



**INVITATION – CALL FOR PAPERS:**  
21<sup>st</sup> IRDO International Conference  
**INNOVATIVE, SUSTAINABLE & SOCIALLY RESPONSIBLE SOCIETY 2026:**  
**Sustainability Management in Organisations**  
16<sup>th</sup>–17<sup>th</sup> June 2026, Slovenia, EU, online and onsite,  
[https://www.irdo.si/en/irdo-conference/  
conference@irdo.si](https://www.irdo.si/en/irdo-conference/conference@irdo.si)



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**Dates:**

- January 5, 2026, Call for abstracts and papers
- March 15, 2026, Submission of abstracts
- March 20, 2026, Acceptance Notification
- April 20, 2026, Contributions Submission Deadline
- May 20, 2026, Conference program published
- 16 - 17 June 2026, IRDO International Conference 2026

**Conference venue:**

online & onsite  
from Maribor, Slovenia

**Official language:**

English

**Organiser Info:**

IRDO – Institute for the Development of Social Responsibility  
(IRDO – Inštitut za razvoj družbene odgovornosti),  
Cesta 13. julija 65 a, SI-1261 Ljubljana – Dobrunje, Slovenia, EU  
Web: [www.irdo.si](http://www.irdo.si); E-mail: [conference@irdo.si](mailto:conference@irdo.si);  
Phone: +386 (0)31 344 883



Slovenia, January 2026



21<sup>st</sup> IRDO International Conference **INNOVATIVE, SUSTAINABLE & SOCIALLY RESPONSIBLE SOCIETY 2026:**  
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**Dear Ladies and Gentlemen,**

You are cordially invited to participate at the 21<sup>st</sup> IRDO international conference **INNOVATIVE, SUSTAINABLE and SOCIALLY RESPONSIBLE SOCIETY 2026: Sustainability Management in Organisations**, which will take place **on June 16 and 17, 2026 – online and onsite**. You are invited to actively participate as an author and/or participant at the event.

The organisers are IRDO – Institute for the Development of Social Responsibility, the University of Maribor, and the Slovenian Society for Systems Research.

The goal of the conference is to bring together researchers, business professionals, policymakers, students, and senior experts to exchange ideas and practical solutions for managing sustainability in organisations. It focuses on how sustainability can be effectively built into everyday management, governance, and decision-making processes. By promoting collaboration across generations, disciplines, and sectors, the conference aims to strengthen the ability of organisations to plan, implement, and report sustainability in a realistic and responsible way. In doing so, it supports the development of organisations that can innovate, adapt, and lead the transition toward a more sustainable and socially responsible society.

Action and learning are urgent for a more innovative, sustainable, and socially responsible society. By joining the conference, you will help co-create science-based wisdom for renewing our (un)sustainable systems, from societies and communities to organizations and businesses, and individuals too.

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Therefore, we kindly invite you to participate in the conference to share your experiences, views, and suggestions with researchers, top consultants, experts, and experienced practitioners from around the globe. Young authors and students are warmly welcome.

To date, over 1,600 authors from around the world have participated in 20 IRDO conferences. Looking back, we can clearly see that we made a change. Previous IRDO conference proceedings can be obtained here: <https://www.irdo.si/en/irdo-conference/>

**You are kindly invited to join us, to report on your findings and suggest your proposals for the future.**

On behalf of the Program and Organisational Committees of the 21<sup>st</sup> IRDO Conference,

**Prof. Igor Perko, PhD,**  
University of Maribor, Faculty of Economics and  
Business, Vice Chair of the IRDO Conference  
Programme Committee

**Prof. Emer. Matjaž Mulej, PhD, PhD,**  
University of Maribor, Faculty of Economics and  
Business, President of the IRDO Research & Expert  
Council and Chair of the IRDO Conference  
Programme Committee



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## SHORT PRESENTATION OF THE CONFERENCE

