizational change (Weiner, 2009). Interloop has always been keen to bring incremental changes within the organization which could ultimately impact the environment and the society as a whole in a positive manner. This has also been endorsed by SCALA results in which 97.7% (N=84) respondents believe that Interloop has a strong track record for implementing incremental change successfully while 88.5% support the view of having a strong track record for implementing large-scale change successfully at Interloop. However, interviewees stated some change resistance among employees while adopting non-traditional business practices, focused on environmental protection and social uplifting, which was dealt amicably through training and other awareness programs.

An organization basically challenges status quo when it decides to bring in some positive change in its practices. SCALA survey shows that 69.1% of respondents agreed that Interloop actively challenges the status quo. As the implementation of sustainability strategies was considered to be a change in traditional ways of doing business and required a high level of change readiness among employees, as a result, the current status of Interloop makes it a strong case for a sustainable organization considering the past behavior of the organization.

Internal Stakeholders

Sustainable organizations understand that internal stakeholders i.e. employees play an important role in sustainable development of an organization. Such organizations are more concerned about the career

development, skill enhancement and safe working conditions of their employees (Eccles, Ioannou, & Serafeim, 2011). This enhanced concern for employees' interests and needs not only creates employee motivation and engagement but also develops an atmosphere of trust within that organization resulting in transformation of behaviors to support sustainability (Eccles, Perkins, & Serafeim, 2012). Interloop being an ethical organization has always valued its employees and therefore won the trust of its employees resulting in increased employee engagement.

The engagement of internal stakeholders / employees is ensured at all levels of the organization and personal sustainability goals are assigned to employees for which their evaluation is also done (Interview Rahat). SCALA results support the same argument of engaging internal stakeholders in sustainability efforts with 82.7% respondents (N=84) falling towards agree or strongly agree. Similarly, 90.8% respondents perceive that by and large, people are engaged in work that is connected to sustainability goals. Furthermore, 87.4% respondents of the survey also believe that Interloop values them and their contribution. These results clearly show that the importance of employees is well understood by Interloop and is of utmost significance for creating long-term values. The CEO of the organization stated his view about sustainability and internal stakeholders as:

“Our company gets the attention of talented workforce due to our sustainability practices”.

(Interview Zulqarnain)

External Stakeholders

An organization cannot implement its business strategies without engaging its external stakeholders. The external stakeholders may include customers, suppliers, business partners, competitors, related non-profit organizations, government and other pressure groups (Robbins & Coulter, 2010). Sustainability as an emerging business strategy needed to have an active stakeholders' engagement which was well understood by Interloop right from the initial stages. The details are as follows:

Interloop is engaged with such business partners that have a clear vision for sustainability. SCALA survey results show that Interloop has mechanisms to actively engage with external stakeholders about its sustainability efforts. This view was supported by 77% respondents (N=84) of the survey.

“Business sustainability is an added value and it has a return but+ for that organization must return some of its profit back to the society.”

(Interview Damen)

The CEO of Euro Sox, (one of the international clients and strategic partner of Interloop) Mr. Roudy Damen, admired the progressive pace of Interloop towards sustainability and mentioned sustainability as one of the main reasons for their partnership. He was of the view that they could not find any better business partner, in this region, as the value cannot be created without being ethical and sustainable. He also emphasized on advertising and publicizing the sustainability practices in outer circles for its larger impact. He further said:

“Interloop is realizing and owning the responsibility based on personal ethics and values. Interloop is not doing it as a legal demand like its counter parts rather it owns the responsibility to make the environment and society more sustainable.”

(Interview Damen)

Interloop has always engaged its suppliers while taking decisions regarding sustainability. It is because of the sustainable efforts of the company that big supplier companies are eager to work with Interloop (Interview Zulqarnain, 2014). In SCALA results 85% respondents of the survey (N=84) agree on the opinion that Interloop encourages sustainability in its supply chain. Similarly, ethical practices which were transformed into sustainability strategies have raised the trust level of financial institutions for Interloop. This is basically due to the reason that company has never defaulted to any payment and more importantly, investment in environmental safety has attracted the financial institutions towards Interloop (Interview Din).

