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Chapter 12

Corporate Governance and Ethics for Sustainability: The Case of the Company Mercur S.A. in Brazil

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ABSTRACT

This study analyzed, in the form of a case study, the experience of a large company (Mercur S.A) in the implementation of a new vision focused on sustainability. The target company is located in the south of Brazil, has almost a century of existence, and has been managed by the same family since its foundation. The study is based on the notions and concepts of corporate governance, ethics for sustainability, and social-ecological systems. The study shows that the changes implemented in the company are catalyzed by an initial change of the 'inner change' type, and are disseminated by the company and the community through social and cultural innovations. Important changes in the economic vision and social and environmental responsibility related to the structure/architecture and operation of the company, as well as trade-offs between financial and social and environmental aspects, were identified.

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