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Resumé

Den undren, som ligger til grund for dette Speciale, er at H&M – Hennes and Mauritz opererer i en industri, som ofte bliver kritiseret for ikke at imødekomme kerneværdierne indenfor CSR og bæredygtighed. Alligevel betragter H&M sig selv som værende en organisation med en stærk CSR profil. Derfor finder jeg det bemærkelsesværdigt, at H&M har valgt at bruge så mange kræfter og ressourcer på at opbygge en stærk CSR profil når H&M alligevel regelmæssigt bliver kritiseret for ikke at overholde basale menneskerettigheder eller leve op til dens egen CSR profil. Formålet med dette Speciale er ved hjælp af ledelsesberetning fra H&M's Bæredygtighedsrapport fra 2012 at undersøge forbindelsen mellem på den ene side den virksomhedsprofil som H&M gennem brugen af sproget opbygger samt på den anden side at undersøge om denne konstruerede virksomhedsprofil stemmer overens med og lever op til de socialt konstruerede kærneværdier indenfor CSR. Derfor har jeg opstillet en problemstilling samt hypotese, der hævder at H&M gennem brugen af diverse diskurser, meta-funktioner, modalitet, lingvistiske funktioner samt stil og genre, konstruerer en virksomhedsidentitet i Ledelsesberetningen i deres bæredygtighedsrapport fra 2012, som korrelerer med de socialt konstruerede værdier indenfor CSR. For at kunne forsøge at underbygge denne hypotese, har jeg valgt overordnet at anvende Faircloughs tredimensionelle model for kritisk diskursanalyse, integreret med Hallidays Systematic Functional Linguistics samt relevant CSR-empiri for at forsøge at påvise, om identiteten, som H&M konstruerer igennem brugen af diverse former for diskurser, lingvistiske funktioner, stile og genre, korrelerer med de CSR værdier som samfundet har opstillet samt forsøge at påvise om H&M's handlinger korrelerer med denne virksomhedsprofil. Overordnet kan jeg på den ene side ræsonnere, at det lykkes H&M gennem brugen af diverse sprogvidenskabelige virkemidler nævnt ovenfor at konstruere en virksomhedsidentitet i Ledelsesberetningen, som fremstår som værende i overensstemmelse med de socialt konstrueret værdier idenfor CSR. På den anden side kan jeg ræsonnere, at det ikke lykkes H&M at konstruere en virksomhedsprofil som korrelerer med de faktiske handlinger, som H&M udfører i samfundet, da flere kritiske artikler påviser, at H&M ikke lever op til deres egne CSR værdier og standarder.

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1. Introduction

These days, very few would dispute the fact that the world has become globalised and that local economy, politics, cultures etc. no longer solely belongs to and are influenced by its immediate surroundings but by the rest of the world as well. This development of merging borders has caused fundamental changes in the way ideas and information are communicated and in the way goods and services are produced and distributed *(UN-Globalization)*. Currently, globalisation seems to have become a key subject in the international business environment and the textile industry is no exception from that. According to ILO, the International Labour Organisation, the geographical distribution of production in the textile industry has transformed intensely during the past decades. Additionally, there seems to have been a shift of production from the formal to the informal sector in developing countries with low production costs resulting in generally negative consequences on income levels, working conditions, equality and human rights *(ILO, Globalisation).* Based on this continued development, Corporate Social Responsibility, hereinafter referred to as CSR, has become an increasingly important part of an organisations business agenda. According to the EC, European Commission, CSR may be defined as companies having in place

> *"..a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders" (EC, CSR).*

Furthermore, according to Hond *(2007)*, organisations cannot disregard the moral and ethical expectations that society has placed on them and thus, organisations are shifting focus from solely being on generating profit to being on implementing CSR strategies which may ensure sustainable growth *(Hond and Bakker 2007, 901-903).*

Furthermore, Freeman, Harrison, and Wicks *(2007)* stress that as globalisation and information do not exists in isolation, these organisations are attempting to cope with the variety of conflicting demands placed on them in order to attend to their stakeholders *(Freeman, Harrison and Wicks 2007, 3)*. Consequently, as organisations are, to a great extent, implementing CSR as part of the overall business strategy, they are simultaneously reporting on it in the Annual Report or in a separate Sustainability Report. According to Blöndal *(2009),* a Sustainability Report plays an essential role for these organisations if they are to gain

maximum business benefits from implementing CSR. This type of report is a significant communication device as it encloses valuable information about the organisations economic, environmental and social impact caused by its business activities, its strengths and weaknesses and general business strategy *(Blöndal 2009, 2).*

In this Master thesis, the organisation Hennes & Mauritz, hereinafter referred to as H&M, is considered relevant as it is a multinational textile-production and fashion corporation based in Sweden. Overall, I found it noticeable that H&M seems to put a great deal of effort into its CSR and sustainable business strategy when it represents an industry which contradicts the essential values within the field of CSR and sustainability and is continuously subjected to criticism about not being able to abide by basic human rights. The emphasis of this thesis will be on the CEO interview from H&M's Sustainability Report of 2012. In general, a CEO interview or letter consists of an outline of past, current and future performances along with a discussion of the latter *(Reid 2002, 11).* It is constructed with the aspect of logos, ethos and pathos appeals in mind in order to generate support, and trust from the receivers and thus designed to create a positive image of the organisation the minds of the receivers *(Hyland, 2005: 74).* Despite the fact that such a text is considered an informative genre with information about accomplishments, performance and future prospects, this type of text is promoting a corporate ideology *(Hyland, 2005: 74).*

The CEO interview of H&M contains information about H&M's sustainable business strategy, its achievements, promises and future objectives within the area of CSR *(appendix 9.1).* The overall message of the text may be identified as the statement that H&M, regardless of the challenges presented within the textile industry, still considers itself to be an organisation with a strong corporate CSR profile. Consequently, I found it interesting to scrutinise in what way H&M has chosen to construct its corporate identity through the use of language and thus establish if this constructed identity correlates with the socially constructed values of CSR.

Overall, the objective of this Master Thesis is to scrutinise the correlation between H&M's corporate CSR profile, the socially constructed values of CSR, and H&M's everyday corporate activities within this field of CSR by utilising various tools within critical discourse analysis, hereinafter referred to as CDA and Systematic Functional Linguistic, hereinafter referred to as SFL.

2. Problem Statement

Nowadays, as mentioned in the introduction, due to, among other things, globalisation, increasing stakeholder influence and new ways of providing information and communicating with society, a shift in focus from business strategies focusing on generating profit to ensuring sustainable growth has placed CSR high on the agenda of most organisations. When examining the CEO interview of H&M's Sustainability Report of 2012, it is indicated that the main focus in the text is for the CEO to establish that it is a very conscious organization that has placed CSR and sustainability at the top of its agenda.

Pondering on why H&M puts what seems to be great effort into the construction of its corporate CSR and sustainability profile when it, first of all, represents an industry which is continually subjected to scrutiny by not complying with the core values of the socially constructed values of CSR, and, on the other hand, is regularly accused of not complying with its own set of values implemented in its business strategy, I put forward the following hypothesis:

The diverse forms of discourses, meta-functions, modality, linguistic functions, styles and genres utilised in the constructing of H&M's corporate profile in its CEO interview in the Sustainability Report of 2012, correlates with the social constructed values of CSR.

3. Methodology

In this section, the theoretical framework, methodical approach, and overall structure of this master thesis including a detailed discussion on how the chosen theoretical concepts may support the overall problem statement, will be explained and presented. In continuation hereof, a definition and explanation of the scientific approach utilised in this thesis including a discussion on how it may support the overall problem statement, will also be presented. Hence, this section will function as the methodical approach and reading guide for the thesis.

3.1. Scientific Theoretical Foundation

In the first section, the scientific theoretical approach utilised in this master thesis, will be explained, described and argued for. The conceptualised frame of this scientific theoretical approach is founded in the work of Norman Fairclough, Michael Halliday, Jürgen Habermas, Hans-Georg Gadamer, Martin Heidegger, Anthony Giddens, and Michael Foucault and has its origin in social constructivism.

3.1.1. Social Constructivism/COnstructionism

Social constructivism originated in sociology as an attempt to come to terms with the nature of reality and has been associated with the post-modern era in qualitative research. Social constructionism or the social construction of the reality is defined as an umbrella term for contemporary scientific theoretical theories which are concerned with the social construction of shared understandings, meanings and interpretations of social phenomena presented in the world *(Collin and Køppe 2006, 248).* At the ontological level, the primary focus of social constructionist research is on how identities and attitudes are socially constructed and it assumes that knowledge about the world and social phenomena are constructed though interactions between individuals and that language mediates these constructions. According to Collin and Køppe *(2006),* at the epistemological level, social constructionism accepts that there is an objective reality, and thus, is concerned with how knowledge is constructed and understood *(Collin and Køppe 2006, 251).* The latter, correspond to the focus of grounded theory. Grounded theory is a rather inductive method and is defined as a systematic methodology within social sciences and involves the finding of theory through the analysis of data. According to Collin and Køppe *(2006),* this research method is somewhat opposite to that of social science in the sense that rather than starting with a hypothesis, the first step is data collection through a variety of methods *(Collin and Køppe 2006, 288).* However, social

constructionism, which interprets society as prevailing both as objective and subjective, is considered compatible to the classical grounded theory *(Collin and Køppe 2006, 289).*

3.1.2. Discourse

Discourse analysis or DA incorporates a variety of approaches towards social analysis, which may differ in theory, methodology, and the type of research issues to which they tend to give prominence. Overall, discourse is regarded as constitutive and contributing to the construction, transformation and reproduction of objects and subjects of the social context. Fairclough *(1992)* puts forward a preliminary explanation of discourse:

> *"..a particular way of talking about and understanding the world (or an aspect of the world)" (Fairclough, Norman 1992, 41).*

The idea being that language is structured and organised according to various patterns, which individuals follow when interacting and engaging in different social contexts *(Fairclough, Norman 1992, 41).* Moreover, Michael Foucault, a French postmodernist, is frequently referred to as the progenitor of DA as he has played a central role in the development of the latter, in conjunction with the fact that the vast majority of contemporary theories and approaches to DA seem to have their origins in the Focauldian methodology *(Phillips and Jorgensen 2002, 13).* Faucault puts forward the following definition of DA

> *"We shall call discourse a group of statements in so far as they belong to the same discursive formation [...Discourse] is made up of a limited number of statements for which a group of conditions of existence can be defined. Discourse in this sense is not an ideal, timeless form [...] it is, from beginning to end historical – a fragment of history [...] posting its own limits, its divisions, its transformations, the specific modes of its temporality" (Foucault 1972 cited in Phillips & Jorgensen, 2002, s. 12).*

Besides focusing on the meaning of a given discourse, the distinguishing characteristic of this method is the emphasis on power-relations. This Foucauldian approach to DA may be explained as a form of analysis which focal point is to clarify how the social world, expressed through language, linguistics, behaviour, and practises, is affected by various sources of power-relations. Likewise, it perceives language as a system of thought, thus moving language beyond the sentence level *(Phillips and Jorgensen 2002, 13).* In general,as DA is perceived as a general approach for several methods for analysing written, spoken, signed

language use, and substantial semiotic events, it will function as both the methodological and the theoretical foundation for this thesis. Nevertheless, a discursive analytical approach towards social research indicates a stance towards recognising that the access to reality is through language *(Jørgensen & Phillips: 8-9).* However, the latter does not mean that the reality is non-existing outside of language. It entails that language and discourses not solely characterise the world and thus, social practices as they are, but language and discourses recontextualises these through the use of discursive tools of transformation (Leeuwen 2009, 143)*. In this thesis, the dialectical relationship between the concepts the social world and language will be utilised in order to illustrate how the philosophical principles are intertwined within the CEO interview. Overall, the latter is also what makes it very difficult to distinguish between theory and method in the thesis.

3.1.3. Hermeneutic Approach

According to Collin and Køppe *(2006),* the hermeneutic approach is defined as various approaches of analysis within human science, which are based on interpretation. Therefore, this method is considered the opposite to the research strategies which emphasise objectivity and independence of interpretation in the formation of knowledge. However, Hermeneutic research may entail various approaches and disciplines in the interpretation of phenomena *(Collin and Køppe 2006, 140-144).* Moreover, according to Collin and Køppe *(2006),* Hermeneutic may be divided into the existential hermeneutic, which has its origin in dialectical theology, the social science orientated hermeneutic, which has its origin in the ideology critical theology, the symbol orientated hermeneutic, which has its origin in social anthropology and the text orientated hermeneutic, which has its origin in semiotics and communication theory. Overall, hermeneutic analysis makes it possible to generate an in-depth understanding of meanings. These processes are often referred to as the hermeneutic circle, which describes the process of understanding and interpreting a text hermeneutically. This refers to the idea that it is solely possible to achieve an understanding of a given text as a whole by making reference to the single parts, and then, based on each single part, make reference back to the whole. Hence, neither the whole text nor any single part may be understood without reference to one another. However, this also stresses that the overall meaning of a text ought to be found within the social context *(Collin and Køppe 2006, 145-148).*

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Nevertheless, Gadamer *(1900-2002)* and Heidegger *(1889-1976)* described in Collin and Køppe *(2006),* further developed this concept, which is referred to as the existential hermeneutic or the existential phenomenology. Through history the phenomenology research had its point of departure in epistemological theory, which was concerned with the systematic reflection and study of the structure of consciousness and the phenomena appearing in the conscious mind *(Collin and Køppe 2006, 251).* However, Heidegger and Gadamer's conception of the phenomenology research was founded in the ontology theory, which was concerned with viewing the world as objects, set of objects, and objects action and reacting upon one another *(Collin and Køppe 2006, 251).* This created a fundamental shift as Gadamer reconceptualised the hermeneutic circle from an iterative process where new understandings were generated by means of examining the detail of the existence, to an approach where understandings were regarded as linguistically mediated by means of conversations with others in which reality is examined and a common agreement is reached *(Collin and Køppe 2006, 150-153).* Hence, Gadamer added two additional elements to the hermeneutic circle, the first being that one ought to continue to move back and forth between the realm of understanding subjected in the text and the overall meaning of the text, and the second being that one ought to move back and forth between questions created for the text and the answer which the text provides. The latter was also referred to as a gradual fusion of horizons, which should make the interpretation of a text more adequate *(Collin and Køppe 2006, 153).* Likewise, Habermas *(1929)* described in Collin and Køppe *(2006)* added an additional element to the existential hermeneutic, the element of ideology critical awareness referred to as critical hermeneutic *(Collin and Køppe 2006, 158).* This critical approach to hermeneutic disagrees with Gadamer and with the postmodern idea that assumes that all interpretations are not equally valid as some interpretations might be better than others. Furthermore, critical hermeneutic articulates three new theories, the theories of meaning, action and experience respectively. Critical hermeneutics ought to clarify in what way cultural messages are shown or hidden, illustrate in what way actions may be best understood, and clarify in how tension and dualism within meaning and actions are not separated from the self-interpretation of specific individuals. These theories are interdependent and solely understandable when there seems to be a fine dialectic of meaning, action, and experience. However, this critical ideological view has been criticised of being more concerned with

evaluating than with analysing in the sense that focus is on the relationship between individuals and society and not on language use *(Collin and Køppe 2006, 158-161).*

In this thesis, the point of the departure is based in the hermeneutic approach as it is necessary to take a holistic view on the empirical research in order to construct a discourse analysis. The latter is necessary as the empirical data will be viewed based on the knowledge of the nature, function, and properties of the components, their interactions, and their intertwined relationship with each other and the whole.

3.1.4. Deductive and Inductive Research Approach

According to De Vaus *(2011),* in research papers it is possible to either have one of two broad methods of reasoning, the deductive and inductive research approach. The main difference between these two research approaches is that whereas the deductive approach is aimed at testing theory, the inductive approach is aimed at generating new theories based on empirical data *(De Vaus 2011, 5-7).* The deductive research approach is defined as a somewhat top-down approach as it is utilised by researchers to works from more general information to more specific. This means that a researcher might have a point of departure in a specific theory of interest, then narrow that down into a hypotheses, which is then narrowed down even further when this hypothesis is tested based on observations *(De Vaus 2011, 6-7).* Contrary, the inductive research approach is defined as a somewhat bottom-up approach as it is utilised by researchers to work from specific observations to broader theories. This means that a researcher might have a point of departure in a specific observation, then begin to detect patterns, which is then formulated into hypotheses, which may then result in some general conclusions or theories *(De Vaus 2011, 5-6).*

In this thesis, it may be argued that a combination of both research approaches has been utilised. As the inductive approach is rather unrestricted and exploratory and the deductive is narrower and often utilised to test hypotheses, it might be argued that in this thesis mixing and alternating between both methods throughout the research processes, in order to provide the scientific framework for this project, will be the general approach. Some aspects of the inductive approach will be utilised by having a point of departure in a specific observation, viewing patterns and then form a hypothesis. Nevertheless, the hypothetic-deductive approach will be the predominately approach utilised, and based on the thesis' subject frame,

already existing theories have been chosen, which combined with the empirical data may create a relevant framework for attempting to corroborate the hypothesis *(De Vaus 2011, 14-15).*

3.1.5. Qualitative Research Approach

According to Collin and Køppe *(2006),* it is possible to either utilise a quantitative or a qualitative research approach. The objective of the former approach is to develop and employ mathematical figures and hypotheses relating to phenomena. Furthermore, within sociology, the quantitative research is referred to as the systematic empirical study of social phenomena though the use of statistical, mathematical or numerical data *(Collin and Køppe 2006, 278).* Contrary, the qualitative research may be defined as an approach that approximates or characterises, but does not quantify or measure the attributes, characteristics, properties etc. of things or phenomenon. Therefore, it may be argued that qualitative research describes whereas quantitative research defines *(Collin and Køppe 2006, 276-280).* Furthermore, the predominant examples of the qualitative research approach are case studies, interpretations, discourse analysis, interviews, phenomenology analysis, hermeneutic analysis, holistic analyses etc. *(Collin and Køppe 2006, 280).* Nevertheless, it may be argued that within sociology and social anthropology it is possible to utilise both methods. When combining these two research methods, it is possible for a researcher to utilise the qualitative method to understand the meaning of the conclusion produced by quantitative methods. The latter may also be referred to as a mixed research-method *(Michael D. Fetters and Creswell n.d., 2134).*

In this thesis, the primary empirical data consist of an interview of H&M's CEO, and therefore, it may be argued that solely the qualitative research approach is utilised. However, it is important to notice that I did not construct the interview nor did I perform it, and thus had no influence on the structure and content. Hence, based on the latter, the hypothesis created for this thesis was formed after having read the interview and not before the interview was conducted. Nevertheless, as the primary theory in this thesis is a discourse analysis wherein aspect from phenomenology, hermeneutic and holistic analysis has been implemented and focus implicitly is placed on the understanding and interpretation of the mentioned interview, the overall thesis have been constructed based on a qualitative research approach.

3.2. Subdivision

In section four, the Field of Interest, including the empirical data, will be presented. The primary source of empirical data will be the CEO interview from H&M's Sustainability Report of 2012. This will function as the primary empirical data as, according to Reid *(2002),* this type of text is considered as a significant document for anyone with interest in H&M's overall business strategy *(Reid 2002, 11).* However, the latter will be presented in appendix 9.1. Furthermore, the CEO interview may function as the empirical data as the entire CDA and SFL analysis is based upon this text and the way in which H&M has chosen to construct is corporate CSR profile through the use of various forms of language, linguistics and meta-function, in this specific text. In addition to the primary empirical data, the secondary empirical data will be presented in this section. The secondary empirical data consists of a definition and explanation of CSR, which will be presented in section four, a company profile of H&M, which will be presented in appendix 9.2 and various critical articles, which will be presented in appendix 9.3-. The secondary field of interest may be utilised in order to incorporate CSR throughout the report, compare H&M's image constructed in the CEO interview with its overall image, and examine if H&M's everyday activities correspond to the activities depicted in the CEO interview. In addition, the critical articles will serve as point of departure when attempting to place H&M's text in a broader social context and when attempting to consolidate or falsify the hypothesis as these articles may assist in determining if H&M's CSR profile correlates with the socially constructed values of CSR and H&M's business actions in general. Nevertheless, the weakness of the field of interest and empirical data could be argued, is the fact that solely the CEO interview, which consists of three pages out of 93, from the Sustainability Report of 2012 has been analysed. Hence, the rest of the Sustainability Report might have contained valuable information, which may have affected the outcome of the analysis. In addition, this empirical data could have been supported by other externally communicated texts from H&M such as news, press releases, company statements etc. which may also have affected the outcome. On the other hand due to time limitation and the subject frame of this thesis, an analysis of the entire Sustainability Report would be too extensive. Nevertheless, it might be argued that despite the limitations and weakness of the content of this Master Thesis, it is still possible to conduct a valid analysis.