The adoption of sustainability practices has also attracted premium customers to become engaged with Interloop. This engagement has resulted in the continuous increase in the profitability of Interloop over the past few years (Investor Information, 2014). The CEO of Interloop said:

“Most of the premium customers who want to do business in this region have long-term business plans with us as they don’t want to work with non-sustainable companies.”

(Interview Zulqarnain)

It can be inferred from the above discussion that engagement of external stakeholders may be considered as a key to success for sustainable organizations. This is affirmed through SCALA survey in which 89.6% of respondents agreed that the company sends a clear and consistent message to external stakeholders about its commitment to sustainability. However, the organization needs to develop such mechanisms which involve the external stakeholders into the sustainability goals more actively and deeply.

So far in the case study, it has been studied what Interloop has done in the adoption and incorporation of business sustainability, but we also need to see that how far the company has traveled upon the path of embracing the true business sustainability. For this purpose, we shall position Interloop in Dyllick/Muff Business Sustainability Typology Matrix.

Business Sustainability Typology and Interloop

The above discussion presented in the case study so far enables the reader to understand the historical achievements and contributions of Interloop from ethics to sustainability along with the cultural assessment of the organization regarding sustainability. The primary motive behind all these endeavors had been the ethical mind set of the top management of Interloop which trickled down to lower levels through continuous reinforcement and personal commitment of top management with such issues. The leadership / top management owned this responsibility of social welfare and environmental protection beyond the legal obligations as also said earlier by a business partner, Mr. Roudy Damen.

The discussion will now proceed with examining Interloop’s positioning according to the Business Sustainability Typology Matrix presented by Dyllick & Muff.

BUSINESS SUSTAINABILITY TYPOLOGY (BST)	Concerns (What?)	Values created (What for?)	Organizational perspective (How?)
Business-as-usual	Economic concerns	Shareholder value	Inside-out
Business Sustainability 1.0	Three-dimensional concerns	Refined shareholder value	Inside-out
Business Sustainability 2.0	Three-dimensional concerns	Triple bottom line	Inside-out
Business Sustainability 3.0	Starting with sustainability challenges	Creating value for the common good	Outside-in
The key shifts involved:			
	1 st shift: broadening the business concern	2 nd shift: expanding the value created	3 rd shift: changing the perspective

Figure 1: Business Sustainability: From business as usual to true sustainability

This sustainability typology assesses organizations based on three different business perspectives i.e. Concerns, Value Creation and Organizational Perspective. The assessment then places an organization on Sustainability Matrix which describes three stages of business sustainability: Sustainability 1.0, Sustainability 2.0 and Sustainability 3.0. Interloop’s positioning will now be assessed based on the three business sustainability stages mentioned above. The discussion will be justified with the help of SCALA results and interviews where required.

Concerns:

According to Dyllick & Muff, the traditional business perspective (business-as-usual) is to focus on economic concerns mainly. The sustainability perspective (Sustainability 1.0, Sustainability 2.0 and Sustainability 3.0), however, involves a long-term focus on sustainability issues with a purpose to have its impact on society at large. These sustainability issues are catered to preserve the natural and social capital along with the financial management for a balanced approach to business sustainability practices (Dyllick & Muff, 2014). This practice will ultimately result in contributing to the macro level sustainability of the society.

Interloop, with its founding ethical values, has been trying to address all three concerns of sustainability as described through the historical journey of the company and the SCALA survey.

Environmental Concerns: The environmental concerns were mainly dealt with a keen focus on waste management techniques, biogas plants, periodic air & noise testing, efforts to measure carbon footprint and water treatment effluent plants.

Social Concerns: The social concerns were primarily addressed by ensuring health and safety of employees through workplace safety measures including noise testing, fire protection and other safety related training programs. The educational projects for providing quality education to the less privileged children of the

society are also a landmark contribution in addressing social concerns. Moreover, the external community members were also indirectly taken care of through the company employees by knowledge sharing.

These long-term concerns of Interloop to safeguard the natural and social resources of the organization, has helped the organization to contribute to the macro level sustainability in a developing society through environment protection and social uplifting.

Economic Concerns: The economic concerns have also been focused by Interloop's management. This is evident from the above discussion in the form of retaining profitable customers, reduced employee turnover rate, trustworthy relations with stakeholders and modified and resilient business operations.

