

Sustainability Management

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[Gutterman, A. S. (2020). *Managing Sustainability*. New York and London: Routledge, 192 pp. ISBN 9780367518547 (Paperback).]

This is a review of Gutterman's book, “Managing Sustainability”, which Routledge released on December 29, 2020. Alan S. Gutterman, author of numerous influential books on law and business and a respected advisor to many successful companies, is also the founding director of the Sustainable Entrepreneurship Project. The book “Managing Sustainability” provides an in-depth look at how to run a company focusing on sustainability. This 192-page book covers various sustainability, governance, and management topics across 15 sections.

In the first section of the book entitled “Governance, Leadership, and Management”, the author presents the emergence of the stakeholder-focused paradigm. According to the author, corporate social responsibility (CSR) is a critical management endeavour that must balance economic, social, and personal aims. The primary concepts addressed in this part encompass corporate governance, leadership, management, sustainability, and corporate social responsibility (CSR).

Section two is headed “Sustainability in the Boardroom”, and the author explains how the board of directors might incorporate environmental and social responsibility into the governance framework and the traditional functions and responsibilities of directors.

Section three of this book is named “Organisational Design for Sustainability”. In this section, the author presents a framework for how the board of directors can oversee sustainability and corporate social respon-

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sibility (CSR) initiatives. Additionally, the author discusses organisational strategy, explicitly focusing on establishing concrete sustainability pledges and targets.

In the fourth section, titled “Strategic Planning for Sustainability”, the author discusses how to make suitable internal organisational structures and systems for running sustainability programmes and initiatives, as well as supporting sustainability and CSR commitments and expectations. For instance, the author states the need to involve stakeholders and how to make and disseminate sustainability reports.

The fifth section deals with incorporating sustainability into the duties, responsibilities, and roles of the chief executive officer (CEO).

Section six is headed “Sustainability Executives”, wherein the author elucidates the responsibilities of sustainability executives in spearheading sustainability endeavours inside an organisation. The author also addresses integrating sustainability into the job descriptions, compensation structures, and performance standards of a new class of sustainability executives.

In section seven, “Sustainable Leadership”, the author discusses the characteristics of sustainable leaders and how they can propel an organisation's sustainability efforts. In this section, the author also introduces Avery and Bergsteiner's ethically based organisational mindset and long-term leadership practices.

The eighth section of this book is named “Management Systems”, and the author explicitly addresses two types of management systems: environmental health and safety (EH&S) management systems and corporate social responsibility/corporate governance (CSR/CG) management systems.

The ninth section of this book is titled “Ethical Management”, in which the author provides practical guidance on how organisations can establish and execute ethical management systems. This section additionally demonstrates how compliance programmes, ethics training, and whistleblowing can assist managers in enhancing their moral character.

Section 10 of this book is titled “Internal Sustainability-Related Codes”. In this section, the author analyses the objectives and specifics of a company's Corporate Social Responsibility (CSR) manual, along with its various internal governance codes, policies, and procedures. These include the code of conduct, suppliers' code of conduct, environmental policy, social responsibility policy, human rights policy, human resources

policy, stakeholder engagement policy, and community development policy.

Section 11 is titled “Organisational Culture and Sustainability”, wherein the author elucidates the process of incorporating sustainability principles into the organisational culture of a company.

Section 12 is entitled “Strategic Human Resource Management”, and the author highlights developing a sustainability-focused recruitment and retention strategy, providing sustainability-focused employee training and development opportunities, and encouraging employee engagement and participation in sustainability initiatives.

“Strategic Human Resource Management” is the title of Chapter 13, in which the author introduces the concept of sustainable technology management, which encompasses the design, consumption, and production of environmentally friendly goods.

The section labelled 14 is titled “Sustainable Technology Management”. In this section, the author offers recommendations for formulating sustainability reports, engaging with stakeholders to comprehend their concerns and expectations, and devising a communication strategy that effectively conveys the organization's sustainability performance and initiatives.

Section 15 is entitled “Evaluating and Improving Sustainability”, and the author explains the practical assessment and improvement of sustainability management. This section also elaborates on the sustainability and CSR index, the balanced scorecard framework, certifications, and rating systems, which measure an organisation's social and environmental responsibility performance.

This book introduces readers to various aspects of sustainability and its management through its several sections. The book is outstanding and should encourage readers to see sustainable management from a new and holistic view. The book is extremely illustrative and motivates readers, particularly business professionals, to adopt a new and comprehensive stance on sustainability management. The book is well-organized and easy to follow because of its clear structure and straightforward narration. It significantly contributes to developing a novel perspective on management and society by enhancing our familiarity with sustainability concepts and their application in the business world. Therefore, this book is a masterpiece of work that can be recommended to readers, especially profes-

sionals and policymakers involved in promoting and managing sustainability issues in business. This book is highly recommended for forward-thinking business leaders. Those in the academic world can gain much insight from this book, which can be a jumping-off point for developing new concepts and theories. Graduate and postgraduate students can also read this book to easily understand the fundamental concepts of sustainability management because of its simple language and nice presentation style.

One grey tint of the book is the absence of cases and examples in the text. It would have been nice if the book included some examples and financial data for reporting on sustainability. Nevertheless, this facet does not diminish the tremendous practicality of the book.