Managing sustainability in organisations is a complex task that extends far beyond merely following regulations or producing reports. It means finding the right balance between short-term business results and long-term environmental and social goals. Managers must deal with numerous expectations—from customers, employees, investors, and regulators—while working in rapidly evolving systems. To succeed, they need to see the organisation as part of a wider network of people, resources, and impacts, and to turn sustainability goals into practical actions. This requires integrating sustainability into everyday operations, innovation, and strategic planning, as well as building a company culture that supports responsibility and continuous learning. Uncertainty adds another layer of difficulty: markets evolve, new technologies like AI bring both opportunities and risks, and global supply chains are becoming more complex. Managing all this effectively calls for flexibility, transparency, and cooperation across generations and departments. In the end, sustainability management is not a side activity—it is an essential part of building a responsible, competitive, and future-oriented organisation. This is written also in legislation and several international documents, where is from governance point of view demanded to make changes in organizations – towards new, greener business models, which must be implemented in our everyday practice.

The screenshot shows a presentation slide with the title "Responsibility Across System Levels" and the subtitle "From Individual to Planetary". The IRDO International Conference logo is in the top right. The slide is divided into three columns:

- Nested Systems of Responsibility:** Responsibility operates at various levels—from personal decisions to family, organizations, society, and global impacts. Each level both shapes and is shaped by the others.
- Personal and Collective Influence:** Individual behaviors influence collective structures and norms, creating information ecosystems and laying the foundation for social change through personal responsibility.
- Feedback Loops of Responsibility:** Accountability flows circularly among system levels, with delays and unforeseen outcomes. Sustained engagement is required to reinforce responsible behavior throughout the system.

A video feed on the right shows a woman speaking, with a "Remove pan" button and the IRDO logo above her.

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## THEMES AND TOPICS

Summary:

1. Sustainable Entrepreneurship and Organisational Practices
2. CyberSystemics for Sustainable Organisations
3. Inter-generational and Future-Oriented Collaboration
4. AI and Digital Transformation for Sustainable and Responsible Governance
5. Sustainability Reporting, certification schemes and awarding
6. Sustainable Governance and Management

Detailed explanation:



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## 1. Sustainable Entrepreneurship and Organisational Practices

*coordinated by Katja Crnogaj and Barbara Bradač Hojnik*

How can entrepreneurship contribute to more innovative, sustainable, and socially responsible forms of economic and social development? Entrepreneurs play a crucial role in translating sustainability goals into practical solutions by designing new business models, products, and services that strike a balance between economic viability and environmental and social responsibility. This track examines how entrepreneurial thinking, opportunity recognition, and innovation can facilitate sustainability transitions in various organisational and societal contexts. It addresses the challenges entrepreneurs face in managing uncertainty, competing demands of stakeholders, and long-term sustainability goals, while operating in rapidly changing markets and technological environments.

We particularly welcome research and practice-based contributions that examine how entrepreneurial initiatives (ranging from start-ups and SMEs to corporate entrepreneurship and social enterprises) embed sustainability into strategy, governance, and everyday operations.

Suggested research topics:

- Sustainable and social entrepreneurship
- Entrepreneurial business models for sustainability and the circular economy
- Green, digital, and responsible innovation in start-ups and SMEs
- Entrepreneurial decision-making under uncertainty and complexity
- Measuring and managing social and environmental impact in entrepreneurship
- Ethical leadership and values-driven entrepreneurship
- Role of entrepreneurship in regional and community sustainability
- Intergenerational perspectives in entrepreneurial ventures
- Sustainability governance and reporting in entrepreneurial and small organisations
- Case studies of entrepreneurial solutions supporting sustainability transitions

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## 2. CyberSystemics for Sustainable Organisations

*Coordinated by Tadeja Jere Jakulin, Taja Macek, and Črtomir Rozman*

This section invites contributions that apply systems thinking and cybernetic approaches to sustainability challenges in organisations. It focuses on modelling complex organisational dynamics such as feedback loops, governance structures, and adaptive capacities to support long-term resilience, viability, and responsible digital and green.