The assumption of having these multiple concerns is further confirmed by the SCALA results as 97.6% of respondents agreed that Interloop has a clear business case for pursuing the goals of sustainability. The Head of EHS department stated the business concerns of Interloop by saying:

"We don't take them as an expense rather these are the investments for our future generations which will not only make people safe but our society, equipment and environment will also be safe."

(Interview Qasim)

According to Sustainability 1.0 *"the relevant concerns considered by business mostly shift from purely economic concerns to include social and environmental concerns related to sustainability issues faced by society"*. Therefore, based on the above discussion, we can safely categorize Interloop as Business Sustainability 1.0 organization for addressing three dimensional concerns of sustainability. Following discussion will further elaborate the position of Interloop on this typology.

Values Created:

Dyllick and Muff has explained value created by sustainability perspective as:

"Sustainability perspectives are broader and include different kinds of values, typically balancing economic value, environmental value and social value, the triple bottom-line of people, planet and profits. They serve a broader set of stakeholders and also include stakeholders who are only indirectly affected by business activities, or include in an even more abstract sense the "common good" (e.g. society as a whole, future generations, health of the planet)."

(Dyllick & Muff, 2015)

According to Dyllick and Muff, the sustainable organizations create values as a result of their deliberately define sustainability goals and not as a side effect of their business practices. The purpose of such goals is to generate multiple values to make this planet a safe and healthy place to live in.

It is evident that Interloop is creating value through its TBL approach as described in earlier sections. This approach depicts a broader way of creating values by aligning the three dimensional environmental, social and economic concerns with TBL values of sustainability. The assumption is further endorsed by SCALA survey where 69.8% of respondents (N=84) endorse this view that the organization is creating economic, social and environmental values.

Finally, Interloop balances the environmental and social dimensions of sustainability (renewable energy sources, waste management, waste water treatment, health and safety, emissions control and education projects) while doing its business in an economically sound and profitable way. Hence, the aforementioned discussion further advances the position of Interloop on business sustainability typology and makes it a strong case to be considered as a Sustainability 2.0 organization for following the TBL approach and addressing the three dimensional concerns of sustainability.

Organizational Perspective:

The business sustainability typology by Dyllick and Muff described two types of organizational perspectives i.e. inside-out approach and outside-in approach. The *“organizations usually initiate the process from the existing business, strategy or product-line and work on making them more sustainable”* (inside-out). This approach is mostly adopted by Sustainability 2.0 organizations and advances on the continuum of sustainability by following outside-in approach in which *“sustainability challenges are used as the starting point to define possible contributions by a business that also makes business sense”* (Dyllick & Muff, 2015). According to Dyllick & Muff’s business sustainability typology only Sustainability 3.0 organizations follow outside-in approach.

All efforts that have been made by Interloop in following the TBL approach show its commitment to manage its economic concerns along with the environmental and social concerns faced by the organization. It is a proactive approach to address the sustainability issues while managing the business risks. This argument is justified through SCALA results where 96.5% of respondents believe that leaders of this company are willing to take measured risks in pursuit of sustainability. Furthermore, this has enabled the organization to manage its business operations in a way that is supportive to create TBL values. It is evident through various measures taken by the organization such as waste water treatment, energy conservation, 3-R waste management and lean resource group to make its business processes environmentally safe and sustainable. These technologies are adopted by utilizing organization’s existing resources or procedures thus, following the inside-out approach. Similarly, social sustainability initiatives also involve the current business practices to benefit the community in a direct or indirect way. According to Dyllick and Muff, the perspective of deliberately defining the sustainability goals within the organization, for well-defined sustainability issues of the society, by utilizing existing business resources is an ‘inside-out’ perspective of sustainability. An inside-out sustainability perspective encourages the organizations to monitor, identify and solve sustainability issues but this approach limits the scope of sustainability related decisions and actions due to entire dependence on the existing business model (Dyllick & Muff, 2015). However, keeping in view the geographical context of Interloop, adopting an inside-out perspective of sustainability is considered to be a significant step towards addressing environmental and social concerns. This context and consistent efforts of Interloop towards sustainability have differentiated Interloop from its counter-parts in a significant manner and it was made possible by identifying the sustainability challenges and resolving them proactively. The SCALA survey results confirm this assumption for Interloop where 58.1% respondents believe that Interloop’s current approach to sustainability is proactive. It can therefore be inferred from the above discussion that Interloop possesses an inside-out organizational perspective which is usually followed by the organizations that create values by managing TBL approach.