Moreover, the predominant methodological and theoretical framework for this thesis is a Critical Discourse Analysis. Even though substantial variation occurs within this somewhat diffuse set of approaches to the study of discourse, it will be established that the two key features of CDA utilised in this thesis are the overall focus on the relationship between language and power and the overall focus on the commitment to reviewing and transforming the role of language and language use in the formation and maintenance of unequal social relations.

In section five, the various theoretical frameworks for this thesis will be presented. The theoretical foundations for this thesis consist of the two primary theories CDA, and SFL respectively. The first primary theory will be a CDA, which includes the linguistic, psychological and sociological structures within discourse. It will be utilised in order to provide an understanding of what diverse discourses may have been constructed and drawn upon in the CEO interview, and how these are intertwined. This framework advocates that a text might solely be understood and examined in relation to systems of other texts, discourses and the social context *(Phillips & Jorgensen, 2002, p. 70).*   Within CDA, SFL will be incorporated. SFL draws on the social semiotic approach which explores how meaning-making takes place in a social context, while CDA is concerned with what meanings are produced *(J. Webster 2003, 2).* When combining CDA and SFL, it is essential to point out that these philosophies do not have the same perspective, because the two theories do not coincide, as they have different aims *(Fairclough 2003, 5-6).* Fairclough's three-dimensional approach for CDA concentrations on in what way senders and receivers use existing discourses, styles and genres to construct and create an understandable text, whereas, Halliday's SFL solely focuses on the linguistic aspect of a text. However, the two approaches supplement each other well. Additionally, a secondary theory will be presented to determine if H&M's corporate CSR profile correlates with the socially constructed values of CSR. Hence, Archie B. Carroll's Pyramid of CSR will be described and explained. However, it is important to notice that the four responsibilities within Carroll's Pyramid of CSR are not restricted or limited to a particular order as it is possible for an establishment to embrace the ethical responsibilities but simultaneously fail to meet the legal responsibilities. Overall, it may be argued that these theories combined with the empirical material, will make it possible to conduct a thorough analysis, which will be able to determine the corporate profile of H&M

constructed through the diverse discourses, meta-functions, modality, linguistic functions, styles and genres presented in the CEO interview.

In section six, guided by the theoretical framework, the described and explained empirical data and theories will be applied in order to conduct the actual analysis. Firstly, an analysis of the textual dimension within the three-dimensional model for CDA will be conducted. It is within this section of the overall CDA that SFL will be included. As this dimension provides the descriptive representation of CDA wherein the dialectal, semantic and linguistic function of a text is emphasised, it will analysed in order to determine how and in what way H&M has chosen to utilise language in the construction of its CEO interview and its overall representation of itself. Secondly, an analysis of the discursive dimension within the three-dimensional modal for CDA will be conducted. As this dimension provides the level of interpretation of the text, wherein emphasis is on which type of discourses are drawn upon, how they are combined and intertwined, it will be utilised in order to determine in what way H&M has chosen to utilise various ideologies, rules, norms, behaviours, social identities and hierarchies constructed by society, in the construction of its overall corporate profile. Thirdly, an analysis of the social dimension within the three-dimensional model for CDA will be conducted. As this dimension provides the explanatory representation of the entire CDA, wherein the various meanings constructed, through discourses, are intertwined and placed in a broader context, it will be analysed in order to determine how H&M has chosen to articulate various types of social elements which are associated with particular areas of social life, in the construction of the text and the corporate profile of H&M. Additionally, within the third dimension for CDA, an analysis of the pyramid of CSR will be conducted in order to determine if the corporate profile constructed in the CEO Interview, correlates with H&M's general corporate CSR profile. In addition, this may help determine to what extent H&M may be considered socially responsible. Moreover, a discussion will be presented. This discussion may draw parallels between the previous determined corporate CSR-profile of H&M and the critical articles suggestion that H&M solely has a window dressing CSR-profile as H&M continually is subject to critic in this particular field of interest. In continuation hereof the conclusion wherein the hypothesis of this thesis, will be corroborated or falsified will be presented.

4. Field of Interest

4.1. CSR

CSR is an impartially innovative and multifaceted concept with various definitions, but usually, most academics agree that the latter consists of a corporation's internal and external social and environmental activities. Likewise, according to the EU Commission *(2014),* for a corporation to be considered as complying with the Social Constructed Values of CSR it ought to:

> "*have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders*"
>
> *(EU Commission, 2014)*

Nevertheless, the corporations ought to initiate the above mentioned activities voluntarily as CSR initiatives must surpass the legal requirements. For the duration of the last decade, CSR has become increasingly interesting for both businesses and its share- and stakeholders. This is mainly because of conventions by non-governmental organisations, user's emergent consciousness of social responsibility and national and international legislation from for instance the EU, which is continually raising the standards for organisations to act socially responsible. Particularly, international corporations have placed CSR high on its business agenda and incorporated CSR in its overall business strategy *(Djursø and Neergaard 2010, 152-153).* Moreover, a strategic approach to CSR has proven to be of increasing significance to the competitiveness of corporations. If this approach is implemented correctly, it may bring competitive advantages in terms of risk management, cost savings, access to capital, consumer relationships, human resource management – HRM, and innovation capacity. Furthermore, as CSR requires engagement with and involvement of internal and external share- and stakeholders, it enables corporations to anticipate, be proactive, and take advantage of the ever-changing social and environmental expectations and operational conditions. Therefore, CSR may drive the expansion of new markets and generate the prospects for progression *(EU Commission Strategy, 2011-2014).*

5. Theory

5.1. Critical Discourse Analysis

In this section, an outline of Norman Fairclough's three-dimensional model for critical discourse analysis (CDA) will be outlined.

CDA emerged from the concept of 'critical linguistics' in the 1970s. Nowadays, these concepts are regularly interchangeable. This approach draws on various disciplines within the field of humanities and social science and was primarily developed by the two prominent individuals Norman Fairclough and Ruth Wodak. According to Fairclough *(2003)* CDA is defined as follows:

> *"The aim of critical discourse analysis is to shed light on the linguistic discursive dimension of social and cultural phenomena and processes of change..." (Phillips and Jorgensen 2002, 61).*

Fairclough developed a three-dimensional framework for studying discourse, where the objective was to examine three separate levels;

- **Micro-level**, analysis of text (spoken or written) with focus on the text's syntax, metaphoric structure and certain rhetorical devices.

- **Meso-level,** analysis of discourse practice (processes of text production, distribution and consumption) with focus on power-relations.

- **Macro –level**, analysis of discursive events as instances of sociocultural practice with focus on intertextual understanding.

Overall, CDA aims at increasing the reflection on the irregular power relations, and on how diverse ideologies fight for recognition and domination in society.

5.2. Systematic Functional Linguistics SFL

Fairclough's CDA incorporates components from Systemic Functional Grammar (SFL). The founding father of SFL, Michael Halliday, represents a functional approach to language and text, which emphasises the multi-functionality of texts. According to Halliday *(1973)* described in *(Webster 2003, 2),* language is a semiotic system and a meaning potential. Linguistic refers to the study of

> *"..how people exchange meanings through language"* (J. Webster 2003, 2)*.*

This theory focuses on the function of language with emphasis on:

> *"..what language does and how it does it"* (J. Webster 2003, 2)

Additionally, SFL focuses on social context and on how language acts upon and is restricted by this social context *(Fairclough, 2003, 26).* This specifies that texts not solely embody aspects of the physical, social, and mental world, it enacts social relations among the members of a given communicative event, and it enacts the attitudes, desires, and ideals of these members. Nevertheless, Halliday's approach to language emphasises the fact that text is utilised as a resource for individuals to generate meaning and the fact that language is to be regarded as a system of relations. Overall, Halliday puts forward three meta-functions; the ideational meta-function, which is concerned with individuals' representation of the world; the interpersonal meta-function, which highlights the relation between sender and receiver; and lastly the textual meta-function which focus on in what way diverse parts of the language may be combined and generates texts. The main focus on language is that it has constructed specific linguistic systems associated with the three meta-functions. On the other hand, Fairclough has, to a certain extent, a different approach to the analysis of texts. Fairclough distinction between genres, discourses, and styles and he consider these three features as the main ways in which discourse figures as a part of social practice, which includes "ways of acting", "ways of representing", and "ways of being". Overall, this illustrates that Fairclough's focus is on the relationship of the text to the event in question, to the broader physical and social world, and to the individuals encompassed in the event. The latter indicates that the main variance between SFL's and CDA's approach to language is that SFL focus on functions while CDA focus on meanings. Similar to SFL, CDA puts forward the tripartite elements; Action, Representation and Identification *(Fairclough, 2003, 27).* When comparing these two approaches to language,
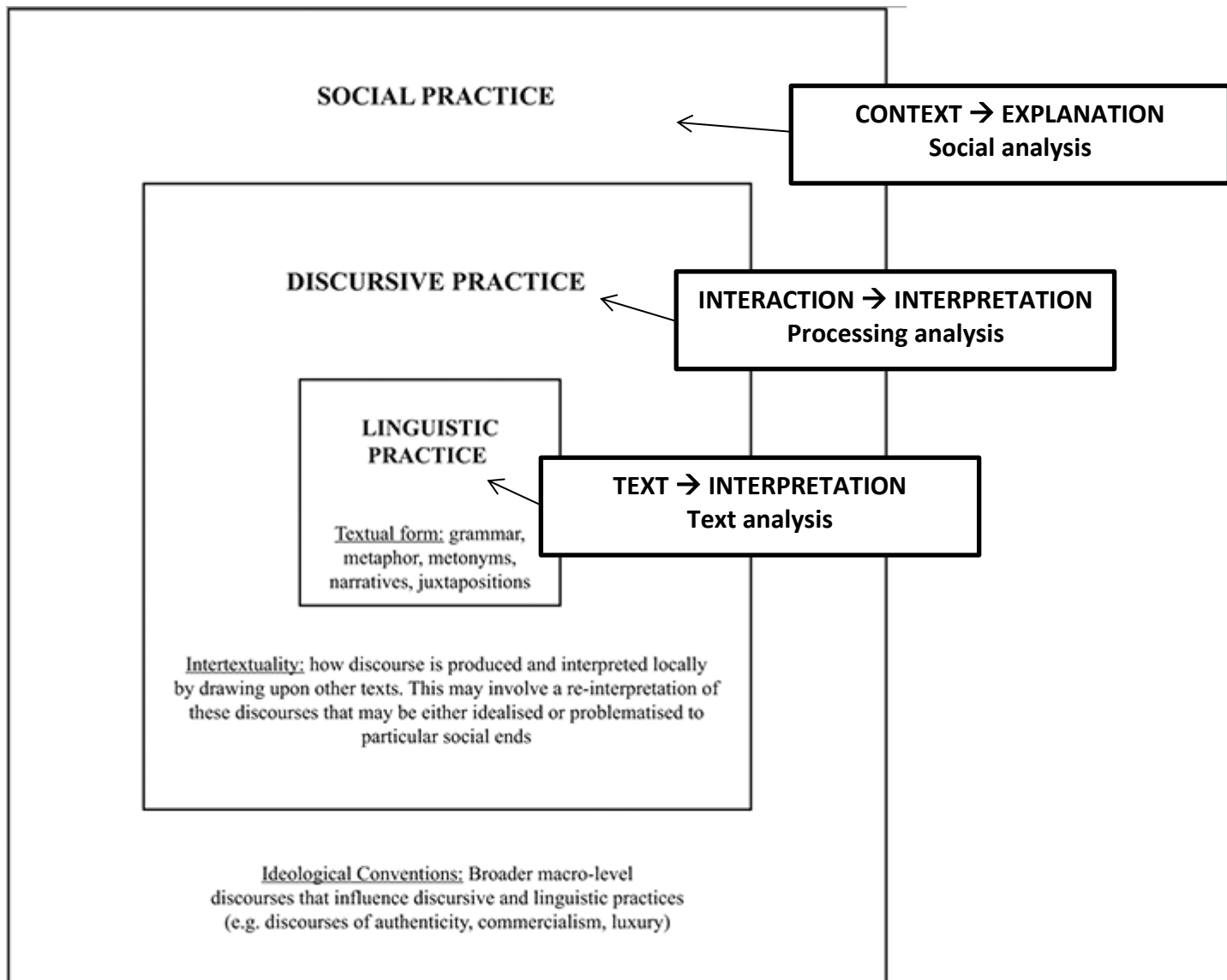
Action may be considered similar to the textual and interpersonal function, Representation is considered similar to the ideational function, and Identification may be considered similar to the interpersonal function.

5.3.   Fairclough's Three Dimensional Model

In this section, an outline of Fairclough's three-dimensional model for CDA will be described and presented. According to Fairclough *(1995)* the objective of CDA is:

> *"(…) to systematically explore often opaque relationships of causality and determination between (a) discursive practices, events and texts, and (b) wider social and cultural structures, relations and processes; to investigate how such practices, events and texts arise out of and are ideologically shaped by relations of power and struggles over power; and to explore how the opacity of these relationships between discourse and society is itself a factor securing power and hegemony (...)" (Fairclough, 1992, 132)*

According to Fairclough's representation of the three-dimensional model of CDA, he distinguishes between the discursive and the non-discursive. Hence, central to this framework is a dialectal relationship between the three analytical concepts text, discursive and social practices. Dialectical relationship refers to the conception that one is unable to understand a social context solely based on a text or discursive formation. Therefore, to analyse the relationship, the dialectical approach illustrates that discourses on the one hand are maintained, created, and constructed by the social context and on the other hand have the ability to influence and change the social context *(Fairclough,1992, 64).*

SOCIAL PRACTICE

CONTEXT → EXPLANATION
Social analysis

DISCURSIVE PRACTICE

INTERACTION → INTERPRETATION
Processing analysis

LINGUISTIC PRACTICE

TEXT → INTERPRETATION
Text analysis

Textual form: grammar, metaphor, metonyms, narratives, juxtapositions

Intertextuality: how discourse is produced and interpreted locally by drawing upon other texts. This may involve a re-interpretation of these discourses that may be either idealised or problematised to particular social ends

Ideological Conventions: Broader macro-level discourses that influence discursive and linguistic practices (e.g. discourses of authenticity, commercialism, luxury)

Source: Adapted from Fairclough (1992)

Figure one (*created by Jeanette Kjær Olsen, inspired by Fairclough 1992 & 2003*)

Premised on the conception that texts cannot be analysed in isolation from the broader social context, Fairclough puts forward the three-dimensional model for CDA, depicted in figure one. It encompasses the analysis of the linguistic features of texts; the examination of processes related to the construction and consumption of texts; and the reflection of the broader social and cultural context to which the text as a "communicative event" exists. The first dimension, text, gives the descriptive representation of CDA, wherein the linguistic function is emphasised. The second dimension, discursive practices, provides the interactive and interpretive representation of CDA, wherein the meaning is interpreted along with the

interaction between the text and context. The third dimension, social practices, provides the explanatory representation of CDA, wherein the various meanings constructed, through discourses, are intertwined and placed in a broader context. Overall, Fairclough's three-dimensional model is applied in this analysis in order to provide an analytical framework for analysing discourse.

5.3.1. Text

The central part of Fairclough's model is the text level which may be defined as any form of mediated communication of spoken, written or visual kind. This dimension is inspired by Halliday's approach to SFL which states that;

"…text, simultaneously represent aspect of the world (the physical world, the social world, the mental world); enact social relations between participants in social events and the attitudes, desires, and values of participants; and coherently, and cohesively connect parts of texts together and connect text with their situational contexts" (Halliday 1978, 1994 cited in Fairclough, 2003, p. 27).

Therefore, a text is understood as a product that is created when a part of the current reality is determined and attributed meaning. Here, it may be evident that the sender constructs texts by creating relations among elements of texts and thus generating meaning by placing already existing terminologies in new relations (Fairclough 2003, 23)*. However, when examining a text, Fairclough is concerned with various levels of analysis, the external and internal, and the relation between the levels. The former relations focus on in what way a given text's relates with other elements of social events, social practices and social structures, also called the social context. Moreover, this relation is concerned with relations between a text and other external texts and thus focus is on in what way elements of other texts are incorporated in the text in question *(Fairclough 2003, 36-38).* The latter relation is concerned with numerous relations. The first relation is the semantic which may be defined as

"Meaning relations between words and longer expressions, between elements of clauses, between clauses and between sentences, and over larger stretches of text" (Fairclough 2003, 36-38).

The second relation is the grammatical relation. This relation might be described as the relation between morphemes in words, between words in phrases, between phrases within clauses, and between clauses in sentences. The third internal relation is the phonological which might be separated in spoken and written language. In the former language might be based on patterns of intonation and rhythm, whereas in the latter language might be based on graphological relations *(Fairclough 2003, 36-38).* Based on the previous presentation of CDA and the central text level, it is now imperative to incorporate Halliday's SFL in order to create

a coherent and cohesive theory description. Halliday puts forward a number of tools for analysing linguistic features of a text, which in this project are incorporated within the text level. His primary meta-functions consist of the ideational, interpersonal and textual function which will be explained in the following.

5.3.1.1. Ideational Meta-Function

The ideational meta-function is the first function of language and is referred to as the function for construing human experience and thus making sense of the reality. The ideational meta-function reflects the contextual value of the social process wherein language is associated with and may be utilised in order to convey new information and to be able to communicate an unidentified content *(Wang 2010, 255).* Furthermore, when analysing text from the perspective of the ideational function one may draw upon the grammatical system of transitivity, which includes process types (verbal group), participant types (nominal group), circumstance types (adverbial or nominal group) in conjunction with examining the resources through which clauses are combined. This transitivity system focuses on in what way events and processes are associated with subjects and objects by determining if some individuals are stressed more than others. Through the text's grammatical construction, activity and relational patterns are constructed and the actors in the text attribute the activities that take place *(Phillips and Jorgensen 2002, 83).* Halliday divides the ideational function into six diverse processes: material, mental, relational, behavioural, existential and verbal. The first three processes are the primary and the lasts three mentioned processes are secondary. As Halliday states that the primary processes are commonly used in the study of language, solely these three types will be presented in the following *(Halliday 1979 described in Wang, 2010, 255).*

- **The Material Process** is referred to as the process of "doing". The basic meaning of this process is that some entity is doing something or undertaking an action. Thus, the following question might be asked "what did x do?". Furthermore, it primarily encompasses physical actions and is frequently indicated by an action verb such as; run, throw, graze, cook, sit etc. Also, there are two participants within this process, the Actor and the Goal. The former may be associated with the subject whereas the Goal may be associated with the object. Shared by both is that they are frequently recognised by noun phrases. The clause might be in active or passive voice, if both the Goal and Actor exist in the clause (Wang 2010, 257). An example which illustrates how the different components of the clause act as the Actor, Goal and Process respectively will be presented below.