Suggested topics include:

- Cybernetic models of organisational sustainability and viability
- Systems dynamics approaches to long-term organisational resilience
- Governance, control, and feedback mechanisms in sustainable organisations
- Modelling organisational adaptation under environmental and social constraints
- Human–technology interactions in sustainable socio-technical systems
- CyberSystemic approaches to strategic decision-making and transformation



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### 3. Inter-generational and Future-Oriented Collaboration

*Coordinated by Peter Glavič, Matjaž Mulej, Miro Mihec*

How can collaboration across generations strengthen the pursuit of sustainability goals and foster more resilient, inclusive, and forward-looking forms of development? Addressing sustainability requires not only technological and managerial innovation but also the integration of diverse perspectives, experiences, and values across age groups. Let us examine how intergenerational dialogue, knowledge transfer, and co-creation shape sustainable practices in Organisations, communities, and policymaking.

We particularly welcome research and practice-based insights on designing inclusive, future-oriented systems that balance short-term Organisational needs with long-term social and ecological well-being.

Suggested research topics:

- Knowledge sharing and co-creation between younger and senior generations
- Youth engagement and empowerment in sustainability transitions
- Designing future-oriented sustainability education and training programs
- Bridging generational values and priorities in sustainability management
- Cross-generational approaches to community resilience and adaptation
- Case studies of multigenerational partnerships driving sustainability initiatives

### 4. AI and Digital Transformation for Sustainable and Responsible Governance

*Coordinated by Igor Perko and Milan Zorman*

This topic examines how artificial intelligence (AI) and digital technologies are reshaping governance, management, and innovation within sustainability frameworks, as well as how to sustainably govern the development of AI and digitalization. As Organisations accelerate digital transformation, questions emerge about how to align technological progress with social responsibility, environmental goals, and ethical oversight.

We particularly welcome interdisciplinary work connecting management, data science, public policy, and social responsibility perspectives.

Suggested research topics:

- Governance frameworks for responsible AI and digital transformation
- Ethical and sustainable data-driven decision-making
- AI for environmental monitoring, reporting, and accountability
- Digital tools for transparent and participatory governance
- Digital inclusion in sustainability-oriented innovation
- Case studies of AI integration in sustainability management (corporate, public, NGO contexts)
- Ethical AI and responsible use (fairness and bias mitigation, accountability and transparency, AI and human rights)
- Data governance and privacy (data sovereignty, privacy-enhancing technologies)

## 5. Sustainability Reporting, certification schemes and awarding

Coordinated by Anita Hrast

In this topic we would like to present sustainability reporting in theory, good practices, awarding and certifications schemes. We are interested in newest research reports on sustainability reporting, presentation of ESG reports of Slovene, foreign and multinational business, also of public and non-governmental organizations. We would like to present different approaches to ESRS, VSME and other standards implementation in daily practice of organizations. There are several other certification schemes and awarding of sustainability in international environment and we would like to present their findings and recommendations as well.

Suggested research topics:

- Reporting frameworks on sustainability (VSME, ESRS, GRI...)
- ESG indicators as tools for sustainable growth
- Using transparency and accountability to drive organisational improvement
- Sustainability certifications schemes
- Sustainability awarding
- Other suitable topics

## 6. Sustainable Governance and Management

Coordinators Vojko Potočan and Tjaša Štrukelj

Governance structures that support sustainability development; Management for innovative, responsible, and adaptive organisations; Responsible management processes; Success factors for sustainable, responsible governance and management; Requisite holism in governance and management; Sustainable strategic orientations for resilience; Interdependence between sustainable governance, management and business operations

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Global warming archetype— Causes, effects, and strategies for coping

Greenhouse Gases:	Floods
CO2 Carbon Dioxide	Droughts
CH4 Methane	Landslides
N2O Nitrous oxide	Destruction of biomes
Industrial Gases	Hunger, Poverty
Etc.	Etc.