The above arguments clearly justify Interloop to be placed among Sustainability 2.0 organizations on Dyllick & Muff's business sustainability typology. However, an initiative of Interloop for providing quality education to the less privileged children of the society can be considered as an outside-in approach thus, identifying Interloop as Sustainability 3.0 organization for this particular aspect. Sustainability 3.0 is *"true business sustainability as the most advanced form of business sustainability. The focus shifts from reducing the negative impact of business to making a positive impact in critical and relevant areas for society and the planet"*. This educational initiative addresses a broader societal challenge of illiteracy faced by the Pakistani society and which will ultimately create a highly positive impact in raising the quality of life for people living in an under privileged society. The argument is also justified through SCALA survey where 17.4% respondents (N=84) supported the view that Interloop is making a positive contribution towards solving critical societal challenges.

Future Business Perspective

Interloop has not completed this journey of sustainability to its ultimate end. The organization understands the need to continuously address the challenges faced by this planet. The triple bottom line approach has given a direction to Interloop for moving forward on the sustainability perspective. The slogan of 'i-care' has changed the mindset of people associated with Interloop by introducing a shift in business paradigms to address sustainability issues. Among the future business concerns of Interloop are the following:

- Innovating and using more substitutes of natural energy sources to deal with the challenge of natural resource depletion.
- Introducing organic cotton in manufacturing socks which will reduce the consumption of cotton grown with the use of pesticides and other toxic chemicals thus reducing the environmental footprint.
- Formal reporting of sustainability efforts and challenges by publishing a Sustainability Report encompassing global sustainability challenges.
- Providing participative trainings to the employees for better application of sustainability plans.

Keeping in mind such future business perspectives will engage the organization in sustainability efforts on a continuous basis. The CEO of Interloop expressed his views as:

"It doesn't end here. We have two things in mind now: 1. continuous training and development programs for the employees to take forward the sustainability objectives of the company. 2. Sustained financial models to support the sustainability issues. We want communities to be sustainable and not only the organization..... Atleast we are putting our share."

(Interview Zulqarnain)

A CRUCIAL ENABLER

Lastly, it is important to highlight 'Training' as a crucial enabler that facilitated Interloop in advancing on the journey of sustainability. This enabler was adopted as a strategic tool to implement sustainability practices in an effective and efficient manner.

While Interloop was running its business on ethical principles, the top management at Interloop was also concerned for transferring these ethical values to the lower levels as well. According to the CEO of Interloop,

it was not very difficult to convince people as the top management set a very strong example of ethical practices themselves (Interview Zulqarnain). The concerns of the management towards employees' health & safety, employee empowerment, workplace hazards, environment safety and waste management were the main inspirations for the employees to be ethically sustainable. However, in order to practically change the mind-set of people working at Interloop, periodic *Training Programs* played a vital role as a crucial enabler to implement sustainability. Management of Interloop well understood the fact that without changing the mindset of people working in the organization, it would not be able to bring paradigm shifts in the business. This was more of a reason that sustainable organizations well understand the importance of employees for their sustainable development and has their enhanced focus on transforming the behaviors of their employees to support sustainability (Eccles, Perkins, & Serafeim, 2012).

Changing the traditional ways of doing work is a challenge for most of the organizations during transitional phases. Similar conditions were faced by the management of Interloop as said by the head of the EHS department (Interview Qasim). In order to address this challenge and facilitating the shift in operational paradigms, management decided to adopt training programs as an effective tool. For this purpose, intense and frequent training programs were conducted for all levels of hierarchy in the organization. Both in-house and out-sourced facilities were used for conducting these training programs. Experts with relevant knowledge of environmental protection and social concerns were involved for the said purpose. These intense and frequent training programs not only created awareness among employees regarding sustainability issues but also imparted technical know-how to achieve sustainability goals. Employees of Interloop benefited from such training programs and took them as means for their professional learning and development. Head of the Organizational Development (OD) department at Interloop said:

“Adopting and implementing sustainability was not possible without training programs. We have training calendars to regularly arrange training programs at all levels of the organization. These training programs not only create awareness about social and environmental issues among employees but also educate them on doing self-audit.”