  "They will run tomorrow"

Actor	Material Process	Goal
They	will run	Tomorrow

Figure two, (Inspired by Wang, 2010, p. 258)

- **The Mental Process** is referred to as the process of "sensing" and appeals to the receiver's senses and feelings. This process focus on the way individuals think or feel. Hence, the following question might be asked: "what did x do to you?". This process articulates mental phenomena which generally is expressed through simple present tense and may be separated into three types: "perception" articulated by verbs such as "see", "look", "hear" etc., "reaction" articulated by verbs such as "like", "please", "wish", "hope", "want" etc., and "cognition" articulated by verbs such as "know", "believe", "convince". Similar to the material process, this process also has participants, yet, here they are referred to as Senser and the Phenomenon. An example which illustrates how the different components of the clause act as respectively the Senser, Phenomena and Process will be presented below (Wang 2010, 258)*.*

"David hoped that he would get a dog"

Senser	Mental Process	Phenomena
David	Hoped	that he would get a dog

Figure three (Inspired by Wang, 2010, p. 258).

- **The Relational Process** is referred to as the process of "being" and it is focused on the connection between two things or concepts. Usually, this process is utilised once the sender needs the message to come across as definite. The relational process is generally utilised in order to define individuals or objects *(Wang 2010, 258)* and is either attributive or identifying. Unfortunately the interpretation of Relational processes is not often straightforward and has the potential for ambiguity. Side 268

- **Attributive** focus on what belongings an object has or in what classification they may belong *(Wang 2010, 258)*.

- **Identifying** focus on the identical properties of two entities *(Wang 2010, 258)*.

Mode	Carrier	Relational Process	Attributive
Attributive	Adding chocolate to your cake	is	essential

Figure four (Inspired by Wang, 2010, p. 258)

Mode	Identified	Relational Process	Identifier
Identifying	Your heart	is	a muscle

Figure five (Inspired by Wang, 2010, p. 258)

Overall, it is through the ideational function that the sender through language, expresses his/her interpretation of the context, which contains the sender's understanding of the internal world of his/her own consciousness, reactions, cognitions, perceptions etc. in conjunction with his/her linguistic acts of speaking and understanding.

5.3.1.2. Interpersonal Meta-Function

The interpersonal meta-function is the second function of language and is referred to as the function for exchange as it relates to a text's aspects of tenor or interactivity. This function also refers to the grammatical choices that enable speakers/writers to enact their complex and various interpersonal relations. This ideology of SFL is based on the idea that a narrator not solely presents something but is simultaneously interacting with the receivers *(M. Halliday 2003, 16).* The latter is used interpersonally as the sender takes on the role of informing, questioning, persuading etc. Additionally, the sender utilises language interpersonally by interacting with others, controlling their behaviour and expressing his/her own personality *(J. Webster 2003, 314-316).* Within the interpersonal function, mood and modality are often utilised. The first grammatical term is modality. In semiotics, modality is referred to as a particular way in which information is to be encoded for presentation to the receivers. Modality shares its origin with the word *mode*, meaning the way in which something occurs or is experienced. Hence, modality has to do with whether a proposition is necessary, possible, or impossible *(J. Webster 2003, 316).* The second grammatical term is mood, which carries the interpersonal meta-function of a clause and consists of subject + finite. Within linguistics, the grammatical mood is referred to as a grammatical or morphological feature of verbs, utilised in order to signal modality. Specifically, it is the use of verbal inflections that permit senders to express their attitude toward what they are saying. Therefore, Mood illustrates the role of the sender in a communicative event and simultaneously illustrates the role given to the receiver *(J. Webster 2003).* Additionally, personal pronouns, tense, direct- and indirect speeches, negatives and negative polarity, positives and positive polarity, modal verbs, interrogative sentences, declarative sentences, and active and passive voice are all grammatical items which express modalisation and mood. In the following, the latter will briefly be explained.

- **Personal pronouns** are pronouns associated primarily with a particular grammatical person; first person "I/"we", second person "you", or third person "he/she/it/they *(Wang 2010, 260).*

- **Tense** is a grammatical category that pinpoints a situation in time in order to indicate when the situation takes place. This grammaticalisation of the time reference utilises

"simple future tense" to show the planned and expected events in the future, "simple past tense" to illustrate events that have occurred in the past, and "simple present tense" to illustrate the events happening in the present *(Wang 2010, 259).*

- **Negatives and Negative Polarity** are lexical items which only exist in a negative context. An indicator for the latter may be words like "not", "neither/nor", "never", "any", "yet". Yet, words like "hardly", "scarcely", "seldom" etc. may also be indicators in some contexts *(Mahboob og Knight 2010, 288-290).*

- **Positives and Positive Polarity** are lexical items which solely consist in a positive context and consist of words such as "already", "still", "relatively", "surely", "each", "with", "some" etc. However, words like "delicious", "wonderful", "lovely" might also be indicators of positives and positive polarity *(Bakker 1988, 52).*

- **Modal Verbs** are types of auxiliary verbs that are utilised in order to indicate modality such as likelihood, ability, permission and obligation and includes "can", "could", "may", "might", "must", "would", "will", and "shall" *(Wang 2010, 259).*

- **Declarative Sentences** is the most common kind of sentences in language, in most situations, as when modifying sentences into a question or command, the basic form will always be the declarative *(Hjulmand and Helge 2008, 43).*

- **Interrogative Sentences** ask direct questions, are followed by a question mark, and may be identified when interrogative words such as yes/no or who, which, where or how are utilised in a sentences *(Hjulmand and Helge 2008, 43).*

- **Active Voice** is defined as an action performed by the subject where the emphasis is on the action, and responsibility is placed on the subject and thus the active voice is utilised in a clause whose subject articulates the agent of the main verb. *(Hjulmand and Helge 2008, 216-17).*

- **Passive Voice** is defined as an action performed by an unknown agent where the emphasis is on the fact, and the responsibility is not placed on anyone. In order to move emphasis to the individual or thing acting, one could utilise a prepositional phrase beginning with "by", also referred to as an agent *(Hjulmand and Helge 2008, 216-17).*

- **Complex Sentences** consist of at least one independent clause and may have one or more dependent/subordinated clauses which are connected by a subordinated conjunction. This type of sentence may make a text more formal and challenging to read. Likewise, complex sentences might have more than one verb. Generally, they consist of conjunctions such as "if", "when", "where", "because", "whenever", "since", "although" etc. or relative pronouns such as "that", "who", "which" or by adverbs like "where", "after" and "through" *(Hjulmand and Helge 2008, 272-73).*

- **Compound Sentences** consist of at least two independent sentences but do not require a dependent clause. These may be connected by coordinating conjunctions such as "for", "and", "nor", "but", "or", "yet" or "so*" (Hjulmand and Helge 2008, 271-72).*

- **Simple Sentences** consist of one independent clause and no dependent clause. Also, it contains a verb, a subject and a predicate such as "the girl ran into her bedroom". This type of sentence might make a text more reader-friendly, informal and easy to understand *(Hjulmand and Helge 2008, 270).*

5.3.1.3.   Textual Meta-Function

The textual meta-function is the third and final function of language. According to Halliday *(2003)* the former two functions are intricately organised. However, it is Halliday's third meta-function, the textual, which allows meanings from the two former functions to freely combine. This function encompasses all of the grammatical systems responsible for managing movement of discourse. Hence, these systems construct a text with a coherent and coheres content *(M. Halliday 2003, 16-17).* Furthermore, it is significant to notice that although two sentences may have an identical ideational and interpersonal function, they might have a very diverse textual function in terms of coherence. Deprived of the textual, making use of language would be impossible. These textual elements represent a set of options that the sender may utilise in the construction of a text. Moving on, the clause is prearranged as a message and besides having a structure in transitivity and mood; it also has a thematic structure *(M. Halliday 2003, 16-18).* According to Halliday (1972) the English clause consists of a Theme and a Rheme, which may be defined as

"the peg on which the message is hung, the Theme being the body of the message" (J. J. Webster 2002, 190).

This means that the Theme of a clause is the component which is positioned in first position. Thus, the Theme is referred to as the point of departure for the message as it is the central word in a definition. The latter, the Rheme may be referred to as the elements appearing after the point of departure. Contrasting the Theme, the Rheme is positioned in second position in the clause. However, when the Theme and Rheme are combined, they constitute a message *(J. J. Webster 2002, 190-191).* Overall, Halliday argues that the textual function is different from both the ideational and the interpersonal as its object is language itself. In the following, examples of Theme and Rheme will be presented.

Examples	*Theme*	*Rheme*
Call me before you get off work	me before you get off work	Call
You are a wonderful mother	You	are a wonderful mother
Is that your idea?	your idea?	is that

Figure six *(Inspired by Webster, 2002, p. 190-191)*

Figure six illustrates examples of in what way the Theme and Rheme are presented in a clause. Additionally, it depicts in what way these elements may act in diverse sentences as each sentence signifies an imperative, declarative and interrogative sentence respectively. Moreover, these examples depict in what way the Theme often is identical with the Actor and modal subject.

5.3.2. Discursive Practices

The intermediate part of Fairclough's model is the discursive dimension, which consists of the process of production, relation, distribution and of interpretation *(Fairclough, 2001, 21)*. Commonly, discursive practice is defined as

> *"analysis of discursive practice focuses on how authors of texts draw on already existing discourses and genres to create text, and on how receivers of texts also apply available discourses and genres in the consumption and interpretation of the texts." (Phillips and Jorgensen 2002, 69).*

The nature of these processes may vary between various types of discourses in relation to social factors. When examining the discursive dimension, the emphasis is on in what way the sender applies already accepted assumptions and orders of discourse in a text. Simultaneously, the emphasis is on in what the receivers of texts applies existing discourses, genres and styles in the interpretation and distribution of texts *(Phillips and Jorgensen 2002, 69).* Further, this practise functions as the intermediary between text and social practices consequently, it is exclusively through discursive practices that individuals utilise language to generate and interpret texts *(Phillips and Jorgensen 2002, 69).* When examining discursive practices, power, ideology, hegemony, assumptions, interdiscursivity and intertextuality demonstrates the on-going struggle between the discourses *(Phillips and Jorgensen 2002, 18).* Moreover, the discursive practice is characterised as being especially discursive because of language. This means that Fairclough's concept of discursive practice in a way is divided into dimensions which together contribute to the concept. Social practice is one dimension of a discursive event, the text is another dimension and finally discourse as a particular discursive practice is the third dimension. In order not to confuse the discursive practice with social practice it is important to distinguish the two from each other. Social practice can be, but not always, constituted solely by discursive practice as discursive practice may be supplemented by non-discursive practice as a part of social practice. The analyses of a particular discourse as a discursive practice have focus on processes such as production of text, distribution, and interpretation.

5.3.2.1. Power

According to Foucault *(1980),* power is similar to discourse in the sense that neither of the latter concepts belongs to specific agents like individuals, nations, groups etc. with particular interest. Instead, power seems to be spread across various social practises and its members. Hence, power provides the conditions for interaction in the social world. This social world is produced by power-relations, meaning that the relationship that members of a given social group have with one another has been separated and characterised by means of this power-relation *(Phillips and Jørgensen 2002, 13).* Additionally, power is said to be responsible for creating the social context and for the specific way in which the social context is formed *(Phillips and Jørgensen 2002, 14).* However, in order to understand the relation of power among various discourses and their consequences, it is significant to understand Fairclough's conception of ideology and hegemony, which will be presented now.

5.3.2.2. Ideology

According to Fairclough *(1995),* ideology is defined as *"meaning in the service of power" (Fairclough, 1995, 14).* He refers to the understanding of ideologies as being constructions of meaning that contribute to the production, reproduction and transformation of relations of domination *(Phillips and Jorgensen 2002, 75).* Additionally, Fairclough utilises the term common-sense assumptions to define ideology. This means that ideologies are commonly agreed upon and embedded in society *(Phillips and Jørgensen, 2002, 76).* Generally, an ideology is an general idea or a way of understanding things by comparing worldviews or a set of visions recommended by the dominant group of a society to all members of this society. However, discourses may be more or less ideological and the production of meaning in the everyday life where meaning is mobilised is important in the maintenance of the social order *(Phillips and Jorgensen 2002, 75).*

Overall, a critical perception of power and ideology may define ideology as a modality of power. This means that power and ideology signify parts of the world which contribute to sustaining and altering social relations of power, domination and utilisation. However, this perception is contradictive to several descriptive interpretations of ideology which describe it as the positions, attitudes, beliefs, perspectives etc. of social groups. Yet, it is imperative to notice that the latter do not have any references to relations of power and domination within these social groups *(Fairclough 2003, 9-10).*

5.3.2.3. Hegemony

Acording to Fairclough, hegemony is generally misinterpreted as being a simple question of dominance. Therefore, he stresses that hegemony is rather

"a process of negotiation out of which emerges a consensus concerning meaning" (Jørgensen and Phillips 2002, p.76).

The latter may be referred to as a negotiation which might generate either acceptance or resistance of the position of dominance by one group or another. Hegemony and ideology are closely related, yet, the former encompasses a result of the power struggle or assessment of the contrasting ideologies concentrating further on acceptance or resistance of the dominant position within this struggle for power.

5.3.2.4. Assumptions

According to Fairclough *(2003),* various forms of community and solidarity are subject to a set of shared meanings, which may be taken as given as social communication or interaction in general may solely take place if the members have an understanding of such a shared meaning or "common ground". Likewise, assumptions are significant parts in respect to ideology as the ability to exercise social power, dominance and hegemony includes the ability to control the content of the above mentioned "common ground". Fairclough puts forward three types of assumptions *(Fairclough, 2003, 55)*:

- **Existential assumption** represents the assumption of what exists

- **Propositional assumption** represents the assumption of what is or can be the case

- **Value assumption** represents the assumption of what is good or desirable

Each of these types of assumption may be triggered by linguistic structures in a particular text. Existential assumptions may be triggered by definite references such as definitive articles or demonstratives such as "this", "that", "these" etc. Propositional assumptions may be triggered by particular factive verbs such as "remembered", "forgot", "realised" etc*.* Value assumptions may also be triggered by particular verbs like "help", "provide", "offer" *(Fairclough 2003, 55-56).* Moreover, Fairclough (*2003*) emphasises that the receiver of text may have an understanding of a given value system, hence the assumed meaning, deprived of

complying with or approving it. Although, some critics argue that the degree to which an individual may identify such an assumption, is to be determined by the individual's understanding and knowledge about that specific value system *(Fairclough 2003, 57).* This specific value system and the associated assumptions, which consist of what exists, what is the case, what may possibly occur, what is necessary etc., is said to be discourse specific. Such assumptions and discourses are considered ideological. The ideological function of texts is associated with hegemony and universalization as seeking hegemony is equivalent to seeking universalization of definite meanings when trying to achieve and sustain particular way of conceptualising power. This gives emphasis to how power strives to achieve harmony rather than exclusively applying resources to force. Hence, the latter emphasises the significance of ideology in sustaining power relations *(Gramsci 1971)* described in *(Fairclough, 2003, 58).*

5.3.2.5. *Interdiscursivity*

Interdiscursivity is referred to as the implicit or explicit relations that a given discourse has to other discourses. Thus, interdiscursivity is that part of a discourse that relates it to other discourses. In addition, interdiscursivity is described as taking place

"..when different discourses and genres are articulated together in a communicative event"
(Phillips and Jorgensen 2002, 73).

Hence, through different articulation of discourses, the limitations change, both within and between various orders of discourse. Furthermore, within interdiscursivity, discourses generate new discourses within and between already existing orders of discourse by merging diverse types of discourses in new and complex ways. This is also referred to as the "interdiscursive mix" *(Phillips and Jorgensen 2002, 73).* Moreover, Interdiscursivity has significant similarity to recontextualisation as both concepts frequently imply that elements are imported from another discourse.

5.3.2.6. *Intertextuality*

Comparable to assumptions, intertextuality associates one text to another and to the social practices. However, the variance among the two is that while intertextuality rely on and incorporates previous communicative events, assumptions emphasise the implicit shared common grounds. According to Fairclough *(1992)* describe in Phillips and Jorgensen *(2002),* intertextuality may be referred to as

"..the condition whereby all communicative events draw on earlier events" (Phillips and Jorgensen 2002, 73) *as "One cannot avoid using words and phrases that others have used before" (Phillips and Jorgensen 2002, 73).*

However, the overall difference between interdiscursivity and intertextuality is that the former implicitly refers to various discourses and discourse types, and the latter, explicitly refers to the relation between various specific texts. Like the interdiscursive mix, intertextuality utilises the concept of "manifested intertextuality" or "intertextual chain".

- **Manifested intertextuality** refers to the concept where a text explicitly incorporates expressions, phrases, quotations, citations etc. from various specific texts *(Phillips and Jorgensen 2002, 74).*

- **Intertextual chain** refers to the concept of linking texts in a chain of texts. This means that a series of text or components from various texts may be incorporated into a new text situation like when a journalist draws on scientific reports, interview's etc. when constructing an article *(Phillips and Jorgensen 2002, 74).*

Intertextuality may on the one hand be an indication of constancy and stability, as discourses that are mixed in a conventional way might reproduce and challenge the prevailing social order of discourse. However, on the other hand, it may be an indication of instability and transformation as an inspired mix of discourses, genres and styles might challenge the resolutions and exceed the boundaries of the genre *(Jørgensen et al. 2002: 74).*

Overall, Fairclough's second dimension, discursive practices, provides a tool useful when attempting to interpret the interaction between text and context within the three-dimensional model, and the interaction between the discourses.

5.3.3. Social Practice

The exterior part of Fairclough's three-dimensional model is the social dimension, which in short is the context and consists of social situations of interpretation and production According to Fairclough

"Social practices can be seen as articulations of different types of social elements which are associated with particular areas of social life" (Fairclough 2003, 25).

Fairclough emphasises that text analysis ought to be supplemented with an analysis of the non-discursive order to appreciate the relationship between the text and the structures surrounding it. The objective for this dimension is to examine the social relations by considering what effect the discursive practices have on the social practices *(Fairclough 2003, 25).* Therefore, emphasis is on how social practices are discursively shaped as well as the subsequent discursive effects of social practices. When identifying discourses as a part of social practices, it manifests in three main ways, which are described in the following.

5.3.3.1.   Genre

A genre is a specific usage of language which contributes and constitutes part of specific social practices such as an interview, advertisement, news genre, movie, TV-show etc. According to Fairclough *(2003),* genres, also referred to as action, are defined as

"..ways of acting and interacting" (Fairclough 2003, 26).

When analysing the genre of a text, the emphasis will be on in what way the text functions within, and contributes to, social action and interaction in social events. It is imperative to notice that genres vary in terms of how stable, fixed or homogenous they act. Overall, genres may be described as referring to specific ways of manipulating and framing discourse *(Fairclough 2003, 66-67).*

5.3.3.2.   Discourse

Discourses are fundamental in evaluating the means by which actually comparable parts of the world may be appreciated and understood from diverse perspectives and positions. According to Fairclough *(2003),* discourses, also referred to as representation, are defined as *"..ways of representing.." (Fairclough, 2003, 26)* and consist of the material world, additional social practices, reflexive self-representations of the practice in question etc. The

representation is referred to as a discoursal matter since it is possible to distinguish between different discourses demonstrating equal parts of the world from various perspectives and positions *(Fairclough 2003, 26).*

5.3.3.3. Style

Lastly, style may be described as the ways in which discourse is utilised in order to constitute a sense of being and identity, and to illustrate how identification is situated through the application and style of specific discourses. Hence, styles, also referred to as identification, are defined as *"..ways of being.."* (*Fairclough, 2003, 26)* and may be described as *"..constituting particular ways of being, particular social or personal identities."* (*Fairclough, 2003, 26)*. Therefore, styles might be defined as the way in which an individual utilises language as a source of establishing self-identification through commitment, judgement and undertaking *(Fairclough 2003, 26).* Overall, text production and interpretation draws on various styles, discourses and genres from already existing texts.

5.3.3.4. Order of Discourse

The order of discourse is derived from Foucault *(1972)* and is utilised to examine the ways in which orders of discourse are, through social and discursive practice, constructed and examine how orders of discourse draw on other orders of discourses in the reproduction or transformation of the contemporary social practice. Overall, the order of discourse may be explained as a web of significance as it comprises discourse, genre and style. According to Phillips and Jorgensen *(2002)*, the latter is defined as

"..the sum of all the genres and discourses which are in use within a specific social domain.."
(Phillips and Jorgensen 2002, 72).