University of St.Gallen

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will Markus Schwabinger

## ABSTRACTS SUBMISSION

Please submit your abstracts to: [conference@irdo.si](mailto:conference@irdo.si)

Abstracts contain up to 250 words (12–15 lines) and are supplemented with a maximum of 6 keywords. Please use the [IRDO Abstract/Paper template](#) when preparing your manuscript. Authors with accepted abstracts will be invited to present short papers at the conference.

Conference short papers should be 2,500–4,000 words long (5–8 pages). After a peer double review, the accepted papers will be published **in the electronic collection of papers** (ISBN), the book collection IRDO "Social Responsibility", and will be freely available.

**Language:** The official conference language is English & Slovene (where only Slovene participants will be present).

### Submission documentation

1. [Registration form](#)
2. [Abstract/paper template](#)
3. [Copyright Statement](#)

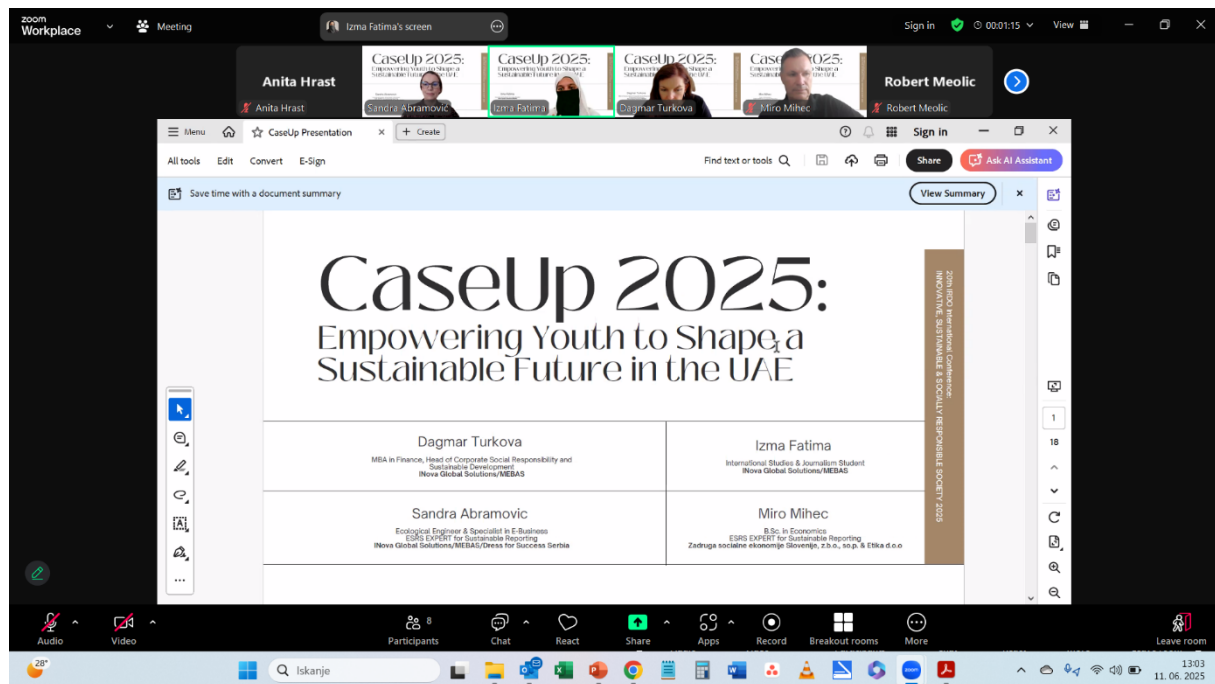
Documents can also be found on the IRDO website <https://www.irdo.si/en/irdo-conference/>.

## POST-CONFERENCE PUBLICATION OPTION

Selected conference papers can be expanded into full papers and invited to submit for publication in a scientific journal, such as [Our Economy](#).

In the post-conference publication, papers will be reviewed in accordance with the editorial process of the submitted journal/monograph.

