

Neoliberalism or Bases for an Innovative Sustainable Socially Responsible Society?

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Abstract

The growing complexity of global challenges increasingly questions the adequacy of neoliberalism as the dominant socio-economic paradigm. Climate change, social inequalities, demographic transformations, digital disruption, declining trust in institutions, and geopolitical instability reveal the limitations of development models based primarily on market competition and short-term economic efficiency. This paper examines the concept of the Innovative Sustainable Socially Responsible Society (ISSRS) as a systemic alternative to neoliberalism. Building upon social responsibility, sustainability, innovation, stakeholder governance, and the law of requisite holism, the paper synthesizes findings from the two-volume monograph *Bases for an Innovative Sustainable Socially Responsible Society* and related international literature. The analysis suggests that humanity's long-term survival and well-being require a transition toward a development model based on trustworthiness, interdependence, innovation, sustainability, and social responsibility. ISSRS is proposed as an emerging paradigm capable of integrating these dimensions into a coherent framework for societal transformation.

Keywords: neoliberalism, ISSRS, social responsibility, sustainability, innovation, systems thinking, requisite holism

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1 Introduction

The first quarter of the twenty-first century has been marked by interconnected crises affecting environmental, social, economic, political, technological, and health systems worldwide. Despite unprecedented technological progress, humanity continues to face growing inequalities, ecological degradation, social fragmentation, and declining trust in institutions (Sachs, 2015; Stiglitz, 2019).

For more than four decades, neoliberalism has shaped public policy through deregulation, privatization, market liberalization, and the assumption that competition and self-regulating markets generate optimal societal outcomes (Harvey, 2005). Although these policies contributed to globalization and economic growth, their limitations have become increasingly evident through recurring financial crises, concentration of ownership, weakening social cohesion, and environmental externalities (Harvey, 2005; Stiglitz, 2019).

According to Mulej and Hrast (2026), the 2008 global financial crisis exposed structural weaknesses associated with monopolistic tendencies and the inability of neoliberal systems to maintain socially beneficial competition. These developments stimulated the search for alternative development models capable of balancing economic efficiency with social responsibility, sustainability, and human well-being.

The concept of an Innovative Sustainable Socially Responsible Society (ISSRS) emerged from this context. Developed through more than two decades of interdisciplinary research, international conferences, educational programmes, and publications coordinated by the IRDO Institute, ISSRS seeks to provide a comprehensive response to the limitations of neoliberal development.

Existing alternatives to neoliberalism (stakeholder capitalism, doughnut economics, regenerative economics, SDGs) generally address only part of the problem; the ISSRS, in turn, connects them into a single system framework.

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2 The Crisis of Neoliberalism

Neoliberalism rests on the premise that market mechanisms represent the most effective means of allocating resources and promoting societal welfare (Friedman, 1962). However, growing evidence suggests that market efficiency alone cannot adequately address systemic challenges such as climate change, demographic ageing, digital transformation, social exclusion, or geopolitical instability.

The global financial crisis demonstrated how concentrated economic power and financialization may undermine the competitive assumptions on which neoliberal theory is based (Stiglitz, 2019). Similarly, environmental challenges reveal the inability of markets to internalize many long-term ecological costs (Raworth, 2017).

The ISSRS approach interprets these developments as manifestations of excessive specialization and insufficient consideration of societal interdependence. Consequently, societal transformation requires not merely policy adjustments, but a new developmental paradigm grounded in broader and longer-term criteria of decision-making (Mulej & Hrast, 2026).

3 Requisite Holism as a Foundation of ISSRS

The central theoretical contribution of ISSRS is the application of the law of requisite holism developed within dialectical systems theory (Mulej, 2013).

Requisite holism recognizes that complex problems cannot be adequately understood from a single disciplinary perspective. Instead, all essential and mutually interdependent viewpoints must be considered simultaneously. This principle does not require complete comprehensiveness but sufficient interdisciplinarity to prevent dangerous oversights.