5.3.3.5. Dialectical Relationship

The relation between elements of a social event or practise as well as the relation between semiotics and non-semiotic elements are dialectical relations. Hence, the relation between the three methodical conceptions genres, discourses and styles indicates that it is significant to comprehend social practices on the basis of texts and discursive practices. As a result, the dialectical relationship demonstrates that when a communicative event takes place, one draws upon already existing orders of discourse, while simultaneously, challenging,

reproducing and altering these orders of discourse to generate different orders of discourse. *(Fairclough 2003, 30).* Moreover, as a result of new communication strategies and the Internet, the process of mediation among diverse forms of text becomes a significant part of power, influence and control in the contemporary society. According to Silverstone *(1999)* described in *(Fairclough 2003),* mediation is defined as the movement of meaning. The latter demonstrates that the perception of meaning might change from one social practice, event, or text etc. to another. Hence, mediation should be considered as a complex process, linking a network or chain of text.

Overall, Fairclough's three-dimensional model, which consists of text, discursive practices and social practise, provides an analytical framework for analysing discourse. This framework advocates that a text might solely be understood and examined in relation to systems of other texts, discourses and the social context *(Phillips & Jorgensen, 2002, p. 70).*

5.4. Carroll's Pyramid of CSR

According to CSR-Kompasset.dk, corporate social responsibility is referred to as the companies' voluntary efforts to integrate social and environmental concerns in their business operations and in their interaction with stakeholders. This description is very similar to that found in many other places and implies, among other areas, that the company focuses on the internal and external environment's influence, the control of anti-corruption and international crime, upholding of human rights and decrease discrimination *(csrkompasset, CSR)*.

For more than 50 years, organisational managers, executives, directors etc. have struggled with the issues of determining and accommodating are responsibility towards society. At first, the main responsibility was to ensure maximum profit to the shareholders. However, it became apparent fairly early on that in order to ensure profit, organisations had to abide by national as well as international legislation. Afterwards, organisations began to focus on social responsibility after social legislation was reinforced by the creation of EPA, EEOC and OSHA and CPSC, thus governments officially acknowledged employees, consumers and the environment as legitimate stakeholders *(A. B. Carroll 1991, 39)*. Even though various theorists and academics have attempted to establish an agreed-upon definition, there still seems to be a variety of different definitions of the term. However, according to Keith Davis *(1960 described in Carroll 1991; 39),* social responsibility may be defined as

"..Businesses' decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (A. B. Carroll 1991, 39).

Simultaneously, Eells and Walton *(1961)* described in *(Carroll 1991)* referred to social responsibility as

"..problems that arise when corporate enterprise casts its shadow on the social scene, and the ethical principles that ought to govern the relationship between the corporation and society."
(Carroll 1991; 40)

Moreover, as the focus shifted more towards social responsibility, one of the most acknowledged definitions of CSR was presented by Archie B. Carroll in 1979. According to

Carroll *(1979)* described in Carroll *(1991)*, CSR ought to encompass and embrace the entire range of expectations and responsibilities placed on organisations. The pyramid of CSR contains economic, legal, ethical and philanthropic responsibilities, which is presented in figure seven and will be elaborated in the following *(A. B. Carroll 1991, 39)*.

Philanthropic Responsibilities

- Be a good corporate citizen

ETHICALhical Responsibilities
- Be ethical

Legal Responsibilities
- Obey the law

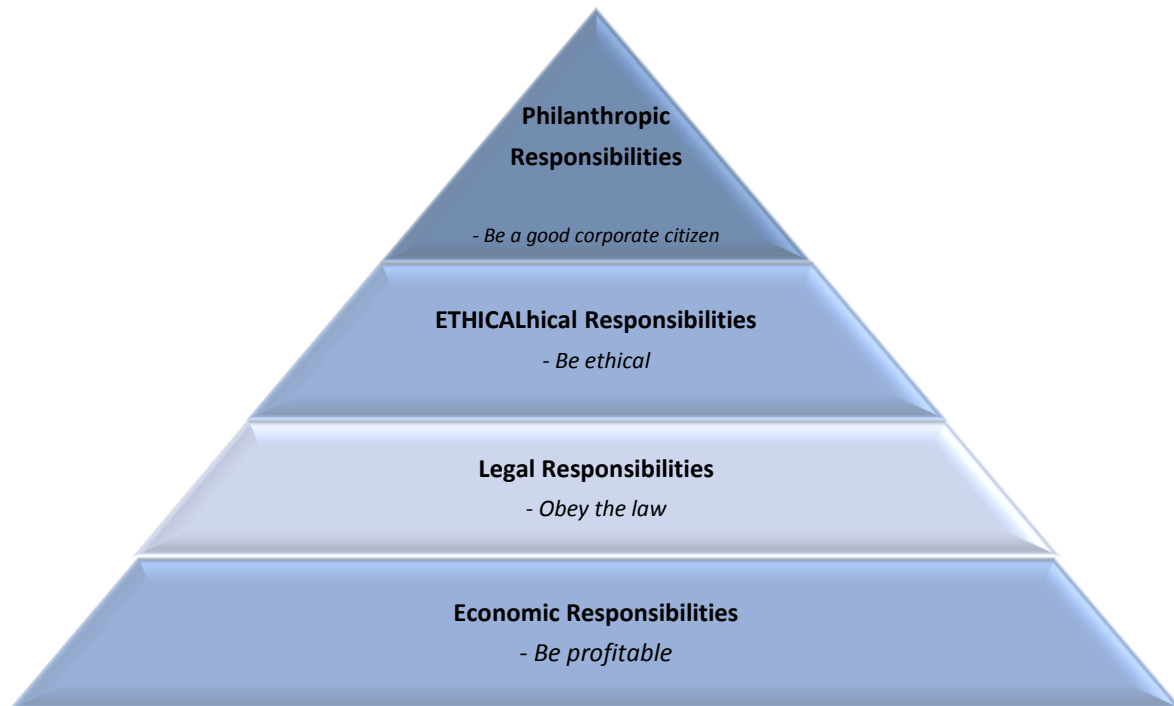**Economic Responsibilities**
- Be profitable

Figure seven designed by Jeanette Kjaer Olsen, based on Carroll (A. B. Carroll 1991, 42)

5.4.1. Economic Responsibilities

Generally, organisations were constructed and designed as economic units primary aim was to deliver and provide goods and services to society in order to make a profit. This fundamental responsibility is presented at the bottom of the pyramid, illustrated in figure XX, because the other responsibilities are predicated upon this responsibility as they would not exist if the organisation was not financially secured. Furthermore, according to Carroll *(1991)*, this responsibility is utilised in order to ensure maximum profit and competitiveness *(A. B. Carroll 1991, 41)*.

5.4.2. Legal Responsibilities

Moving on to the second layer of the pyramid, we find the legal responsibility. In general, Society began to expect organisations to act in accordance with legislations and regulations introduced by national and international governments. This was introduced as the social contract which encompassed that products and services were required to comply with the minimal legal requirements and standards *(A. B. Carroll 1991, 41).* Furthermore, according to Carroll (*1991*), the legal responsibility was defined as:

"legal responsibilities reflect a view of codified ethics in the sense that they embody notions of fair operations as established by the lawmakers" (A. B. Carroll 1991, 41).

5.4.3. Ethical Responsibilities

While the ethical responsibilities may have been associated with the two bottom layers of the pyramid, because they also represent ethical norms such as fairness and justice, the ethical responsibilities ought to be placed at the third level of the pyramid. Furthermore, these responsibilities embrace and comply with unwritten legislative requirements, rules, boundaries, limitations, norms and values although they are not codified. Hence, organisations strive towards avoiding compromising ethical or moral norms in order to achieve profit or goals *(A. B. Carroll 1991, 41).* This means that organisationa take what consumers, employees, shareholders, and the community regard as fair into consideration and at the same time strives to keep within the respect or protection of stakeholders' moral rights. Furthermore, Carroll *(1991)* stresses that it is important for an organisation to:

".. be defined as doing what is expected morally and ethically" (A. B. Carroll 1991, 41)

In order to be perceived as a good corporate citizen. Despite that these responsibilities may be associated with the two previous responsibilities because the ethical responsibilities reinforce and predict the emergence of new laws and regulations, it is still placed higher in the pyramid as the latter is not codified and thus more difficult to anticipate, embrace and comply with. In addition, according to Carroll *(1991),* it may be challenging to predict the changing norms and values of Society, and hence, an attempt to predict the latter is considered more ambiguous than legal and economic responsibilities *(A. B. Carroll 1991, 41).*

5.4.4. Philanthropic Responsibilities

At the top of the pyramid we find the philanthropic responsibilities. In order for organisations to act within the philanthropically responsibilities, the organisation and its employees must encompass and actively engage in various activities, acts or programs that exceed society's expectations. These activities may consist of promoting human welfare, supporting developments in local communities, engaging in volunteer work, sponsorship of philanthropic projects, donations to public or non-profit organisations etc. (A. B. Carroll 1991, 42). This is also referred to as being a good corporate citizen.

Moreover, the primary distinguishing feature between the ethical and philanthropic responsibilities is that the latter are not expected in an ethical and moral sense. This means that society appreciates organisations' contributions to humanitarian projects, programs and purposes, yet society does not regard or view organisations as being unethical if they decided not to contribute. Nonetheless, these are highly desired responsibilities, but then again, not as essential and significant as the previous three elements as, according to Carroll *(1991)*

"some firms feel that they are being socially responsible just by being a good corporate citizen in the community" (A. B. Carroll 1991, 42).

6. Analysis

In this analysis, H&M's CEO Interview will be analysed in-depth by utilising various textual analytical tools within the field of CDA, SFL, rhetoric and argumentation, in order to determine which types of linguistic, psychological and sociological structures within discourse, style and genre appears in this specific text, and how these are intertwined. In the first part of the analysis, Fairclough's three-dimensional model for CDA will be utilised. Within the first dimension, text, Halliday's SFL will be applied in order to determine the lexico-grammatical function of language in terms of what and how mode and meaning of clauses represents different aspects of the reality. Furthermore, these will be applied in order to determine through which rhetorical devices the identified discourses and their language functions are communicated. Within the second dimension, the intermediated or discursive part of the text is represented. This part of the analysis will consists of an analysis of the process of production, relation, distribution and of the interpretation of the text. Lastly, in the final part of this analysis, Fairclough's third-dimension, social practice, will be analysed. Here, emphasis is on how social practices are discursively shaped, and effected by the discursive practice. Additionally, in the second part of this analysis, Carroll's Pyramid of CSR will be utilised in order to illustrated to what extend H&M is socially responsible.

6.1. Text

As mentioned in section 5.3.1, Fairclough's first dimension, text, gives the descriptive representation of CDA wherein the dialectal, semantic and linguistic function of a communicative event is emphasised. Furthermore, as mentioned in section 5.2., Halliday's systemic functional grammar view language in terms of semiotics forms of meaning, how it works, how it is organised and what social meta-functions are represented. In order to do the latter, he invented the following scheme to describe and analyse language. Halliday's meaning of text may be defined in terms of three various, yet general and concomitant, types of meaning; ideational, interpersonal and textual, which will be analysed in the following.

6.1.1. Ideational Meta-Function

As mentioned in section 5.3.1.1, the ideational meta-function reflects the contextual nature of the social processes in which language is implicated. Here, emphasis is on the transitivity system of grammar, which examines in what way various events and processes are associated with the subject and object. This function may be instantiated into the material, mental and textual functions. In the following, this transitivity analysis will be conducted.

6.1.1.1. Material Process

As mentioned in section 5.3.1.1, this process is the process of "doing", and it is generally a strategic communicative choice as it demonstrates goals and achievements, and is concerned with the inner experience of the world. Also, it is commonly indicated by an action verb and includes two participants, the subject and the object. In H&M's CEO interview, numerous material processes are represented throughout the text and thus a selection of these will be presented in table eight.

Actor	Material Process	Goal
"...we	*play*	*a very active role in initiatives like the Sustainable Appeal Coalition and the Global Compact" (l. 143)*
"..we	*will set*	*new standards for water stewardship in our industry" (l.85)*
"We	*take*	*a long-term view on our business" (l178)*

Table eight

The selected examples presented in table eight, illustrates in what way the Actors and the Goals are exemplified in a material process. The Actors demonstrates the subjects, which in this communicative event refers to H&M in the form of *"we"* while the Goals demonstrates the objects, which in this case is represented by *"..a very active role", "new standards...."* and *"a long-term view.."*, referring to H&M's overall goals and business initiatives. The actors or subjects are all triggered by a noun phrase as H&M in all three examples utilises *"we".* The processes of doing, the material processes are all indicated by action verbs such as *"play", "will set",* and *"take".* Furthermore, the chosen material processes presented in table eight, are all clauses which utilises the active voice.

The first identified material process depicted in table eight is *"play".* This action verb is utilised in the CEO interview in order to illustrate in what way H&M has chosen to act upon or undertake something, the Goal, which, in this case, is "*a very active role in initiatives like the Sustainable Appeal Coalition and the Global Compact".* Here, it may be argued that H&M has chosen to embrace this particular business initiative as a strategic communicative choice as this clause emphasises H&M's effort within CSR and especially sustainability, thereby, constructing a corporate identity which portrays an organisation that takes responsibility and acts proactively

The second identified material process depicted in table eight is *"take"*. Contrary to the two other identified verbs, this verb is not used in order to exemplify H&M achievements or future goals, but rather used in order to determine its general business strategy or its overall way of doing business, in this case, "*a long-term view on our business".* It could be discussed if H&M has chosen to include this specific Goal as a strategic communicative choice, since it on the one hand simply illustrates the core business philosophy, and on the other hand imply that H&M continues this general business strategy in its effort within sustainability. Either way, one may argue that H&M construct the identity of being an organisation that seems to strive for success in all of its activities.

Generally, this process is the predominant process employed throughout the text. Hence, it may be argued that this indicates that the text is mainly concerned with representing actions, achievements, goals and events, the participants involved in them, and providing information. These actions, goals, achievements and events are generally ones that have already occurred, is occurring at the moment or will occur in a near future as the verbs realising the processes are either past tense, simple present, present perfect or future tense, which emphasises both the recentness of past, current and future actions, goals, achievements and events and their relevance to the present time.

6.1.1.2. Mental Process

As mentioned in section 5.3.1.1., this process is the process of sensing and focus on the outer experience of the world. This process articulates mental phenomena which may be divided into three types: perception, reaction, and cognition. Within the CEO interview several mental processes were identified and a selection of these will be presented in table nine.

Senser	Mental Process	Phenomena
"we	*see (perception)*	*a lot of innovative smaller sustainable fashion brands on the market" (l. 168)*
"..we	*believe (cognition)*	*in a fast pace….."(l.158)*
"….I	*feel (cognition)*	*that the changes we want to see do not happen as fast as we would like" (l.159)*
"I'm	*proud (reaction)*	*of all my dedicated colleagues who work with great passion every day to make H&M and our industry more sustainable" (l.100)*
"I	*hope (reaction)*	*that in the future, upcycling old clothes will be a standard in our industry,…" (l.186)*

Table nine

The selected examples presented in table nine, illustrates in what way the Senser and the Phenomena are exemplified in a material process. Like the material process, this process also consists of a participant, in this case the Senser. Usually, the Senser represents a human participant and the Phenomena represent a thing, an act or a fact. In these examples, the Senser manifest itself through the pronouns *"we"* and *"I"*, which represents H&M and the CEO while the Phenomena is represented by things, acts and facts like *"a lot of innovative smaller..",* *"that the changes we want to see do not…", "that in the future..".* Parallel to the material process, the mental process is commonly used as a strategic communicative tool as it appeals to the receiver's senses and feelings *(section 5.3.1.1).* In addition, this process is concerned with the Sensers experience of the world of his/hers own consciousness. Furthermore, all the depicted

examples utilises the simple present tense, which seems to be the general basic form for the mental process.

The first identified mental process depicted in table nine is *"see"*. This verb may be considered a perception as it seems to express the Senser's understanding of the reality. It may be argued that the verb *"see"* is utilised in this context in order to illustrate that H&M acknowledge the fact that there is a tendency towards embracing sustainability as there are other smaller innovative sustainable fashion brand within the industry. Hence, it could be argued that H&M understand the necessity of sustainability in order to be competitive within the market.

The second and third identified mental processes depicted in table nine are *"believe"* and *"feel"*. These verbs are referred to as cognitions as they support or project the Senser's understanding or belief of his/her conscious reality. It may be argued that H&M utilises these cognitions in order to discursively construct a message which the receivers may understand and perhaps agree with. Thereby, it could be argued that H&M may attempt to persuade the receivers of the fact that H&M's understanding of the conscious reality should be shared by the receivers as well. In continuation hereof, it might be argued that H&M in these particular examples utilise the two cognitions *"feel"* and *"believe"* in order to gain empathy and acceptance from the receivers as the sentences contain a rather negative message - the message of changes not happening as fast as H&M would like them too hence, indirectly referring to a negative event. However, H&M seems to counterbalance this negative statement by emphasising that it believes in a fast pace. In conclusion, H&M utilises these verbs in order to appeal to the receiver's senses and feeling.

The fourth and fifth identified mental processes depicted in table nine are *"proud"* and *"hope"*, which are referred to as reactions. These verbs illustrate reactions as H&M states that it is proud of all its dedicated colleagues and hopes that in the future, upcycling old clothes will be a standard. Thereby, H&M discursively construct a message which illustrates in what way H&M think and feel towards a certain subject, in this case, the subject of sustainability. Furthermore, it might be argued that H&M strive to understand its receiver's value system and worldview. As H&M seems to assume that sustainability is considered essential in the minds of the receivers, it may be argued that H&M emphasises the importance of

sustainability by using these rather powerful verbs *"proud"* and *"hope"* which appeals to the receiver's senses.

In general, this process is the second most predominated process employed throughout the text. Consequently, one could argue that this indicates that the text, second to the material process, is mainly concerned with representing H&M's opinion and feelings towards the subject of sustainability. Thereby, it may be argued that H&M is utilising this process throughout the text in order to construct the image of being a responsible, conscious and compassionate organisation that the receivers might relate to and thus H&M might create a relationship with the receivers. However, it might be important to be aware of the blurred line between these types as one could argue that the three different types of sensing gradual transmit into one another. For instance, perception may transmit into cognition as *"see"* may express the sensing process of perceiving visually, yet, it could also express the sensing process of understanding a given phenomenon.

6.1.1.3. Relational Process

Contrasting the two former processes, the relational process does not consist of an action nor does it require one entity to act upon another. As mentioned in section 5.3.1.1., this process is the process of "being", and it focuses on the connection between two things or concepts and is usually used when a Sender needs the message to come across as definite. In addition, this process focuses on both the inner and outer experience of the reality in question. Within the CEO interview several relational processes were identified and a selection of these will be presented in table 10 and 11.

Identified	Relational Process	Identifier
Our business idea	*is*	*to offer fashion and quality at the best price" (l.24)*
"Our goal	*is*	*for H&M to be at the forefront of sustainability" (l.30)*

Table 10

The identified relational processes depicted in table 10 are *"our business idea is to offer fashion and quality at the best price"* and *"Our goal is for H&M to be at the forefront of sustainability".* Here, it could be argued that the two identified relational processes *"Our business idea"* and "*Our goal"* may be considered as the two identical properties to "*to offer fashion and quality at the best price"* and *"for H&M to be at the forefront of sustainability"* as the two entities are utilised in order to define one another. Generally, the relational process is utilised once the Sender of a message wants a specific message to come across as definite, which might be argued seems to be the case in these examples as H&M highlights it business idea and goal and thus, eliminating any doubt concerning H&M's sustainable business strategy. Furthermore, by utilising two identical properties, it may be argued that the H&M attempts to make it definite that it strives to offer fashion and quality at the best price, and be at the forefront of sustainability. Thereby, the two identical properties may enhance the receiver's recognition of the messages along with their perception of H&M's overall corporate image.