(Interview Fareha)

Apart from these periodic training programs, employees are continuously engaged in reinforcing their perceptions of sustainability. This is done by celebrating various occasions and events, related to both environmental and social issues, at the company premises involving everybody working for the organization. These occasions and events are mostly celebrated annually and mainly include:

- Celebrating Sustainable Energy week ---- to reinforce the need for energy conservation for sustainable living. Employees are encouraged and rewarded to bring in innovative ideas for energy conservation and suggestion boxes are also placed throughout the premises for having such ideas.
- Celebrating World Water day ---- to reinforce the need for conserving clean water and avoiding its shortage.
- Celebrating Respiratory Protection week ---- to reinforce the need for respiratory protection and raise awareness among employees to protect themselves against environments with insufficient oxygen and hazardous air contaminants.
- Celebrating Hepatitis Prevention day ---- to reinforce the importance of healthy living by providing the employees awareness on preventive measures for hepatitis.

- Celebrating Dengue (epidemic) Prevention day ---- to reinforce the need of epidemic free workplace to address the social concerns.
- Celebrating International Women's day ---- to reinforce the non-discriminatory and equal employment opportunity practices of the organization.

Employees of Interloop fully engage themselves in such celebrations and learn the best practices of not only their personal health but also environmental safety. Moreover, such celebrations along with training programs not only engaged the employees but also helped in changing their mind set that was required to implement sustainability practices at Interloop. It is imperative to mention that these celebrations have wider impacts crossing the organizational boundaries when the employees of Interloop bring all these learnings with them out to their families. This is helping in spreading the knowledge of sustainable practices outside the organization to a larger community for having common good for the society and environment.

CONCLUSION

It is concluded from the discussion in the case study that the corporate sector needs to recognize its responsibilities to safeguard social and environmental issues without compromising the financial health of the organization. Addressing the sustainability issue can provide a solid base to the organizations to differentiate themselves from traditional organizations especially in the context of the developing world. This transformation of an organization from traditional business perspectives to sustainability perspectives needs ethical values as the founding stone as witnessed in this case study. Ethical practices of Interloop's leadership led the organization on this remarkable journey of three dimensional sustainability perspectives. Development of sustainable culture and the responsible role of the organization's leadership had been the key points for implementing sustainability at Interloop. Moreover, training programs, as a crucial enabler, used by Interloop proved to be effective in adopting and implementing sustainability at Interloop.

Organizations with traditional business perspectives can learn the possible ways of adopting sustainability practices from the historical milestones of Interloop to achieve the status of a sustainable organization. Adopting these practices has given long-term benefits to Interloop in the form of healthy workforce, profitable customer relationships, less employee turnover, reduced environmental footprint, cost reduction and above all, status of a sustainable organization. Moreover, complying with laws, third party recognitions and addressing a triple bottom line approach of sustainability has portrayed Interloop as a sustainability landmark in the textile sector of Pakistan. Similarly, active involvement of internal and external stakeholders has also played a vital role in categorizing Interloop as a sustainability leader in the local textile sector. Interloop has successfully engaged the premium international customers as its clientele mainly due to its responsible approach to address sustainability issues. However, improved mechanisms are required to deeply engage the external stakeholders, such as investors and suppliers, in sustainability issues addressed by the organization.

It may then be inferred that sustainable organizations can leverage the long-term relationships with their stakeholders on sustainability issues resulting in financial sustainability for such organizations. Additionally, sustainability issues need persistent and devoted efforts by the corporate sector to bring a meaningful change in business paradigms focused on sustainability.