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## REGISTRATION

Registration fee depends on the form of participation.	Online registration fee (including VAT)	
	Early bird (until 20 <sup>th</sup> April 2026)	Regular (from 21 <sup>st</sup> April 2026 on)
<input type="checkbox"/> Authors of the first paper and participants without a paper (individuals and companies)	180,00 €	200,00 €
<input type="checkbox"/> IRDO members, co-organisers, partner organisations, and authors of the second and third paper	150,00 €	180,00 €
<input type="checkbox"/> Participants without papers	180,00 €	200,00 €
<input type="checkbox"/> Students (under 30), unemployed, or senior authors/participants	50 % discount	50 % discount

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**Recommendation for authors:** Collaborate with student policy - regular users have 50 % discount if they contribute with a student 😊

### Payment due date and instructions:

- The registration fee must be transferred no later than 31 May 2026.
- Name: IRDO – Inštitut za razvoj družbene odgovornosti (Institute for the Development of Social Responsibility)
- Bank: OTP Banka d. d., Slovenska cesta 58, 1000 Ljubljana, Slovenia; SWIFT KBMASI2X
- Account number (IBAN): SI56-0451-5000-1074-492
- Address: IRDO – Institute for the Development of Social Responsibility, Cesta 13. julija 65a, SI-1261 Ljubljana – Dobrunje, Slovenia, EU
- Reference: 2311-2026

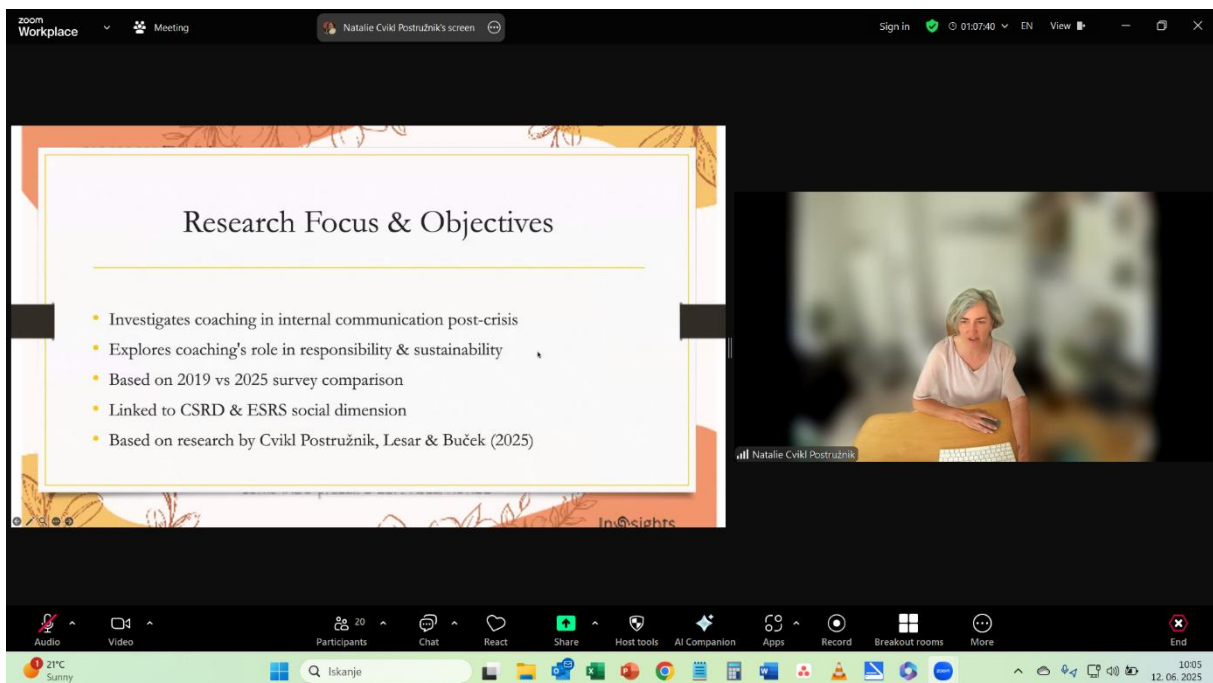


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- Intent: IRDO Conference 2026
- Proof of payment: Participants will receive an original invoice as proof of payment of the conference fee.