Carrier	Relational Process	Attributive
"Adding sustainability value to our products	*is*	*one of the keys to strengthen our customer offering"* (l.39)
"Ensuring that all workers in supplier factories earn enough to live on in a decent number of hours	*is*	*another key challenge"* (l.112)

Table 11

Moving on to the attributive mode, the identified relational processes depicted in table 11 are *"adding sustainability value to our products is one of the keys to strengthen our customer offering"* and *"Ensuring that all workers in supplier factories earn enough to live on in a decent number of hours is another key challenge".* Here, it could be argued that the attributives are ascribed to an entity and thus illustrates that the objects have a belonging and classification - the classification of belonging to H&M's essential key challenges and focus areas within its overall sustainable business strategy. By stating that adding sustainability value and ensuring that all workers earn enough are key issues, one may argue that the H&M categorises these key issues as an important focus area. In addition, it might be argued that the latter may be considered important focus areas by H&M's stakeholders as H&M operates in an industry which seems to be subjected to a lot of scrutiny from various Non-governmental organisations. Hence, by incorporating these attributive modes in the CEO interview, H&M construct an image of being a conscious organisation which put a lot of effort into is sustainability strategy and takes its responsibility within CSR very serious.

Overall, the relational process consist of all those process concerned with the expression of being. Based on the previous analysis, it may be argued that this semiotic system enables H&M to create relationships between any kind of form and function. Therefore, it may be important to be aware of the potential for ambiguity within this process, as the interpretation of the relational process might be relative, depending on the context. However, in the analysis of this process, I have attempted to illustrate how H&M has chosen to realise its ideology and construct its image through the text based on H&M's choices in the use of relational processes.

6.1.1.4. Summary

On the basis of the previous analysis, it may argue that various parts of SFL are represented in the CEO interview. A transitivity analysis was conducted in relation to the ideational function where material, mental and relational processes were identified. Within the latter, quite a few verbs and processes were identified. These were selected to emphasise H&M's actions, activities, goals and initiatives. Besides, some of the identified verbs were utilised in order to appeal to the receiver's feelings, thoughts and senses. In conclusion, some of the verbs were utilised in order to categorise certain issues, thereby stressing their importance, and in order to ensure the receiver's acceptance of the message. This was done by using two identical properties. Overall, it could be argue that within H&M's text, H&M has constructs a certain identity and an image through the use of language and ideational processes. Thereby, one might argued that H&M takes advantage of the opportunity to mention the achievements, goals, and initiative in order to strengthen its image and position on the market as well as being depicted as an ethical organisation that not only meets the general expectations within sustainability but also are at the forefront and exceeds them. Moreover, as mentioned in the introduction, a CEO interview or letter is constructed with the aspect of logos, ethos and pathos appeals in mind in order to generate support, and trust from the receivers and thus designed to create a positive image of the organisation the minds of the receivers. Based on the analysis of H&M's use of various processes, it may be deduced that H&M attempts to establish the latter by appealing to the receivers mind, senses, and perceptions, and thus evoking empathy and support from the receivers.

6.1.2. Interpersonal Meta-Function

As mentioned in section 5.3.1.2., the interpersonal meta-function is the second function of language and is referred to as the function for exchange as it focus on a text's aspect of tenor or interactivity. This function also refers to the grammatical choices that enable speakers/writers to enact their complex and various interpersonal relations. The latter is used interpersonally as the sender takes on the role of informing, questioning, persuading etc. The first grammatical term is modality. In semiotics, modality is referred to as a particular way in which information is to be encoded for presentation to the receivers. The second grammatical term is mood, which carries the interpersonal meta-function of a clause and consists of subject + finite. Overall, mood illustrates the role of the sender in a communicative event and simultaneously illustrates the role given to the receiver. In the following an analysis of the diverse forms of modality and mood utilised in the CEO interview will be conducted.

6.1.2.1. Modality and Mood

6.1.2.1.1. Pronouns

When analysing the way in which H&M has chosen to construct its interpersonal relationship with the receivers, it may be argued that H&M focuses on linguistic modalities in the form of the first, second and third person personal pronouns. The identified pronouns within H&M's CEO interview will be presented in table 12.

Personal Pronouns	No	Per cent
"We"	21	25.3 per cent
"Our"	33	39.75 per cent
"I"	12	14.45 per cent
"us"	6	7.22 per cent
"My"	1	1.20 per cent
"H&M"	10	12.04 per cent

Table 12

Initially, it may be argued that pronouns usually represents the subject and are used in order to substitute the names of the people, things or entities preforming the action in a sentence. In this case, H&M utilises various forms of personal pronouns in order to refer to either H&M as an entity by using *"H&M"*, in order to refer to H&M as an organisation constituted by people, by using *"we", "our", "us"* or in order to refer to the CEO personally by using *" I"* and *"my"*. When viewing table 12, it is evident that the most predominated personal pronoun utilised in the text are *"we"*, constituting 25.3 per cent, and *"our"* constituting 39.75 per cent. Combined, these constitute approximately 60-70 per cent of all the pronouns utilised in the text. Moreover, it could be argued that when organisations utilise external communication in general it may refrain for using the first person personal pronouns. However, as this text is a part of the communicative event of an interview with the CEO, it might be noticeable if H&M refrained from utilising the first person personal pronoun. In addition, it could be argued that H&M might have chosen to include an interview instead of a letter in order to appeal to the receiver's feelings on a more personal level. By allowing the recerivers to be a part of the CEO's interaction with the interviewer, it may make the receivers feel like they are a part of an interaction with the CEO as well. Moving on, it could be argued that personal pronouns may be related to the relationship of power and solidarity and thus, one could argue that H&M's use of personal pronouns is a strategic communicative choice as H&M takes responsibility for all of the information communicated in the text. Additionally, a predominant use of "we" and "our" may create a less intimidating and more relatable text. However, one may argue that because the genre of this text has similarities with that of a letter or a speech, H&M attempts to construct an identity and image which the receivers may relate to and hence, establishing a bond, creating direct relation and creating dialog with the readers seem to be the general idea behind utilising personal pronouns when expressing its utterances.

Furthermore, H&M has chosen to address itself in a rather impersonal style by referring to itself as *"H&M"*. One might say that by utilising its own name, H&M may be portrayed as being professional in the minds of the receivers, and thereby constructing an identity of being trustworthy. By utilising this professional tone of voice, it may be argued that H&M disassociates itself from the receiver. Contrary to the use of "we" and "our", which creates a less intimidating tone of voice, the use of proper nouns such as H&M may seem more intimidating to the receiver.

Finally, H&M uses the second and third person personal pronoun in the form of "you", "their" and "they" in order to represent various different people and groups. The second person personal pronouns are solely utilised in the interrogative sentences where the interviewer puts forward a question for the CEO. Yet, the third person personal pronouns were utilised in order to refer to for instance, customers, suppliers, workers, other fashion brands, employees, and colleague's etc. Nevertheless, it may be argued that the pronouns "we" and "our" and "they and their" are in binary opposition to each other – meaning that "we" and "our" may have positive connotations, while "they" and "their" may have negative connotations. Hence, the effect of positive versus negative is given as "we the people" or "our people" becomes a positive force, whereas "they" and "their", as in the nemesis, are a negative force. Therefore, one could argue that by using "we" and "their" H&M runs the risk of creating an "us" and "them" which may give have a negative effect on the receivers.

Overall, it may be argued that H&M utilises social deixis in the form of personal pronouns throughout its text in order to establish the level of formality, social distance and to codify the social status of and the relationship between the H&M and the receivers. Hence, H&M constructs a text which creates an interpersonal relationship with the receivers – making it easier for the receivers to understand, relate and accept the messages of the text.

6.1.2.1.2.   Tense

As mentioned in section 5.3.1.2., in grammar, tense is a category that locates a situation in time in order to indicate when the communicative event takes place. This grammaticalisation of mood and modality or time reference is often utilised in the basic ways; past-present-future. Generally, tense is indicated by a verb form, either the main- or the auxiliary verb.

Tense	Example
Past	*"We were named the biggest user of organic cotton in the world…." (l.72)*
Present	*"We are the first fashion retailer in the world to launch a global system to collect old clothes…." (l.75)*
Future	*"…upcycling old clothes will be a standard in our industry" (l. 187)*

Table 13

When analysing the identified examples presented above, it may be argued that H&M seems to utilise all three basic tense in order to emphasis different events in the past, present and future. In the first example, the past tense is represented by the sentence "*We were named the biggest user of organic cotton in the world….*". Here, it could be argued that H&M uses the past tense in order to illustrate a past event, the event of becoming the biggest user of cotton. By utilising this past tense, H&M emphasises that in previous years it had initiatives within sustainability and last year H&M achieved one of its goal, which was to become the biggest user of organic cotton - thereby informing the receivers that it is constantly achieving some of its goals of becoming a fully sustainable business.

Furthermore, in the second example, the present tense is represented by the sentence *"We are the first fashion retailer in the world to launch a global system to collect old clothes…."*. Here it may be argued that H&M uses the present tense in order to illustrate a present event, the event of becoming the first fashion retailer to launch a global system to collect old clothes. The present tense is used to illustrate the current activities and status of the organisation. Therefore, one could argue that H&M in this particular example has deliberately chosen to include this achievement in the present tense in order to inform the receivers that sustainability is still a focus point for H&M.

Lastly, in the third example, the future tense is represented by the sentence *"…upcycling old clothes will be a standard in our industry"*. Here one could argue that H&M utilises the future tense to illustrate a future event, the event of being able to ensure that upcycling old clothes will become an industry standard. It may be argued that by utilising the future tense, H&M emphasises its goals and aims for the future, in this case the aim of continuing to set new standards within sustainability in the fashion industry. Thereby, informing the receivers that H&M will continue to have sustainability at the top of its agenda.

Overall, it may be argued that H&M utilises all three basic tense in order to stress that sustainability has been, is, and will be at the top of its agenda.

6.1.2.1.3. Negatives/Positives and Negative/Positive Polarity

As mentioned in section 5.3.1.2., positives, negatives, positive polarity, and negative polarity are utilised in order to determine the mood of a text. This is done by permitting the sender to determine if a given text should be predominately positive or predominately negative, neutral or someplace in-between. When examining H&M's CEO interview, one may argue that the text is predominately constructed by a combination of positives and positive polarity as few negatives and negative polarity were identified in the text. The various identified examples of Negatives/Positives and Negative/Positive Polarity are presented in table 14.

Negatives	Negative Polarity	Positive	Positive Polarity
"combating" (l.110)	*"..the tragic recent factory fires" (l.121)*	*"attract" (l.56)*	*"..create lasting improvements" (l.162)*
"scarcity" (l.110)		*"proud" (l. 13)*	*"..great opportunities" (l.66)*
"waste" (l.109)		*"help" (l.15)*	*"..contributing to economic growth, jobs and stability" (l.60)*
"tragic" (l.120.)		*"love" (l.16)*	*"..strong presence" (l.65)*
"fires" (121)		*"happy" (l.52)*	*"..fair dialogue" (l.191)*
		"secure" (l.90)	*"..great development" (l.170)*

Table 14

According to the examples identified in the text, one could argue that the text is constructed with more positive expressions than negatives as H&M primarily mentioned negative words when referring to past events or when mentioning challenges within the industry. Furthermore, it may be argued that H&M has chosen to mention all the negatives and the negative polarity in the same paragraph, which is the paragraph where the CEO answers the question *"What are the challenges?" (l.98).* Moreover, when these negatives are mentioned they seem to be used in a positive contexts as H&M mention the somewhat negative

expressions "combating" and "scarcity" in a sentence which overall message is positive. From line 99-111 H&M explains that there are many challenges within its industry, that H&M strives to accommodate these challenges by focusing on a set of priorities, that by balancing the priorities of closing the loop on textile fibers and "waste" and by "combating" climate change and the growing "scarcity", H&M will become more sustainable. Hence, it might be argued that H&M utilises this question to admit that there are challenges within its industry but that H&M is being proactive in order to accommodate these challenges and thus may come across as trustworthy. Moreover, H&M mention the rather unfortunately event of recent "tragic" factory "fires" in the same paragraph. Here, it could be argued that H&M may have felt obligated to mentions the latter in order to illustrate transparency and thus maintain the trustworthy image that it seems to have attempted to construct. In addition, it may be argued that as H&M has chosen to embrace the negative aspect of the industry and its challenges, it demonstrations that it is willing to take responsibility for all of its actions, positive as well as negative. This may also increase the trustworthiness, as H&M could have refrained from mentioning these negative aspects. Likewise, H&M mention "challenges" *(l. 98)* several times throughout the text. The word "challenges" might be perceived as a relative word as it can be both positive and negative, depending on the context. However, it may be argued that the positive expressions such as "attract", "proud", "help", "love", "happy", "secure", contributing to economic growth, jobs and stability", "strong presence", "fair dialog" and "great development", may have been utilised in order to construct a predominately positive text which may evoke positive associations in the minds of the receivers. Moreover, as it could be argued that the CEO interview has traits from the genre of advertisement as the text promotes the organisation *(section: introduction),* its initiatives and its achievements, it may be further argued that this may make H&M a more attractive organisation for shareholders to invest in, for stakeholders to collaborate with and for consumers to be proud of the corporation in which they are supporting when purchasing products. Overall, it may be argued that all the identified positives and positive polarities are distributed throughout the text and utilised in order to illustrate H&M initiatives and commitments, in order to convince the receiver that H&M is committed to improve its sustainability and in order to illustrate that it is in H&M's interest to integrate sustainability in its overall business strategy. In addition, it could be argued that H&M has chosen these positive words and expressions in order evoke a sense of

compassion and sympathy in the minds of the receivers and thus create interpersonal relations.

6.1.2.1.4.   Modal Verbs

As mentioned in section 5.3.1.2., mood illustrates the role of the sender in a communicative event, while at the same time the role given to the receiver. Within mood, modal verbs are utilised in order to convey the sender's attitudes towards and perception of the reality. Associated with other verbs, modal verbs are more simply identified and understood. In the following, various modal verbs identified within the CEO interview will be presented in table 15.

Modal verbs
"will" (l.28), (l.85), (l.173), (l.187), (l.193)
"would" (l.161)
"can't" (122), (141)
"can" (127), (l.171), (l.190), (l.195)
"Need" (l.105), (l.116), (l.163),

Table 15

When analysing the modal verbs utilised in H&M's CEO interview, it may be argued that H&M uses modal verbs in order to illustrate it believes that something is certain, probable or possible – or not. Firstly, it may be argued that H&M utilises the modal verb "will" in order to express a promise, a wish or a voluntary action that will take place in the future. For instance, H&M illustrates a promise and a voluntary action by using "will" in the following sentences: *"we will set standard for water stewardship in our industry" (l.85)* and *"Together this will hopefully lead to a more sustainable fashion future" (l. 174).* Thereby, it could be argued that H&M utilises the modal verb will in order to portray itself as a responsible organisation that promise to be sustainable in the future as well as convincing the receivers of its intentions and wishes for a future sustainable business.

Secondly, it might be argued that H&M utilises the modal verbs *"would", "can"* and *"can't"* in order to express an ability, possibility - impossibility or an uncertainty in the form of an if-

sentence. For instance, one may argue that H&M illustrates an uncertainty by stating that changes do not happen *"...as fast as we would like" (l.161)*. Hence, it may be argued that H&M is attempting to convince the receivers about the fact that it is with regret that the former promises about changes not happening as fast as hoped. In addition, one may argued that H&M illustrates abilities and possibilities when it states that *"....we can help lift such innovations to a larger scale" (l.171)* and *"...in the future.....workers in supplier factories can negotiate wages and working conditions" (l.189).* Hence, H&M expresses that to help lift such innovations and hoping for a future where workers can negotiate wages, illustrate both abilities and possibilities. Moreover, it might be argued that H&M expresses impossibility when it states that *"....challenges can't be solved by one company alone (l.141)*. Here, one may argued that H&M stresses the fact that it is impossible for one company to solve all sustainable problems in the industry. However, it could be argued that H&M also utilises impossibility in a rather abstract way as it states that *"....safety can't be taken seriously enough" (l. 122)*. Here, one may argue that according to H&M's view upon this matter, safety is such an important issue that it cannot be taken seriously enough, even though others my believe otherwise.

Lastly, it may be argued that even though the verb "need" is not usually considered a modal verb, H&M seems to utilise it as one in the text. For instance, when H&M states that *"..we need to focus.." (l.105), "..solutions need to consider the competitiveness.." (l.116)* and *"..we need to promote.." (l.163)*, one could argue that the verb *"need"* could be replaced by the modal verb "must" as the sentences could be changed to: we must focus, solutions must consider and we must promote. By replacing the verb need with the modal verbs must the overall meaning of the sentences does not change, however, the underlying power behind the action differs. Here it may be argued that H&M has chosen to use the verb "need" instead of the modal verb "must" in order to refrain from making direct promises. However, H&M could have stressed the importance and certainty of meeting these promises through a stronger modal verb such as "must".

Overall, it may be argued that H&M utilises various modal verbs in order to convey the its overall attitude towards and perception of the reality.

6.1.2.1.5. Interrogative Sentences

As mentioned in section 5.3.1.2, interrogative sentences ask direct questions, are followed by a question mark, and may be identified when interrogative words such as yes/no or who, which, where or how are utilised in a sentences. As H&M's text is an interview, interrogatives seem to be inevitable, and thus, a few examples from the text will be presented in table 16.

How do you view the concept of fashion in regards to sustainability?" (L.10)
"What opportunities do you see in integrating sustainability into the business model?" (l. 36)
"What were the biggest steps on this journey in 2012?" (l.70)

Table 16

In all of the identified examples presented in table 16, it is evident that the sentences are marked by a question mark and use the words *"How"* and *"What"* in order to ask the questions. Here, it may be argued that by utilising interrogative sentences in the text, it may create a text which is more interpersonal, in the sense that H&M not solely presents something but is simultaneously interaction with the receivers as questions makes the receivers pause to subconsciously ponder on possible answers to the questions and at the same time prompts the receiver to think and draw conclusions. Furthermore, it may be argued that Interrogative sentences break up the monotony of a text and, thus constructs a more interpersonal text.

6.1.2.1.6. Declarative Sentences

As mentioned in section 5.3.1.2., declarative sentences are the most common type of sentences in language. When modifying sentences to create an interrogative and imperative sentence, the basic form will always be a declarative sentence. A declarative sentence states a fact or provides information and might be either a simple, compound or complex sentence. Besides a few interrogative sentences, examined above, the CEO interview solely utilises declarative sentences. A few examples have been chosen for analysis and are presented in figure 17

"And we want to make it easy for them to choose more sustainable fashion and to take care of their clothes in a conscious way" (17)
"There are many challenges in our industry and our business" (l. 99)
"I'm really happy to see that our customers and colleagues show such interest in sustainability" (l. 52)

Table 17

In all of the identified examples presented in table 17, it is evident that the subject stands before the verbs as *"we", "There",* and *"I"* are placed in the sentences prior to the verbs *"want", "are"* and *"am".* Therefore, H&M utilises the declarative sentences to convey information about is business initiatives, strategy, and effort within sustainability. Moreover, it is noticeable that H&M does not utilise imperative sentences in the text. The imperative forms are more colloquial than declarative which may appear in both formal and informal texts. One may argue that imperatives are forms which are not relevant in a CEO letter as this type of text is constructed in order to convey information and facts to the receiver.

6.1.2.1.7.   Active/Passive Voice

As mentioned in section 5.3.1.2., in a sentence written in the active voice*,* the subject of the sentence performs the action whereas, in a sentence written in the passive voice, the subject is acted upon. In table 18 several examples of active and passive voice identified in the CEO interview are presented.

