**Phase 1: Rejection**

* environment is regarded as exploitable
* hostility to environmental activities
* production and extraction processes destroy future capacity or damage the ecosystem
* polluting by-products are discharged
* employees and sub-contractors are regarded as a resource to be used
* “lip service” to health and safety issues
* compliance required of workforce backed up by threats/force
* little training; few career prospects for employees
* minimal community concerns

**Phase 2: Non-responsiveness**

* ecological environment not considered as a relevant input
* financial and technological factors dominate business strategy
* efficiency rules
* environmental resources wasted and costs not considered
* training in technical area only
* wider social responsibility and community concern is ignored

**Phase 3: Compliance**

* senior management see the need to comply with environmental laws
* attempt to limit liability of enterprise
* obvious environmental abuses eliminated
* employer seen as a decent employer
* efforts at safety workplace standards appear
* organisation practises benevolent paternalism
* awareness that negative community publicity may be harmful so some community concerns addressed

**Phase 4: Efficiency**

* environmental practice seen as a cost
* review of environmental inputs and waste to minimise expenditure in these areas
* environmental issues that do not generate avoidable costs ignored
* ISO 14001 procedure may be in place
* coherent HR systems practised
* team work & training acknowledged
* funding of community projects with a positive return for the company

**Phase 5: Strategic Sustainability**

* proactive environmental strategies seen as a strategic advantage
* product redesign to reuse/recycle materials
* environmental outputs are engineered to be useful
* leadership sought through environmentally friendly products and processes
* workforce diversity sought and used
* social capital equals strategic advantage
* flexible workplace to maximise talent use
* community-enterprise partnerships to address adverse impacts

**Phase 6: Ideological Commitment**

* actively promotes sustainability
* environmental best practice is espoused
* organisation thinks about sustainability throughout its entire operations
* organisation uses its influence with government to promote sustainability
* promoter of diversity and work/life balance
* has a corporate ethnical position and action plan to pursue human welfare and equitable and socially just practices

<http://www.cloudcitizen.com/acceleratedsustainability/which-way-are-you-heading-on-the-dunphy-sustainability-scale.html>

<http://www.google.com.au/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0CCMQFjAB&url=http%3A%2F%2Fwww.cscaustralia.com%2Fashrr%2FDunphy%2520Prof%2520D%2520%26%2520%2520Benn%2520AProf%2520S%2520UTS%2520Aug%252007.ppt&ei=n0KNVKDpNoPj8gWlooLgBg&usg=AFQjCNG0sK-SMrmRxj-PENuM7I6vPH9-jA&sig2=3z5elQS64isdVdEisFHMdQ&bvm=bv.81828268,d.dGc>

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