#### Additional information:

- The registration fee includes attendance at the conference events. VAT is included in the stated conference fee (IRDO is liable for VAT).
- The official language of the conference is English, unless only Slovenian-speaking participants will be present at a particular session. Invited lecturers and plenary lecturers are waved from paying the conference registration.
- All other authors pay the conference fee as stated. Students and seniors need to identify their status. An invoice will be issued upon receipt of your payment.
- In case of cancellation before 10<sup>th</sup> May 2026, 50 % of the registration fee will be refunded; after 10<sup>th</sup> May 2026, the registration fee will not be refunded.
- Participants without contributions must register for the conference with an application form and pay the registration fee.



#### Donations and fundraising:

- Participants and organisations are kindly invited to support the Conference Organisation and implementation with their voluntary donations and/or sponsorships. For this, please contact [conference@irdo.si](mailto:conference@irdo.si). **Thank you for your contribution!**

#### Please allocate 1 % of income tax for our work with youth:

- If you are a Slovenian tax resident, you are kindly asked to support IRDO work with youth by your contribution (Allocate 1 % of income tax for youth development, social responsibility, and sustainable development). Thank you.
- More info can be found here: <https://www.irdo.si/namenite-1-dohodnine-za-razvoj-mladih-in-druzbene-odgovornosti-ter-trajnostnega-razvoja/>



## CONFERENCE BODIES

### PROGRAMME COMMITTEE:

#### Chairs:

- Prof. Emeritus, Matjaž Mulej, PhD. PhD., University of Maribor, Faculty of Economics and Business, Department of Entrepreneurship and Business Economics, and IRDO Institute for the Development of Social Responsibility, Head of the IRDO Expert Committee and Head of the IRDO Scientific-research Centre board, Chairman of the IRDO Conference Programme Committee, Honorary Founding President of IASCYS (International Academy of Systems and Cybernetic Sciences), Member of three international academies of science, Slovenia.
- Prof. Emeritus, Peter Glavič, PhD., University of Maribor, Faculty of Chemical Engineering, Laboratory for Process Systems Engineering and Sustainable Development, Centre for Professors Emeriti and Retired Higher Education Teachers, University of Maribor, and Vice-Chairman of the IRDO Conference Programme Committee, Slovenia,
- Assoc. Prof. Igor Perko, PhD., University of Maribor, Faculty of Economics and Business, WOSC acting director-general, Vice-Chairman of the IRDO Conference Programme Committee, Slovenia,
- Prof. Tadeja Jere Jakulin, PhD., University of Primorska, Faculty of Tourism Studies – TURISTICA, Piran, President of Society for System Research, Slovenia, Vice-Chairman of the IRDO Conference Programme Committee

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- Prof. Alfonso Reyes, PhD., University of Ibague, Ibague, Columbia,
- Prof. Emerit. Angela Espinosa, PhD., University of Hull, The Business School, UK,
- Anita Hrast, MSc., Manager of IRDO - Institute for the Development of Social Responsibility and President of the IRDO Conference Organising Committee, Slovenia,
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- Helmut Loeckenhoff, PhD., Independent researcher, Backnang, Germany,
- Johannes Goellner, MSc. Dipl.-Ing. Chairman of the Board, Center of Risk & Crises Management (CRC), Vienna, Austria,
- Prof. Emeritus Jose Perez Rios, PhD., University of Valladolid, Spain,
- Prof. Milan Zorman, PhD., University of Maribor, Faculty of Electrical Engineering and Computer Science, Slovenia,
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- Prof. Raul Espejo, PhD., President of the World Organisation of Systems and Cybernetics (WOSC) and Director at Syncho Research, UK,
- Prof. Roberto Biloslavo, PhD., University of Primorska, Faculty of Management, Koper, Slovenia,
- Prof. Simona Šarotar Žižek, PhD., University of Maribor, Faculty of Economics and Business, Department of General Management and Organisation, Slovenia,
- Mag. Stefan Blachfellner, Bertalanffy Center for the Study of Systems Science & International Federation for Systems Research, Vienna, Austria,
- Prof. Emeritus Stuart Uempleby, PhD., former President of IASCYS (International Academy for Systems and Cybernetic Sciences), and George Washington University, Washington, D. C., USA,
- Prof. Tjaša Štrukelj, PhD., University of Maribor, Faculty of Economics and Business, Department of Strategic Management and Company Policy, Head of the Project 'Faculty of Economics and Business