The structure of the two ISSRS volumes reflects this principle. The contributions address governance (Štrukelj, 2026), cooperative organizational forms (Babič, 2026), ownership concentration and social responsibility (Nikolić et al., 2026), human resource management (Kovše et al., 2026), agile management (Ivanjšič & Šarotar Žižek, 2026), well-being management (Šarotar Žižek et al., 2026), artificial intelligence (Perko, 2026; Šarotar Žižek et al., 2026), globalization (Kiselak & Šarotar Žižek, 2026), sustainability indicators (Boršič & Žižek, 2026), social entrepreneurship (Mihec, 2026), and systems methodologies (Zlatanović et al., 2026). Together, these contributions demonstrate the necessity of interdisciplinary integration. Methodological support is also offered (Mulej, N., 2026; and Čančer, 2026).

4 Social Responsibility as a Civilizational Principle

ISSRS extends the concept of social responsibility beyond corporate social responsibility.

According to ISO 26000 (2010), social responsibility represents accountability for impacts on society and the environment through transparent and ethical behaviour. ISSRS expands this understanding to encompass individuals, organizations, public institutions, financial systems, educational systems, and international governance structures.

This approach is consistent with stakeholder theory (Freeman, 1984), which argues that sustainable success depends on balancing the interests of all stakeholders rather than prioritizing shareholders alone. It also aligns with Porter and Kramer's (2011) concept of shared value creation, which emphasizes the compatibility of economic and societal objectives.

The editorial framework of ISSRS identifies social responsibility as the value-based foundation enabling sustainable development and innovation. Without social responsibility, technological and economic progress may contribute to societal risks rather than societal well-being.

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5 Innovation as a Driver of Societal Transformation

Innovation constitutes a second core pillar of ISSRS.

Unlike conventional economic approaches that emphasize technological innovation, ISSRS adopts a broader understanding that includes social, organizational, governance, educational, and institutional innovation. The first volume specifically highlights the importance of non-technological innovation for creating more responsible and sustainable societies (Mulej et al., 2026).

Examples include cooperative governance structures (Babič, 2026), socially responsible human resource management (Kovše et al., 2026), socially responsible age management (Šket & Šarotar Žižek, 2026), sustainable occupational health and safety (Šarotar Žižek et al., 2026), and intergenerational cooperation (Šarotar Žižek et al., 2026).

Such innovations strengthen societal resilience while simultaneously supporting sustainability and social responsibility.

6 Sustainability and Human Survival

ISSRS interprets sustainability as a prerequisite for human survival rather than solely an environmental objective.

The framework strongly corresponds with the United Nations Sustainable Development Goals (United Nations, 2015). However, ISSRS goes beyond sustainability discourse by explicitly integrating innovation and social responsibility as necessary conditions for achieving sustainable development.

The second volume contributes to this perspective through analyses of sustainable development indicators (Boršič & Žižek, 2026), integral green society and economy (Piciga et al., 2026), non-financial

reporting (Taškar Beloglavec & Zdolšek, 2026), socially responsible finance (Bergant, 2026), and social entrepreneurship (Mihec, 2026).

Together, these contributions support the proposition that sustainability, innovation, and social responsibility are mutually reinforcing dimensions of societal development.

7 Discussion: ISSRS as an Emerging Development Paradigm

Historically, major societal transformations have emerged when existing institutions became incapable of addressing new challenges. The transition from slavery to feudalism, from feudalism to industrial society, and the emergence of universal human rights each represented responses to changing social realities.