Active Voice
"We take a long-term view on our business" (l.178)
"We work hard to always strengthen our customer offering." (l.32)
"…we play a very active role…" (l.142)

Table 18

As H&M predominately utilises active voice in the CEO interview, solely the active voice will be discussed. As mentioned above, the active voice is utilised when an action is performed by a subject and hence, the focus is on the action performed. In all three examples identified in the text, it is evident that the action in question is being performed by the subject. For instance, the subjects *"we"* performs the actions of taking, working and playing in the examples. Also, one could say that H&M deliberately has chosen to use the active voice at it creates an informal, readable and straightforward text, which makes it easy for H&M to ensure that the receivers may understand the content, and thus the messages and maintain interest. Even though, H&M utilises some passive sentences where the actions are performed by an unknown subject and focus is on the fact and not on the subject, it has constructed a predominately active text. By doing the latter, it could be argued that H&M utilises the active voice in order to make it clear who is doing what, construct sentences which are energetic and direct, the sentences less wordy and more simple, and thus attempting to make sure that the receivers keep turning the pages. Overall, it may be argued that by utilising the active voice in the text, H&M takes responsibility for its statements and actions as focus is placed on the subject performing the action, since H&M, as previously established, predominately utilises the personal pronouns "we", "us" "our" etc. as the subject.

6.1.2.1.8. Compound, Complex and Simple Sentences

As mentioned in section 5.3.1.2., the use of compound, complex and simples sentences create a varied text, which determine the degree of formality and the level of complexity. When examining H&M's CEO interview, one may argue that there are a fine balance between the sentence types since H&M utilises all three interchangeably. However, it might be said that the text predominantly consists of complex and simple sentences. Yet, solely a few compound sentences may be identified. It could be argued that several more compound sentence could be identified if H&M had not chosen to place a full stop before and and but. However, when H&M utilise simple sentences in the text, it may be argued that it incorporates the simple sentences into the text in order to create a break from the often long and heavy sentence structures or when answering a question. For instance, it could be argued that H&M utilises the simple sentence *"We take a long-term view on our business" (l.173)* and *"my grandfather founded the company in 1947" (l.179)* in order to explain the meaning of the following complex sentence or maybe in order ensure that all receivers are able to understand the message

incorporated in the following rather long and compound sentence *"I want to see H&M....and....and..." (l.180).* Moreover, it could be argued that H&M utilises the compound sentences in order to construct a balance between the complexity of the complex sentences and the simplicity of the simple sentences, as compound sentences are easier to understand than the complex, yet more difficult to understand than the simple. Besides, various examples of simple, complex and compound sentences are identified and presented in figure 19.

Complex Sentence	Compound Sentence	Simple Sentence
"I'm proud of all my dedicated colleagues who work with great passion every day to make H&M and our industry more sustainable"(l.100)	*"To begin with, using resources efficiently often means reducing costs. But there's much more to this than the obvious" (l.48)*	*"We take a long-term view on our business"*

Table 19

The first identified example, illustrated in table 19, is an example of a complex sentence as it consists of two clauses, a main and a subordinate clause connected by a conjunction. It may be argued that this is a complex sentence as the main clause "I'm proud of all my dedicated colleagues" and the subordinate clause "work with great passion every day.." is connected by the conjunction "who". Hence, this is a complex sentence as the main clause is independent and it can stand on its own while still making sense. The second identified example, illustrated in table 19, is an example of a compound sentence as it consists of two main clauses, which are connected by a conjunction. It could be argued that this is a compound sentence as the two main clauses "T*o begin with, using resources efficiently often means reducing costs.*" and... "*there's much more to this than the obvious*" are connected by the conjunction "But". The final identified example, illustrated in table 19, is an example of a simple sentence as it solely consists of one clause including solely one verb. It might be argued that this is a simple sentence as the one clause "We take a long-term view on our business" solely has one verb "take".

Overall, it may be argued that the use of various types of sentences may construct an interesting and diverse text. However, on the one hand, it could be argued that had H&M chosen to construct its text with a predominately use of simple sentences, the text might have

been too plain, informal and immature, and hence H&M might have been portrayed as an unprofessional and perhaps untrustworthy organisation, which may create resistance and distance. On the other hand, it might be said that a predominately use of complex sentences would make the text seem very formal, made it challenging to read and comprehend, and thus, H&M could have risked that the latter may have created more distance and resistance as well. Based on the latter, one may argue that H&M has successfully constructed a text with the right balance between the use of the three mentioned sentence types in order to create a reader-friendly text, which seems to project H&M's image, identity and personality. Nevertheless, it could be argued that as this text belongs to the genre of an interview, it is important to notice that this text is more informal, utilises colloquial language, pausing and full stop more frequently than if the text was constructed as the rest of the text within the overall report.

6.1.2.2. Summary

Based on the previous analysis of the interpersonal function, were diverse forms of mood and modality were identified, one may argue that H&M utilises the latter in order to strengthen its overall message. H&M uses personal pronouns as a persuasive device because personal pronouns create personal relations between sender and receiver. Additionally, it may be deduced that by utilising the tense intentionally, H&M tries to establish a connection with the receiver through the use of present, future and past tense. Also, it be may argue that H&M has limited the use of modal verbs, as H&M may perceive modal verbs as strong and powerful assets. Consequently, H&M applies modal verbs cautiously and exclusively when expressing goals, challenges and promises. Furthermore, H&M seems to utilise various sentence types, complex, simple and compound to construct a varied text structure and thus, constructing a more informal than formal text. Additionally, H&M utilises the active and passive voice in the text, which also results in a more informal text that may contribute to the construction of an interpersonal relationship with the receivers. Generally, the tone of voice, throughout the text, is positive and H&M manages to turn the negative subject of factory fairs into a positive subject, which may subsidise to H&M being perceived in a positive light. Overall, it seems that H&M utilises various interpersonal features in the construction of its corporate profile

6.1.3. Textual Meta-Function

As mentioned in section 5.3.1.3., the textual meta-function reflects the movement of discourse. It is within this function that the ideational and interpersonal features of text may be understood as the basic elements of language are a text rather than a word or a sentence. These textual elements represent a set of options that the sender may utilise in the construction of a text. Overall, the clause is prearranged as a message and besides having a structure in transitivity and mood, it also has a thematic structure referred to as the Theme and Rheme which will be analysed in the following.

6.1.3.1. Theme and Rheme

As mentioned in section 5.3.1.3., within the textual function the two thematic structures, Theme and Rheme, form the main system. The Theme functions as the semantic point of departure of a clause or a discourse, and illustrates in what way information is provided, while Rheme structurally follows the Theme. Thereby, Theme-Rheme relationship creates cohesion throughout a given text – making parts of a sentence a communicative whole.

Theme	Rheme
"..we	*were named the biggest user of organic cotton in the world for the second year in a row" (l.72)*
"How do you	*view the concept of fashion in regards to sustainability (l. 10)*
"2012	*was another successful and exciting year for H&M" (l. 2)*

Figure 20

The selected examples presented in table 20, illustrate in what way H&M has chosen to utilise Theme and Rheme in the construction of the CEO interview. In all three identified examples, the overall sentence is either declarative as seen in the first and last example or interrogative as seen in the second example. In addition, *"we", "How do you",* and *"2012"* function as the Theme, Actor and modal subject as these examples are subjects and thus function as point of departure of the entire message. Whereas *"were named the biggest user of..", view the concept*

of fashion in regards to sustainability and *"was another successful and exciting year for H&M"* function as the Rheme structurally follows the Theme. Combined, they create coherence, and thereby construct a meaningful message which enhances the overall understanding of the text. Generally the distinction between Theme and Rheme is considered useful within CDA since these notions are concerned with the structural aspect of discourse as well as with its semantics structure, and thus making it possible to conduct a semantic analysis of a single sentence and of an entire text.

Overall, it may be argued that H&M has chosen to utilise the textual functions to construct a text using cohesive connecters. Furthermore, one the basis of the previous analysis, it may be argued that according to SFL, H&M attempts to create coherence in its text by utilising thematic structures. An analysis of this thematic structure illustrated that the Theme and Rheme combined in the text creates coherence and construct a meaningful message which enhances the overall understanding of the clauses, sentences, passages and the text as a communicative whole.

6.1.4. Summary of Text

Overall, the transitivity analysis consisting of the ideational, interpersonal and textual meta-function within SFL have been conducted to establish the relationship between grammatical structures of language and their context of use. Thereby, it could be argued that this transitivity analysis made it possible to relate the construction of language with the underlying ideologies embedded within H&M's text. Hence, this has proven to be a powerful tool for analysing the representation in H&M's text. However, it may be argued that it is important to stress that the functional analysis of the text is not simply a question of identifying the processes as the act of reasoning and interpretation may be relative based on the context and the person interpreting the text. Furthermore, it may be argued that this transitivity analysis has depicted in what way H&M has chosen to utilise social relations among the members, including their attitude, desires and ideals, within this specific communicative event in order to generate a shared meaning and to create a message which may be accepted by the intended receivers and thus incorporating the relation between H&M and the receiver in the construction of its corporate identity. Hence, this analysis of the grammatical choices, type of processes in which participants are involved as well as the

overall thematic structure creates an understanding of how H&M has chosen to construct its overall image within the field of CSR and sustainability.

6.2. Discursive Practices

As mentioned in section 5.2.2, Fairclough's second dimension, discursive practices, gives the level of interpretation of CDA, which specifies the nature of processes of text production, distribution, interpretation and consumption. Here, emphasis is on which types of discourses are drawn upon, how they are combined and intertwined. In addition, this dimension examines which rules, norms, behaviours, social identities and hierarchies are utilised in order to maintain power and create response to the text. Further, this practise function as the intermediary between text and social practices, consequently, it is exclusively through discursive practices that individuals utilise language to generate and interpret texts. Hence, when analysing discursive practices, the focus is on how the sender applies already existing discourses, genres and styles in the construction of a given communicative event. Overall, when examining discursive practices, power, ideology, hegemony, assumptions, interdiscursivity and intertextuality demonstrates the on-going struggle between the discourses and the power relation within the construction of a text, and thus these will be analysed in the following.

6.2.1. Interdiscursitivity and Intertextuality

Usually, as mentioned in section 5.3.2.6., intertextuality refers to the phenomenon that other texts are explicitly drawn upon within a text, which is usually articulated through explicit external textual features like quotations and citations. When analysing H&M's text it could be argued that intertextuality is non-existing. The latter may be argued as H&M's text does not seem to draw upon other specific texts by for instance repeating terminologies, using quotations or citations, also referred to as manifested intertextuality. Additionally, it may be argued that all texts are constituted of components of other texts or communicative events and utilises intertextual resources in varying degrees and for various purposes, yet as this does not seem to dominate H&M's text it will not be analysed further. However, as mentioned in section 5.3.2.5, interdiscursitivity may be referred to as the implicit relations that a discourse has to other discourses and thus is described as taking place when various discourses, styles, and genres are articulated together in a given communicative event. As a result the difference between these two concepts is that intertextuality refers to tangible external forms in a text, borrowed from other texts while interdiscursivity consist of the

entire language system referred to in a given text. In H&M's text several examples of interdiscursivity may be identified.

Overall, it could be argued that H&M predominately utilises interdiscursivity when it draws upon past or future communicative events or discourses. For instance: *"2012 was another successful and exciting year for H&M" (l. 2), "And the tragic, recent factory fires show again that safety can't be taken serious enough" (l.121). "For example, I met with Sheikh Hasina, Prime Minister of Bangladesh, to express H&M's support for garment workers....." l(.147)* and *"My grandfather founded the company in 1947. I want to see H&M continue to be successful..." (l.179)* etc. In these examples, it may be argued that H&M draws upon past discourses in order to provide the receivers with information about the previous year as well as provide information about H&M's past in general, and thus through the use of various intertwined discourses, H&M constructs a corporate identity of being a trustworthy, successful business which focus on sustainability and doing business in a responsible manner. The latter may be argued as H&M, in the identified examples, seems to stress the fact that it is successful, but also the fact that it is striving to improve and prevent future accidents. Furthermore, one may say that H&M present a few on-going discourses like *"We see a lot of innovative smaller sustainable fashion brands on the market" (L.168),* in order to establish that it is aware of the market in general and to establish that it is the overall goal to continue to be at the forefront when it comes to sustainable fashion. In addition, H&M seems to draw upon future discourses by stating that for instance *"At H&M, we can help lift such innovations to a larger scale. Together this will hopefully lead to a more sustainable fashion future " (l.171)* and *"I want H&M to be seen as a leader in terms of innovation, sustainability and.....upcycling old clothes will be a standard in our industry......" (l.183).* Here, it could be argued that H&M presents future possible discourses in order to inform de receivers about the fact that H&M continues to strive to become the most sustainable business within its industry. Moreover, it may also be argued that H&M utilises past, present and future discourses in order to illustrate past achievements, present initiatives and future goals and thus, make it clear for the receivers that H&M always has been, is, and will continue to be a successful business.

Overall, interdiscursivity may have been deliberately utilised throughout H&M's text in order to construct the identity of H&M. This may have been done in order to persuade the receiver about the fact that H&M is a very successful and conscious organisation which have achieved

many goals in being a sustainable business, have various on-going activities towards improving is sustainability strategy and have several initiatives in place for the future in order to become a fully sustainable business. Finally, by utilising interdiscursivity, H&M may have attempted to enhance the image of the entire organisation by portraying itself as a successful organisation within the field of sustainability. As H&M's text draws upon different discourses, styles and genres in order to attempt to establish a common-ground and thus construct a trustworthy text that may correlate with the various socially constructed values, worldviews, ideologies and assumptions existing within the receivers frame of mind, it may be argued that H&M simultaneously interdiscursivity draws upon various ideologies and assumptions in the construction of the text and, hence the construction of H&M's corporate image.

6.2.2. Ideology and Assumptions

As mentioned in section 5.3.2.2., ideology is defined as meaning in the service of power as ideologies refer to the understanding of ideologies as being constructions of meaning that contribute to the production, reproduction and transformation of relations of domination. Overall, an ideology may be referred to as a general idea or a way of perceiving things by relating worldviews or a set of visions put forward by the dominant group of society to all of its members.

When analysing H&M CEO interview, it may be argued that H&M may be considered the dominate group exercising power as it more or less utilises a persuasive power throughout its text. This power may be based upon knowledge, information and authority as the receivers may solely read this text as they are seeking information about H&M and its business activities, and thus may view H&M as being an authority which possess knowledge and information about the latter. Because, it could be argued that power is rarely absolute, the receivers may resist, accept, condone, comply with, or legitimate such power or maybe they might find it natural. Furthermore, as the use of common-sense assumptions are utilised in order to define ideology it may be argued that ideology works best when meanings are widely accepted *(section 5.3.2.4).* Hence, assumptions are related to ideology as they are a way of achieving hegemony, that is, of universalizing particular meanings *(section 5.3.2.4).* As mentioned in section 5.3.2.4, implicitness is a common property of text and social position. Several forms of community and solidarity are subject to a set of shared meanings, which may

be taken as given as social communication or interaction in general may exclusively come about if the adherents have a shared understanding of a "common ground". Equally, implicitness and assumption are substantial parts in respect to ideology as the ability to exercise social power, dominance and hegemony includes the ability to control the content of the "common ground". Furthermore, as mentioned in section 5.3.2.4, assumptions may be divided into three different forms; existential, propositional- and value assumptions respectively, which will be analysed in the following. Therefore, ideologies within the text will be presented in the following and analysed based on the underlying assumptions.

The first and second identified ideologies presented in the text are: *"And contributing to economic growth, jobs and stability in our purchasing market and creating strong partnerships with the best suppliers helps to secure the supply we need in the years to come" (l.59)* and *"In the long run, we want to upcycle these clothes into new ones, reducing the impact on the environment and providing us with access to future resources for making more sustainable fashion" (l.78).* In these examples, one might say that H&M implicitly expresses that the organisation's ideologies are, in the first example, to contribute to economic growth, jobs and stability, and in the second example, to upcycle clothes into new ones in order to reduce H&M's impact on the environment. Here, it might be argued that H&M utilises these ideology as it may already be commonly agreed upon and embedded in the society in which the receivers within this communicative event are members of. One may argue that H&M has chosen to do the latter in order create a common-ground between H&M and the receiver. It could be argued that by establishing such common-ground through the use of ideologies, H&M is able to construct an identity that the receivers may relate to and thus retain the dominate power. Moreover, these ideologies may be perceived as a value assumptions as they are triggered by the verb "to contribute" and "to upcycle" which may be argued belongs to the same category as "to help", "to offer" or "to provide" as mentioned in section 5.3.2.4. Also, it might said that these assumption are a value assumption as, in the first example, economic growth, jobs and stability alongside creating strong partnerships with the best suppliers and in the second example, reducing the impact on the environment and thus ensuring access to future resources for making more sustainable fashion, may be perceived as good and desirable for H&M. Furthermore, it could be argued that these ideologies may also be

perceived as a propositional assumption as H&M, in the first example, states that when contributing to the economic growth, jobs and stability in order to create strong partnerships, it might secure the supply needed in the future, and in the second example states that in the long run, upcycling clothes, reducing the impact on the environment, will provide access to future resources. Thereby, it may be argued that H&M assumes that the latter is or may be the case in the future.

The third and fourth identified ideologies presented in the text are *"Ensuring that all workers in supplier factories earn enough to live on in a decent number of hours is another key challenge"* *(l.12)* and *"Our business idea is to offer fashion and quality at the best price. Sustainability is an increasingly important part of this" (l.24)*. In these examples it may be said that H&M implicitly expresses that the organisation's ideology is to ensure that all workers in supplier factories earn enough. Like in the first example, H&M utilises these ideologies as a way of establishing a common-ground between H&M and the receivers and thereby retain the dominant power in the text. In addition, these ideologies may be perceived as value assumptions as they are triggered by the verb "to ensure" and "to offer" which may be argued belongs to the same category as mentioned with the previously two examples. Also, it might said that these assumption are a value assumptions as both examples state something which might be perceived as good and desirable for H&M. However, the fourth identified assumption may also be perceived as an existential assumption as it may illustrate something that exists, in this case, that H&M's business idea is to offer fashion and quality at the best price.

Overall, it could be argued that H&M predominately utilises common-sense value assumptions when presenting its underlying ideologies in the text. This way of constructing a meaningful text through, what could be widely accepted worldviews, might be argued as being utilised by H&M in order to retain the power of dominance in the sender-receiver relationship. As mentioned in section 5.3.2.2, ideology is defined as meaning in the service of power as ideologies refer to the understanding of ideologies as being constructions of meaning that contribute to the production, reproduction and transformation of relations of domination. Hence, it may be said that H&M has utilised underlying accepted assumptions in order to interdiscursivity present its ideologies and thus establishing an understanding of a common ground in order to communicate and interact with the receivers. Generally, it may be argued that H&M's ideologies may be based on the comprehensive vision, values and ideas from the

dominate group of society and thus represent a set of conscious or maybe unconscious ideas that constitutes H&M's goals, expectations and actions. The latter may be argued as globalisation, the increasing stakeholder awareness and societies growing awareness of CSR *(section: introduction)* may have influenced the corporate identity of H&M. Hence, the underlying ideologies and commonly accepted assumptions identified above may have been constructed on the basis of the context in which these exist. Therefore, it may be argued that H&M has incorporated the ideologies put forwards by the dominant group of society into its own ideologies in order to create the common-ground between H&M and the receivers and thus establishing a shared meaning. However, it is important to be aware of that it is possible for the receiver to have an understanding of the "common ground" without complying with it.