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and Social Responsibility', Certified Leader for Social responsibility and Sustainable Development (2019), Slovenia,

- Prof. Urša Golob Podnar, PhD., Chair of Marketing Communications and Public Relations, Centre for Marketing and Public Relations, University of Ljubljana, Faculty of Social Studies, Slovenia,
- Prof. Vladimir Lepskiy, PhD., Institute of Philosophy, Russian Academy of Sciences, Russia,
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- Assoc. Prof. Katja Crnogaj, PhD., University of Maribor, Faculty of Economics and Business, Slovenia,
- Prof. Barbara Bradač Hojnik, PhD., University of Maribor, Faculty of Economics and Business, Slovenia,
- Assoc. Prof. Zhanna Belyaeva, PhD., Prof. of Social Responsibility, Graduate School of Economics and Management, Head of Research Centre for Global Social Responsibility Excellence, Ural Federal University, Yekaterinburg, and EMBRI Country Director, Russia,
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- Prof. Živko Bergant, PhD., College of Accountancy and Finance, Ljubljana, Slovenia,

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- Anita Hrast, MSc., Manager of IRDO - Institute for the Development of Social Responsibility, and President of 2026 IRDO Conference Organising Committee, Slovenia,
- Assoc. Prof. Igor Perko, PhD., University of Maribor, Faculty of Economics and Business, WOSC acting director-general, Vice-Chairman of the IRDO Conference Organising Committee, Slovenia,
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- Nomi Hrast, IRDO – Institute for the Development of Social Responsibility, Slovenia,
- Tomaž Bole, Gallus Foundation, Slovenia,
- Uroš Zupančič, HiperDesign, Slovenia.

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#### **Contact:**



IRDO – Institute for the Development of Social Responsibility, Cesta 13. julija 65a, SI-1261 Ljubljana – Dobrunje, Slovenia, EU, Web: [www.irdo.si](http://www.irdo.si) , Email: [conference@irdo.si](mailto:conference@irdo.si) , Phone: +386 31 344 883



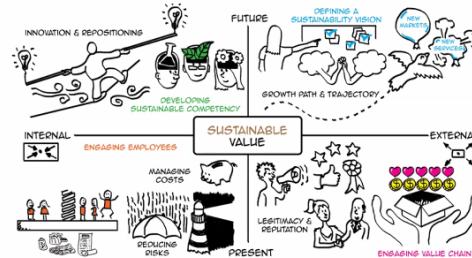
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# The Business Case for Sustainability: Why Sustainability Regulations Matter

- Sustainability correlates with business performance
- Investors reward forward-looking ESG strategies
- Stakeholder engagement builds trust and drives value
- Sustainability enhances competitive positioning
- Risk management improves resilience
- Non-compliance leads to reputational and financial costs



## ORGANISERS AND PARTNERS:

Organiser:



Co-organiser:



Co-organiser:



Co-organiser:



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Faculty of Economics and Business

### In cooperation with the supporting partners:

- International Academy for Systems and Cybernetic Sciences (IASCYS), Pau, France
- European Academy of Sciences and Arts, Salzburg
- International Federation for Systems Research (IFSR)
- CSR Europe
- Danube University Krems, Austria
- Slovenian Association for Quality and Excellence
- Chamber of Commerce and Industry of Štajerska, Slovenia
- Association of Employers of Slovenia
- Managers' Association of Slovenia

Clipping partner:



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