Bibliography

- Ambrogio, E. D. (2014). *Workers' conditions in the textile and clothing sector: just an Asian affair? Issues at stake after the Rana Plaza tragedy*. European Parliamentary Research Service.
- Bertels, S., Papania, L., & Papania, D. (2010). *Embedding Sustainability in Organizational Culture*. Retrieved from Network for Business Sustainability: www.nbs.net
- Dyllick, T., & Muff, K. (2014). The Business Sustainability Typology, A briefing for organizational leaders and academic scholars.
- Dyllick, T., & Muff, K. (2015). Clarifying the Meaning of Sustainable Business: Introducing a Typology from Business-as-Usual to True Business Sustainability. *Organization & Environment*. Retrieved from Business Sustainability Typology: http://www.truebusinesssustainability.org/?page_id=7
- Eccles, G. R., Perkins, M. K., & Serafeim, G. (2012). How to Become a Sustainable Company. *MITSloan Management Review*, 43 - 50.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2011). *The impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance*. Harvard Business School.
- Elkington, J. (1994). Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development. *California Management Review*, 90-100.
- Ghayur, S. (1996). Labour Market Issues in Pakistan: Unemployment, Working Conditions, and Child Labour. *The Pakistan Development Review*, 789-803.
- Global Recycle Standard*. (2015). Retrieved from TextileExchange: http://textileexchange.org/sites/default/files/te_pdfs/integrity/GRS%20Presentation.pdf
- Government of Pakistan. (1993, August 29). *The Gazette of Pakistan*. Retrieved from cmsdata: http://cmsdata.iucn.org/downloads/national_environmental_quality_standards_1993.pdf
- Horrigan, B. (2007). 21ST CENTURY CORPORATE SOCIAL RESPONSIBILITY TRENDS – AN EMERGING COMPARATIVE BODY OF LAW AND REGULATION ON CORPORATE RESPONSIBILITY, GOVERNANCE, AND SUSTAINABILITY. *Macquarie Journal of Business Law*, 85-122.
- Interloop, L. (2013). *In the Loop*. Faisalabad: Interloop Limited.
- Interloop, L. (2014). *Certifications*. Retrieved from Interloop: <http://interloop-pk.com/certifications.php>
- Interloop, L. (2014). *Company Business*. Retrieved from Interloop: <http://interloop-pk.com/companybusiness.php>
- Interloop, L. (2014). *CSR*. Retrieved from Interloop: <http://interloop-pk.com/corporatesocialresponsibility.php>
- Interloop, L. (2014). *EHS*. Retrieved from Interloop: <http://interloop-pk.com/ehs.php>
- Interloop, L. (2014). *Investor Information*. Retrieved from Interloop: http://interloop-pk.com/investor_info.php
- Interloop, L. (2014). *Lean*. Retrieved from Interloop: http://interloop-pk.com/lean_our_practices.php
- McWilliams, A. (2000). *Wiley Encyclopedia of Management*. John Wiley & Sons Inc.;
- Nadvi, K. (2009). Globalisation and Poverty: How can Global Value Chain Research Inform the Policy Debate? *ResearchGate*.
- OHSAS 18001*. (2015, April). Retrieved from OHSAS 18001: <http://www.ohsas-18001-occupational-health-and-safety.com/what.htm>
- PEPA*. (1997, September 3). Retrieved from elaw.org: <https://www.elaw.org/system/files/Law-PEPA-1997.pdf>
- Robbins, S. P., & Coulter, M. (2010). *Management*. New Delhi: Pearson Education.
- Rockstrom, J., Stephen, W., Noone, K., Persson, A., Chapin, F. S., Lambin, E. F., . . . Scheffer, M. (2009). A Safe Operating Space for Humanity. *Nature*, 472 - 475.

- SA 8000 Standard. (2015, April). Retrieved from SA 8000 Standard: <http://sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937>
- SCALA. (2014). *Sustainability Culture and Leadership Assessment Survey*. Louisville, KY: Miller Consultants Inc.
- Tahir, M., & Mughal, D. K. (2012). PAKISTAN TEXTILE INDUSTRY AND THE NEIGHBOURING COUNTRIES (A GLOBALIZATION EFFECT). *Far East Journal of Psychology and Business*, 66-70.
- The News. (2012, October 8). Bitter Memories of October 5, 2008 Earthquake still Fresh. Lahore, Punjab, Pakistan.
- Tribune. (2013, March 18). Statistics on Textile Industry of Pakistan. *The Express Tribune*.
- Weiner, B. J. (2009, October 19). *A Theory of Organizational Readiness of Change*. Retrieved from Implementationscience: <http://www.implementationscience.com/content/4/1/67>
- WRAP. (2015). Retrieved from Worldwide Responsible Accredited Production: <http://www.wrapcompliance.org/12-principles>
- Zhang, J., & Liu, Y. (2010). Organizational Climate and its Effects on Organizational Variables: An Empirical Study. *International Journal of Pshycological Studies*, 189 - 201.