6.2.3. Power and Hegemony

Even though it was argued earlier that H&M was the dominant group, it may also be argued that the dominant group of society may in fact be the society itself. Here, one could say that the members of the society has put forward a set of ideas about CSR, sustainability and doing business in a responsible manner. Therefore, H&M may utilise these underlying ideologies in the construction of the text in order to attain power and thus be perceived as the dominant group. Furthermore, it might be said that H&M has chosen to construct the text and its corporate image thorough already manifested ideologies in order to provide information in a way that may make the receivers relate to H&M and its image. The latter may make the receivers accept and comply with H&M's worldview and thereby H&M may retain power. As mentioned section 5.3.2.1, power or control may be considered as one of the most important parts of discourse analysis. Social power may belong to specific agents, groups, organisations etc. However, it may also be spread across various members within a given communicative event. In addition, as mentioned in section 5.3.2.3., hegemony may be referred to as the creation, maintenance and contestation of the social dominance of particular social groups. This may be described as a negotiation which might generate either acceptance or resistance of the position of dominance by one group or another. Even though, hegemony and ideology are closely related, hegemony includes a result of the power struggle or assessment of the opposing ideologies concentrating further on acceptance or resistance of the dominant position within this struggle for power. Therefore, by applying already accepted assumptions one may argue that H&M overcomes the struggle within hegemony. However, it is important

to be aware of the fact that power in this context is not utilised as force, but rather as a tool to achieve consent. In this case, it might be argued that the identified ideologies may be universal accepted ideologies in western society *(section: introduction),* and thus H&M has taken already universal accepted ideologies and made it into its own. Thereby, H&M retains power without utilising force but rather through consent. Furthermore, it is mentioned in section 5.3.3.5., that mediation, in other words the "movement of meaning", is rapidly emerging through the, mass-media, meaning that the senders may find that the receiver may utilise various social events, when interpreting and distributing a text as the distance in time and space from the sender to the receiver, may vary. The practice of mediation amongst diverse types of text come to be a more important part of power, influence and control in the contemporary society as a result of new communication strategies and the internet. Based on the latter, it may be argued that H&M is unable to control the receiver and the settings of its text as H&M has chosen to place its report on its corporate website. This means that the text is available for everyone and not just for the intended receivers of the text.

In conclusion, it may be argued that power provides the condition for interaction in the social world. Hence, the latter analysis of discursive practices emphasise the significance of ideology in sustaining power relations. However, it is important to be aware of that a text is seldom the work of one individual. Therefore, it may be argued that in H&M's text discursively differences are negotiated and thus illustrates the struggle within hegemony in that they show traces of different discourses and ideologies competing and struggling for dominance. Overall, it may be argued that H&M draw on already existing discourses, ideologies and assumptions in order to create a text which also allows the receivers of the text to apply available discourses, assumptions, and ideologies in the consumption an interpretation of the text, which ultimately generates a continue action and interaction between H&M and the receivers in order to overcome the struggle within hegemony.

6.3. Social Practices

In the following section, Fairclough's third dimension will be analysed in order to determine the articulations of various types of social elements, which may be associated with particular areas of social life. In this part of the analysis, the textual and discursive dimensions will be drawn upon as the intertwined relationships between these constitute the explanatory dimension of the social practice. Hence, when analysing social practices, the focus is on analysing the effect the discursive and textual practice have on the social practice and relations. Moreover, text, language, and communication should always be considered in their social context as they shape and are shaped by the wider processes within society *(section 3.1.1.).* This means that the latter do not solely and passively report upon communicative events but they actively embed various meanings and perspectives of the world into the discourses utilised in order to construct the texts. Overall, an analysis of discourse as part of social practice, manifested in three main ways; discourses, styles and genres respectively, will be presented in order to link the text's relationship to the communicative event, to the wider physical and social world, and to the receivers involved in the event. In order to conduct the latter, three examples chosen for analysis will be presented in table 21.

Example one	*"I want to see H&M continue to be successful and create jobs and growth all over the world for many years to come" (l.180).*
Example two	*"But in order to achieve great results, we need to focus and, together with our stakeholders, balance the right priorities "(l.104).*
Example three	*"I hope that in the future, upcycling old clothes will be a standard in our industry, that workers in supplier factories can negotiate wages and working conditions in a fair dialogue with their employers, that making clothes will have a minimal impacts on waters and that consumers all over the world can easily build their personal style with sustainable fashion" (l.186).*

Table 21

6.3.1. Genre/Action

The first way in which discourses may be manifested as part of social practice is through Genre/Action, which corresponds to Halliday's interpersonal and textual function (section 5.2.). As mentioned in section 5.3.3.1., genres/action are defined as "ways of acting and

interacting", meaning that the discoursal aspect functions within and contributes to social action and interactions in social events. Hence, genre refers to a specific way of manipulating, shaping and framing discourse in order to provide the receivers with a framework to comprehend discourse. Based on the latter, it may be argued that genre is closely related to the aspect of power, domination and resistance. Overall, one might argue that all three examples consist of actions as they imply social relations between the part who possess knowledge and opinions and the part who is requesting or seeking information. In these examples it may argue that H&M is the part that possesses knowledge and opinions as H&M provides the receivers with information, descriptions and explanation about the subject of H&M and sustainability.

First of all, one could be argued that the CEO interview has been constructed through a variety of different individual genres. However, the main social context, genre and communicative event of this text may be that of a report, in this case, the genre of a sustainability report. Second, it may be said that the text in itself consist of a main genre or communicative event, which is that of an interview. This may be argued as the text is a structured conversation between an interviewer and the CEO of H&M where fixed questions are asked in order to obtain factual information, gain insight into H&M's business activities within the field of sustainability and in order to gain insight into H&M's identity, which manifest itself in the way in which H&M has chosen to answer the questions. Second of all, it could be argued that the text has been constructed through the use of additional subgenres. For instance, it may be argued that the text may be regarded as an abstract. The content of the text, which consist of past, present and future activities, function as an overall summary or résumé of what may be elaborated on later on in the sustainability report. In the text, H&M mentioned that they were named the biggest user of organic cotton *(l.72),* that they are the first fashion retailer to launch a global system to collect old clothes *(l. 75)* and that upcycling old clothes will be a standard *(l.187).* Here, it could be argued that H&M briefly mention subjects which will be described in-depth throughout the report. Moreover, one might argue that H&M draws on aspect from the news genre in the construction of the text as the layout of the text resemblance that of a news article. It consists of paragraphs, headlines, teasers, quotations and visual reference in the form of various pictures. In addition, the content of the text seems to resemble that of an article as well as it informs, reports, describes, and explains. This is

evident as H&M for instance mention that 2012 was another successful and exciting year *(l.2)*, that it was named the biggest user of organic cotton (l.72), that H&M is the first retailer to launch a new global system *(l.75),* that the CEO met with Prime Minister of Bangladesh *(l.147)* etc. However, it might be argued that like an article or maybe a press-release, H&M have constructed a text that attempts to convince the receivers to embrace particular point of view through the use of other subgenres and discourses such as advertisement, persuasive easy, speeches, business letters etc. It could be argued that H&M utilise elements of the political speech genre as well as H&M, by answering questions, is trying to justify its actions while simultaneously attempting to get its messages across in a political correct way based on the order of discourse shared with the receivers. It may be argued that it has traits form the political discourse as the subject of the "speech" is sustainability and the responsibility put upon organisations to be responsible, which may be argued is a political subject. Here, one may refer back to the discursive practice, where it was established that H&M has constructed its text though the use of various underlying discourse, ideologies and assumptions put forward by the dominant group of society. For instance, the CEO is asked the question *"what are the challenges" (l.98)* but instead of stating the challenges, the CEO omits the question by stating that there are many challenges. Afterwards, the CEO shifts the focus to express how proud he is of his colleagues and that in order to be successful, H&M need to balance the right priorities, which are then described *(l.99-111).* Hence, the CEO is justifying H&M's actions and attempting to convince the receivers of its overall message. As mentioned earlier genre and action correlates to the interpersonal and textual function and thus reflects the movement of discourse. This means that text may be understood as the basic element of language rather than words and sentences. In addition, the interpersonal function enables the sender to enact their interpersonal relations, meaning that the sender interacts with the receivers by utilising language to express social and personal relations including the sender's intrusion to the communicative event *(section 5.2).* Finally, it may be considered important to argue for the use of traits from the advertisement genre. Referring back to the analysis on the interpersonal function *(section 6.1.2)* and the introduction were it was established that H&M utilises a variety of mood and modality such as positives and positive polarities, personal pronouns, modalities and active voice etc. in the construction of the text. Hence, it was argued that H&M through the use of the latter was attempting to simultaneously persuasive, inform and explain its action to the receivers and thus create a personal relationship with them. Based on the

latter, it could be argued that H&M includes traits from the advertisement genre. H&M utilises, especially, personal pronouns, active voice and positive verbs in order to create an image and identity in which the receivers may have a positive response to. As it may be argued that organisation may use advertisement in order to generate increased consumption through branding, it may also be said that H&M through the use of moods and modality strives to create associations about its products, corporate name and image with certain qualities in the minds of these receivers. In this case the qualities of H&M being socially responsible. Therefore, it could be argued that H&M for instance utilises the positives mentioned in section 6.1.2., in order to create these positives associations and thus encourage, persuade or manipulate the receivers to take or continue to take some action- the actions of purchasing H&M's product.

On the basis of the previous analysis of interpersonal and the above analysis of genre, it might be said that the CEO interview consists of a mixture of genres as the different genres identified above are mixed into one text. Furthermore, it may be argued that this analysis has depicted in what way H&M has chosen to utilise social relations among the members, including their attitude, desires and ideals, within this specific communicative event in order to generate a shared meaning and to create a message which may be accepted by the intended receivers.

6.3.2. Style

The second way in which discourses may be manifested as part of social practices is through style/identification, which corresponds to Halliday's interpersonal function *(section 5.2.)*. As mentioned in section 5.3.3.3., styles/identifications are defined as "ways of being", which describes the way in which discourse is utilised to constitute a sense of identity though particular ways of being and the construction of particular social and individual identities - meaning that an individual utilises language as a source of establishing self-identification through the use of commitments, judgments and undertakings.

It may be argued that style/identification is identified in all three examples. In the first example it may be argued that style/identification appears in the form of a commitment and an undertaking. First of all, H&M undertakes the indirect commitment of making sure that it "*..continue to be successful and create jobs and growth all over the world for many years to come" (l.180).* Here it might be said that creating jobs and growth all over the world is a commitment as H&M commits as in promising an obligating itself to continue to create jobs and growth, and thus be successful.

In the second example identified in the text, style/identification appears in the form of a commitment, undertaking and judgment. First of all, it could be said that H&M undertakes the commitment of promising that together with its stakeholders, H&M will balance the right priorities. Again, it might be argued that by stating the latter, H&M obligates itself to making sure that they will balance the right priorities. Also, it may be said that the second example appears in the form of a judgment, the judgment of determining that in order to achieve great results, H&M needs to cooperate with its stakeholders. Here, one may argue that H&M expresses a judgement when they asses, estimate and assume that cooperating with the stakeholders will enable H&M to achieve great results.

In the third identified example, style/identification may appear in the form of a commitment, and undertaking. First of all, H&M implicitly states various undertakings and commitments, the commitments and undertakings of striving to assure that in the future "*upcycling old clothes will be a standard in our industry, that workers in supplier factories can negotiate wages and working conditions in a fair dialogue with their employers, that making clothes will have a minimal impacts on waters and that consumers all over the world can easily build their personal*

style with sustainable fashion" (l.186). Here, it may be argued that H&M implicitly expresses the latter as it utilises the verb "hope" in order to inform the receivers of the action in which it hopes to accomplish in the future. However, by not explicitly stating that it will, in the future, upcycle old clothes etc. H&M omits to take full responsibility and thus do not risk a situation where it may be held accountable for not complying with these undertakings.

Overall, as this aspect of Fairclough's CDA may correlate to Halliday's interpersonal function, it may be argued that within style, language is utilised in order to express social and personal relations including H&M's intrusion to the communicative event. The language is used interpersonally as H&M takes on the role of informing, questioning, persuading etc. Furthermore, H&M utilises language interpersonally by interacting with the receivers and thus controlling their behaviour and simultaneously expressing H&M's own personality *(section 6.1.2.).* Based on the previous conducted analysis of the interpersonal function where diverse forms of mood and modality were identified and the analysis of style where H&M utilises language as a source of self-identification through use of commitments, judgments and undertakings, it may argue that H&M utilises style and the interpersonal function in order to strengthen its overall message, construct a sense of self-identification and thus interact with the receivers within a specific order of discourse.

6.3.3. Discourse

As mentioned in section 5.3.3.2, discourses/representation are defined as "way of representing", meaning that it is possible to distinguish between different discourses, which represent the same area of the world from various viewpoints and situations. In addition, this element of Fairclough's CDA correlates to Halliday's ideational function *(section 5.2).*

First of all, when analysing all three examples, one might argue that representation deals with the relation between two entities, the sender and the receiver, which in this case may be considered as H&M and the stakeholders respectively. As this thesis do not have in place a stakeholder mapping, it is impossible to narrow down the receivers. Nevertheless, it may be argued that H&M has constructed the text with a specific target group in mind. The latter may be argued as it would have been difficult for H&M to construct a text which utilises mood, modality, assumptions, ideologies etc. in order to maintain power and dominance within the

text if the target group and their basic assumptions, ideologies and general perception of the social context etc. was not established. Furthermore, as mentioned above discourses/representation correlates with the ideational function. This means that it is through ideational function that the sender embodies in language his/her own interpretation of the social context, which consists of the senders experience of the internal world, his/her own consciousness, own reactions, own cognitions, own perceptions and the linguistic acts of speaking and understanding. Drawing on the analysis of the discursive practice and based on the latter, it may be argued that H&M utilises a variety of genres, discourses and styles in order to construct a text which content, meanings, perceptions and underlying ideologies and assumptions correlates with the receiver's perception of the social world, and thus H&M may maintain power and dominance and in that way overcome the struggle of hegemony within the text. Moreover, as mentioned in section 5.3.3.4., order of discourse are utilised to examine how orders of discourse are through text and discursive practice, constructed and draws on other orders of discourses in the reproduction or transformation of the contemporary social practice. As established throughout this CDA, the order of discourse may be argued is placed within the cultural and political subject of sustainability.

In addition, as mentioned in section 5.3.3.5, the relation between elements of a social event or practice as well as the relation between semiotics and non-semiotic elements are dialectical relations. Hence, the relation between the three methodical conceptions genres, discourses and styles indicates that it is significant to comprehend social practices on the basis of texts and discursive practices. As a result, it may be argued that the latter analysis illustrates that H&M's text consist of such a dialectical relationship as the communicative event or the text draws upon already existing orders of discourse, while simultaneously, challenging, reproducing and altering these orders of discourse to generate a new order of discourse shared by both H&M and the receivers. This dialectical relationship creates a comprehensible and cohesive text which is constructed and shaped discursively and thus creates a relatively stern set of statements which limits meaning and the way in which the text should be interpret by the receivers. Hence, referring back to the fact that a CDA adheres to the general social constructionist premise that knowledge is not exclusively a reflection of the reality because scientists strives to understand how the society is being shaped and constructed by language, which in return reflects existing power relation *(section 3.1.1).*

Largely, it may be argued that the social practice has constitute the explanatory dimension as it has been possible to determine in what way H&M has utilised the order of discourse within the dialectical relationship between genre, style and discourse in the construction of the text and the corporate profile within the text. In this part of the analysis the textual and discursive dimension was drawn upon as all three dimensions are intertwined due to the dialectical relationship and need to be considered in order to get a broader understanding of how the text discursively has been constructed

6.3.4. Recapitulation

So far in the analysis, an analysis of the textual dimension, wherein the ideational, interpersonal and textual function of the text were analysed. Furthermore, an analysis of the discursive dimension, wherein power, ideology and assumptions as well as interdiscursivity and intertextuality of the text, were analysed. According to section 5.3.3.5, the relation between the communicative events and the order of discourse is dialectical. This means that the relations between the three analytical parts genre, style and discourse indicates that text and discursive practices are necessary in order to comprehend the social practices of a given communicative event. Hence, the social practice, wherein the intertwined aspects discourse, style and genre of the text where analysed. The latter made it possible to establish the social relation between H&M and the receivers. Likewise, it made it possible to define in what way H&M, through language, establish self-identification. Moreover, H&M constructed a certain identity and profile, among others, through self-identification, genre and style in order to enhance its overall image. In conclusion, by drawing upon already existing orders of discourse and assumptions, while simultaneously, continually challenging, reproducing and transforming these in order to construct shared orders of discourse and assumptions, it was possible to define the genres, styles and discourses of the text. Overall, when combing all the above mentioned parts of CDA it was possible to deduce in what way H&M utilises discourses, styles and genres in order to construct a certain profile. However, in order to determine if the corporate profile constructed in the text correlates with the socially constructed values of CSR, it is essential to demonstrate to what extent H&M is socially responsible. In order to do so, the overall corporate profile constructed in the text will be compared to Carroll's Pyramid of CSR,

6.3.5. Carroll's Pyramid of CSR

In order to determine if H&M's CSR profile correlates with the socially constructed values of CSR it is important to demonstrate to what extent H&M is socially responsible. In this part of the analysis, empirical data from the corporate website will be included and compared with the CSR profile constructed in the CEO interview. However, it is important to be aware that it is solely possible to do the latter as a CDA of the CEO interview has already been conducted, hence the discursive aspect have already been identified and analysed.

This pyramid is an applicable device for defining which types of responsibility H&M has considered in its overall CSR business strategy. Nevertheless, it might be argued that tension between the four responsibilities may arise in some situations. For instance, on the one hand, an organisation may meet the ethical responsibility by refusing to sign an agreement with an unethical and corrupt establishment and thus meet the ethical responsibility. On the other hand, by rejecting such a contract, an organisation may not be considered economic responsible. Moreover, this pyramid has further limitations. First of all, the boundaries between the four responsibilities are somewhat blurred. Second of all, when the conflicts between the components arise, the pyramid does not provide an answer on in what way one should deal with these conflicts. As mentioned in section 5.4., CSR is considered to be the activities that an organisation initiates voluntarily, yet organisations should

> "..have in place a process to integrate social, environmental, and ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders"

Furthermore, when viewing the company profile presented in appendix 9.2, it is evident that H&M has incorporate a set of CSR and sustainability efforts within its corporate business strategy. According to H&M's corporate sustainability profile, its overall business objective is

> "Looking good should do good too. That's what H&M Conscious is all about – it's our promise to bring you more fashion choices that are good for people, the planet and your wallet" (appendix 9.2).

In continuation hereof, as H&M has no production facilities as the production has been outsourced, and thus H&M has implemented the concept of sustainability in its business model. The latter consist of, among others, a focus on environmental and social responsibility

in the form of; responsible use of natural resources, ensuring good working environments at suppliers' sweatshops, reducing electricity consumption, offering recycling etc. (*appendix 9.2*). Based on that H&M puts forward this objective:

"H&M's business operations aim to be run in a way that is economically, socially and environmentally sustainable. By sustainable, we mean that the needs of both present and future generations must be fulfilled" (appendix 9.2).

Lastly, according to H&M, it is important to run a company in a way that benefits the people, the environment and the business. Hence, H&M has incorporated seven commitments into its fundamental shared beliefs *(H&M, Conscious).*

- *"Provide fashion for conscious customers"*

- *"Choose and reward responsible partners"*

- *"Be ethical"*

- *"Be climate smart"*

- *"Reduce, reuse, recycle"*

- *"Use natural resources responsibly"*

- *"Strengthen communities"*

Overall, it may be argued that H&M have in place a CSR profile which includes a broad aspect of various fundamental values and initiative within CSR. However, these values and initiatives may be argued to be somewhat superficial as they are constructed very broadly, making them substantially easier for H&M to abide by. This means that the values do not limit H&M to behave in a specific manner in order to act accordingly. However, when comparing the statements, values and initiatives described above with the statements, values and initiatives analysed in the CEO interview, it may be argued that the corporate CSR profiles are comparable and correspond to one another. Therefore, it may be argued that H&M attempts to abide by its values throughout the text, since, according to the previous analysis the values may be identified in various examples of the CEO interview. For instance, H&M mention *"Our goal is for H&M to be at the forefront of sustainability" (l.30)*, *"Adding sustainability value to our*

products is one of the keys to strengthen our customer offering" (l.39), "...our strong presence in these countries provides us with.....to improve the lives of hundreds and thousands of people..." (l.65), "..closing the loop on textile fibres and waste... combating climate change.." (l.109) etc.

6.3.5.1.   Economic Responsibilities

As mentioned in section 5.4.1., the first layer of the Pyramid constitutes the economic level. In the CEO interview, H&M undertakes several implicit economic responsibilities such as *"..continue to be successful.." (l.181), "And contributing to economic growth, jobs and stability in our purchasing markets and creating strong partnerships with the best suppliers helps to secure the supply we need in the years to come" (l.59-64) etc.* As H&M states that it will continue to be successful and that by contributing and creating strong partnerships may secure it's the supply needed in the future, it might be deduced that H&M implicitly states that it is a profitable organisation and thus embraces the economic responsibilities.

6.3.5.2.   Legal Responsibilities

The second layer of the pyramid consists of the legal responsibilities. As described in section 5.4.2., society expects organisations to abide by national and international legislation. However, the legal aspect may also be defined as a combination of legal, ethical and moral regulations in the form of social contracts. These social contracts might be entering into an agreement with for instance the International Declaration of Human Rights or UN Global Compact. As H&M does not state in what way it may abide with national and international legislation in general, it does implicit mention some form of legal action. For instance *"... we play a very active role in initiatives like Sustainable Apparel Coalition and the Global Compact. And we need to support authorities in making the right decisions" (l.142), "I met with ....Prime Minister of Bangladesh, to express H&Møs support to raise the minimum wage for garment workers.." (l.148), "Ensuring that all workers in supplier factories earn enough.."(l.112) etc.* Here it could be said that H&M seems to actively strive to abide by national and international legislation as well as strive to be at the forefront when it comes to generating new standards within its industry and thus embraces this layer of the pyramid.

6.3.5.3.   Ethical Responsibilities

The third layer of the pyramid consists of the ethical responsibilities. As with legal responsibilities, the ethical responsibilities are activities that society expects an organisation to embark on. *(section 5.4.3.)* Though, the ethical responsibilities are defined as exceeding the legal responsibilities. Overall it may be said that this is the layer in which the actual CSR begins, as CSR often is described as activities that surpass legislations. Here, one may argued that H&M embraces the ethical responsibilities throughout the entire CEO interview. For instance, *"I'm happy to see that our customers and colleagues show so much interest in sustainability" (52)*, *"We were named the biggest user of organic cotton in the world for the second year in a row" (l.72)* and *"We are the first fashion retailer in the world to launch a global system to collect old clothes and help them to new life" (l.75)*.

6.3.5.4.   Philanthropic Responsibilities

The fourth and final layer of the pyramid consists of the philanthropic responsibilities. The activities related to these responsibilities consist of the organisation and its employees, going above and beyond the expectations of society. Hence, beyond the expectations of what is ethically, morally and socially correct *(section 5.4.4) "..our strong presence in these countries provides us with the great opportunity to improve the lives of hundreds of thousands of people and help develop entire communities" (l.65),"…we want to upcycle these clothes into new ones, reducing the impact on the environment and…" (l.79)* and *"Ensuring that all workers in supplier factories earn enough to live on in a decent number of hours is another key challenge" (l.112)*.

These examples demonstrate that H&M not solely takes care of the immediate organisation and its members, but also subcontractors, workers, suppliers and society in general. By ensuring that the peripheral organisational business partners are thriving, H&M may represent an image of being a good corporate citizen.

Overall, when comparing the constructed corporate profile presented in the CEO interview with the values mentioned in the company profile of H&M, it may be argued that these seem to correspond. This might be an effective element of strengthening the image, as it demonstrates that H&M is consistent. However, H&M's values could be considered to be rather superficial and it might be too effortless for H&M to claim that it abides by its own set

of values. Had H&M stated its values in a more detailed way, it may have been more challenging for H&M to act accordingly. Moreover, when looking at the CEO interview it could be said that H&M acts according to the socially constructed values of CSR. However, it may also be argued that the CEO interview is a positive representation of H&M, and therefore the organisation will be portrayed positively and the achievements will be highlighted in order to strengthen the corporate image.

6.4. Discussion

In order to place H&M's corporate profile in a broader perspective and thus reflect upon whether or not this corporate profile correlates with society's perception of H&M's efforts within sustainability, a discussion of various critical articles will be conducted.

As mentioned in the previous analysis, H&M has, through the use of diverse forms of discourses, meta-functions, modality, linguistic functions, styles and genres, discursively constructed a corporate profile in the CEO interview that portrays H&M as a social responsible organisation that has sustainability at the top of its agenda. Additionally, when examining the entire sustainability report of 2012, it is evident that H&M had several initiatives put in place in 2012. H&M ratified the UN Global Compact program in 2001, and has since then ratified similar programs such as Sustainable Apparel Coalition (SAC), Fair Labour Association (FLA), Better Cotton Initiative (BCI), and Business for Social Responsibility (BSR) etc. *(Sustainability report 2012).* In addition, according to H&M's Sustainability Report of 2012, H&M released its Supplier Compliance Levels and accomplished 2541 audits in 2012. Furthermore, H&M's CEO met with the Prime Minister of Bangladesh in order to express H&M supports to ensure fair wages, better working conditions, combating climate changes, improve the lives of hundreds and thousands of people and help develop entire communities. In addition, H&M emphasises that its size provides it with the opportunity to promote change, be at the forefront of sustainability and be regarded as a leader in terms of innovation, sustainability and great fashion. Nevertheless, H&M is continually and consequently accused of doing exactly the opposite. According to the Company Profile *(appendix 9.2),* H&M has grown into a large and influential brand in relation to the production and consumption of clothes worldwide and had an annual sale including VAT SEK 150 billion in 2012 and a profit of SEK 17.2 billion in 2012. Yet, according to U-landsnyt.dk, if H&M were to raise the minimum wages in for instance Bangladesh with 60 DKK. a month, it would entail a two per cent additional expenditure of 31 million DKK equivalent to 2 per cent of H&M's revenue *(U-landsnyt- Tænk før du shopper).* However, when H&M met with the Prime Minister of Bangladesh, he stated that he would like to see an increase in wages but that H&M could not do this alone. It may be argued that the latter seem to contradict the CEO's statements in the sustainability report of 2012 where he stresses that H&M would like to be at the forefront of sustainability and take the lead within its industry. In addition, according to several articles

on the Danish watchdog website DanWatch, H&M is accused of having cruel conditions at its garment factories abroad and especially in Bangladesh *(DanWatch –Cruel Conditions)*. In summary, H&M's garment factories were accused of verbal harassment, violence, threats, underpaying garment works and utilising child labour etc. *(DanWatch- Cruel Conditions).* Here it may be argued that when H&M is continuously accused of the latter H&M may not be considered as a very conscious or ethical organisation. As mentioned above, H&M has ratified several international conventions and thus it is noticeable that H&M seems to have violated the basic principles of these conventions in the form of human rights violations in its subsidiary companies, suppliers, and sub-contractors within the garment industry. Even though H&M mentions for instance the recent factory fires and acknowledges the challenges within this industry, it may be argued that organisations should take action and act responsibly when basic human rights are being violated in order to be considered an ethical corporation.   Hence, one could ponder on if H&M to some extent ignore its CSR responsibilities and perhaps in some situations prioritise the success of the organisation and financial profit on the expense of what is morally and ethically correct. Moreover, during the last year H&M was particularly criticised for the situation at the garment factories in Bangladesh. According to DanWatch H&M's efforts to make amends after the recent fires and building collapses, may have been questionable as recent building inspections illustrate that there still are problems with building security *(DanWatch- A Year After)*. In addition, compensation has yet to be received by the sufferers. Hence, it might be argued that these actions or lack of actions does not correlate with the CSR profile that H&M is trying to establish in the minds of the receivers or society in general. Therefore it may be argued that H&M might be window dressing. In the CEO interview H&M underlines that it met with the Prime Minister of Bangladesh in order to express H&M supports to ensure fair wages, better working conditions, combating climate changes, improve the lives of hundreds and thousands of people and help develop entire communities. However, none of the information in the articles seems to consolidate the latter.

Overall, based on the latter, it might be argued that when comparing H&M's corporate profile identified in the previous analysis with society's perception of H&M's efforts within sustainability, the two profiles do not correlate.

7. Conclusion

This research thesis has examined in what way diverse forms of discourses and linguistic functions has been utilised in order to determine in what way H&M has constructed its corporate profile and exercises control over the information it provides by using expressions, basic assumptions and underlying ideologies which organise and evaluate that information, directing the readers in the direction of how they should understand, appraise and comprehend the subject matter and thus generate support or maybe acceptance from the stakeholders or receivers.

In the problem statement, I pondered on why H&M seems to put great effort into the construction of it corporate profile when it represents an industry which is continually subjected to scrutiny with regard to not complying with the core values of CSR, and is regularly accused of not complying with its own set of values implemented in its corporate CSR profile and this, I put forward the following hypothesis:

The diverse forms of discourses, meta-functions, modality, linguistic functions, styles and genres utilised in the constructing of H&M's corporate profile in its CEO interview in the Sustainability Report of 2012, correlates with the social constructed values of CSR.

Firstly, the text of the CEO interview was examined by conducting a transitivity analysis consisting of the ideational, interpersonal and textual meta-function. This was done to determine in what way H&M has established the relationship between the semantic, linguistic and grammatical structures of language, their context of use and itself and the receivers. Based on the latter, it was deduced that H&M constructed a text which not solely embody aspects of the physical, social, and mental world, but also enacts social relations, attitudes, desires, and ideals of the members of this given communicative event in order to generate a shared meaning and to create a message which may be accepted by the intended receivers and thus incorporating the relation between H&M and the receiver in the construction of its corporate identity. Therefore, it was overall deduced that H&M has constructed the corporate CSR profile of being a trustworthy, responsible and viable organisation which focuses on sustainability.

Secondly, the discursive practices of the CEO interview was examined in order to identify how H&M draws upon and combined various types of discourses, assumptions and ideologies in order to attempt to retain and maintain the dominant power, gain acceptance and a common ground for meaning making and thus develop a relation between itself and the receivers. Here it was deduced that H&M has incorporated the ideologies put forwards by the dominant group of society into its own ideologies in order to create the common-ground between H&M and the receivers and thus establishing a shared meaning. Furthermore, it was deduced H&M's text draws upon different discourses, styles and genres in order to attempt to establish a common-ground and thus construct a trustworthy text that may correlate with the various socially constructed values, worldviews, ideologies and assumptions existing within the receiver's frame of mind. In addition it was deduced that H&M simultaneously interdiscursivity draws upon various ideologies and assumptions in the construction of the text and, hence the construction of H&M's corporate image. Moreover, it was deduced that H&M draws on already existing discourses, ideologies and assumptions in order to create a text which allows the receivers of the text to apply available discourses, assumptions, and ideologies in the consumption an interpretation of the text, which ultimately generates a continue action and interaction between H&M and the receivers in order to overcome the struggle within hegemony.

Thirdly, the social practices of the CEO interview were examined by drawing upon the text and the discursive dimension in order to identify the dialectical and intertwined relationship between the order of discourse and the use of discourses, styles and genres. This made it possible to deduce in what way H&M has chosen to discursively shape the text in order to establish the social relations between H&M and the receivers. Here, it was deduced that when H&M, among others, uses commitments and undertakings a certain style is created, hence it was concluded that a personal bond and self-identification is established. Therefore, it was argued that style combined with discourses and genres contributes to the construction of the identity. Overall, it was deduced that H&M takes on the role of informing, questioning, persuading and that H&M utilises language interpersonally by interacting with the receivers and thus controlling their behaviour and simultaneously expressing H&M's own personality. However, in this part of the analysis the textual and discursive dimension was drawn upon as all three dimensions are intertwined due to the dialectical relationship and need to be

considered in order to get a broader understanding of how the text discursively has been constructed

Fourthly, the pyramid of CSR was examined in order to determine to what extent H&M was socially responsible and to determine if its corporate profile constructed in the CEO interview correlates with the generally socially constructed values of CSR. Here it was deduced that when looking at the CEO interview it was argued that H&M acts according to the socially constructed values of CSR. However, it was also argued that the CEO interview is a positive representation of H&M, and therefore the organisation will be portrayed positively and the achievements will be highlighted in order to strengthen the corporate image. Moreover, in continuation hereof, a discussion of H&M's overall corporate profile within the field of sustainability and CSR in relation to the physical and social worlds perception of H&M's image within this area, were conducted, here it was deduced that based on the analysis of the perceptive on various articles, it was argued that when comparing H&M's corporate profile identified in the previous analysis with society's perception of H&M's efforts within sustainability, the two profiles do not correlate.

Overall, it may be concluded that H&M has through the diverse forms of discourses, meta-functions, modality, linguistic functions, styles and genres construct a corporate profile in the CEO interview of being an organisations that puts great effort into its CSR and sustainability strategy. However, it may also be concluded that based on the empirical data incorporated in this analysis, H&M's corporate profile may, to some extent, not correlate with the socially constructed values of CSR. Therefore, it may be concluded that based on the theoretical framework and empirical data utilised in this thesis, the hypothesis presented as point of departure may be neither consolidated nor falsified.

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http://sustainability.hm.com/en/sustainability/about/governance/vision-and-policy.html#cm-menu

- *(H&M, 2013a)*
  http://about.hm.com/content/dam/hm/about/documents/en/Annual%20Report/Annual-Report-2013_en.pdf

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  http://about.hm.com/en/About/sustainability/hm-conscious/conscious.html#cm-menu

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9. Appendences

9.1. H&M's CEO Interview from the 2012 Sustainability Report

9.2. Company Profile of H&M

Hennes, the Swedish word for hers, was a women's clothing store founded in Sweden in 1947 by Erling Persson. By 1968, Mauritz Widfoss had joined the company and a stock of men's clothing was brought into the store. Thus, the brand known today as H&M, Hennes & Mauritz, was created. Since 1982, the company rapidly expanded into the international multinational corporation that stands today, and is according to Forbes (2012), the second largest clothing retailer in the world *(H&M, History)*. Nowadays, H&M vend clothes, accessories, shoes, cosmetics etc., has over 3,200 stores spread across 54 markets worldwide with a workforce of approximately 116,000 employees, an annual sale including VAT SEK 150 billion in 2013, a profit of SEKI 17.2 billion in 2013, and an international online-shopping service *(H&M, 2013a, 6)*. Overall, H&M has grown into a large and influential brand in relation to the production and consumption of clothes worldwide. Through its assortment, product prices, geographic locations, and commitments, H&M address and accommodate a wide variety of potential segments and markets.

H&M's Business Model

H&M's general business model is to *"offer fashion and quality at the best price" (H&M, 2013a, 6)*. The latter is possible, as H&M design its own products, except for some exclusive collections designed by well-known designers such as Karl Lagerfeld, Stella McCartney, and Madonna etc., has no middlemen, acquires the right goods from the right market in great volumes, has resourceful logistics and is cost-conscious in every aspect of its business activities. Furthermore, it has defined a growth target of 10-15 percent per year *(H&M, 2013a, 7)*. As H&M has no production facilities, the production has been outsourced, and thus H&M has implemented the concept of sustainability in its business model. The latter consist of, among others, a focus on environmental and social responsibility in the form of; responsible use of natural resources, ensuring good working environments at suppliers' sweatshops, reducing electricity consumption, offering recycling etc. *(H&M, 2013a, 7)*. This focus on a more sustainable fashion future is referred to as H&M Conscious and will be elaborated in the following *(H&M, 2013a, 33)*.

Moreover, H&M's sustainability vision is stated as:

"H&M's business operations aim to be run in a way that is economically, socially and environmentally sustainable. By sustainable, we mean that the needs of both present and future generations must be fulfilled" (H&M, Vision & Policy).

Overall, H&M focus on CSR and continuous improvement –meaning, it incorporates the responsibility for meeting sustainable, social and environmental standards in its business activities *(H&M, Vision and Policy).*

H&M Conscious

The 2012 Annual Sustainability Report is H&M's 11th report *(H&M, Sustainability).* According to H&M, its Conscious initiative is about:

"Looking good should do good too. That's what H&M Conscious is all about – it's our promise to bring you more fashion choices that are good for people, the planet and your wallet" (H&M, Conscious).

H&M emphasises the importance of making fashion sustainable and sustainability fashionable. Henceforth, it puts forward seven commitments, each encompassing hundreds of actions, which establish the foundation for H&M's sustainability strategy *(H&M, Conscious).* The latter, will be defined in the following section.

Moreover, H&M has chosen to collaborate with others in order to comprehend the challenges associated with running a sustainable business. These partners- and memberships are illustrated in appendix (xxxx). According to H&M, being a member of a variety of selected organisations, standards and initiatives help H&M facilitate alliance, learn and improve the credibility of its sustainability effort *(H&M, Memberships).*

H&M's Seven Commitments

According to H&M, it is important to run a company in a way that benefits the people, the environment and the business. Thus, H&M has incorporated seven commitments into its fundamental shared beliefs *(H&M, Conscious).*

- *"Provide fashion for conscious customers"*

  H&M's main business concept is to offer fashion and quality at the best price – meaning that quality is more than solely choice of fabric, it includes the way in which the products are designed, produced, transported, and sold with a concern for people in mind *(H&M, 2012a, 16)*.

- *"Choose and reward responsible partners"*

  H&M emphasises the importance of setting high standards for its suppliers, regularly monitoring the supplier's progress, and rewarding good sustainability performance *(H&M, 2012a, 27)*.

- *"Be ethical"*

  According to H&M *(2012)*, to be ethical is not solely about doing the right thing, but more importantly, about treating all stakeholders fairly while at the same time strive to go beyond legal requirements and thus, focusing on; transparency, integrity, respect, honesty, values, and responsibility *(H&M, 2012a, 47)*.

- *"Be climate smart"*

  H&M underlines the need for all businesses to be more aware of its energy consumption and transportation *(H&M, 2012a, 57-58)*.

- *"Reduce, reuse, recycle"*

  H&M has the central business idea about; making the most out of the resources, avoiding unnecessary waste, and applying smart methods to reuse and recycle etc *(H&M, 2012a, 65)*.

- *"Use natural resources responsibly"*

  H&M commits itself to conserving water, soil, air and species. Furthermore, it attempts to inspire its stakeholders to utilise natural resources responsibly *(H&M, 2012a, 70)*.

- *"Strengthen communities"*

H&M has embarked on various ventures that aim at sustaining communities around the world as it states that: *"we have both an interest and responsibility to strengthen these communities" (H&M, 2012a, 81).*

The above mentioned Conscious Commitments solely demonstrate some examples of H&M's initiatives within sustainability and innovation. As mention earlier, H&M has ratified various international conventions and standards and entered into several member- and partnerships such as UN Global Compact, Fair Wage Network, Solidaridad, WWF, Clean Shipping Project, Transparency International Sweden etc. in order to support sustainability in the fashion industry (See appendix XX). Furthermore, H&M has established its; H&M Conscious Foundation, which is an independent organisation that strives to drive continuing positive change for people and communities. The foundation is partnered with UNICEF, WaterAid and CARE in order to achieve its objectives as fast and as efficient as possible. These main objectives consist of a focus on; Education, Clean water and strengthening women respectively *(H&M, Conscious Foundation).*

Likewise, H&M created its Code of Conduct in 1997 in order to form the basis of ensuring a sustainable supply chain that would meet the requirements of social and environmental practices in its business operations. Suppliers and subcontractors ought to strive against full compliance with this Code of Conduct and H&M conduct audits to assess the level of compliance through its Full Audit Programme. In order to enter into a business relationship with H&M, it is mandatory for the suppliers to commit to this Code. This Code is based on ILO's Declaration on Fundamental Principles and Rights at work and the UN Convension on the Rights of the Child. Overall, it covers;

"legal requirements, a ban on child labour, health and safety, workers' rights, housing conditions, environment, systems approach and monitoring and enforcement" (H&M, Code of Conduct).

9.3. Critical Articles

http://about.hm.com/content/dam/hm/about/documents/en/CSR/reports/Conscious%20Actions%20Sustainability%20Report%202012_en.pdf

9.3.1. Article One

http://www.danwatch.dk/da/artikler/cruel-conditions-hm-garments-factory/308

9.3.2. Article Two

9.3.3. Article Three

9.3.4. Article Four

9.3.5. Article Five