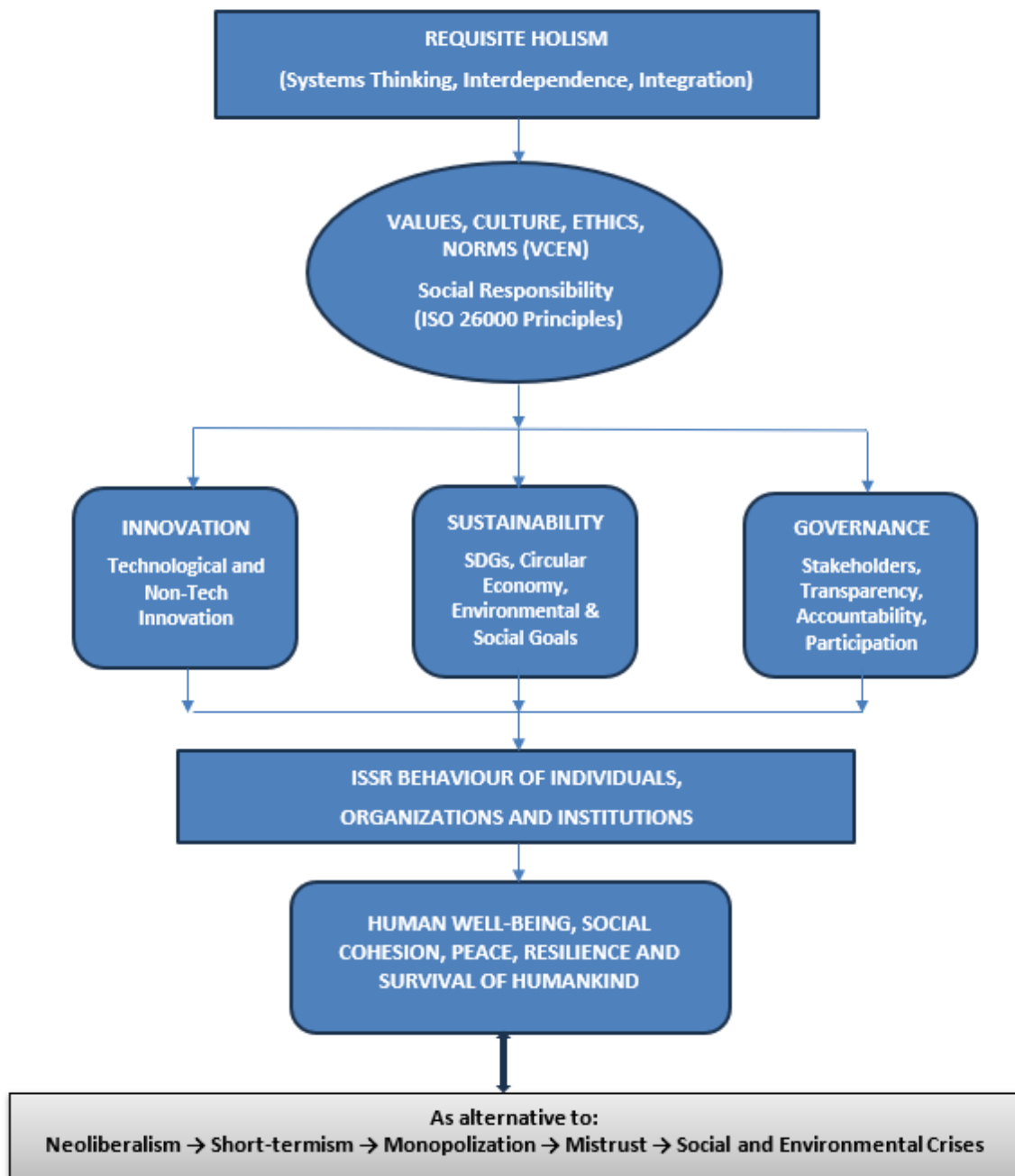
Mulej and Hrast (2026) argue that contemporary humanity faces a similar historical turning point. The increasing risks associated with ecological degradation, social fragmentation, technological disruption, and geopolitical conflict require a new framework capable of integrating economic performance with societal well-being.

ISSRS contributes to this debate by combining systems thinking, social responsibility, sustainability, and innovation into a coherent developmental model. Unlike neoliberalism, which primarily emphasizes competition and market efficiency, ISSRS emphasizes trustworthiness, interdependence, cooperation, and long-term resilience.

Figure 1 illustrates the conceptual architecture of the Innovative Sustainable Socially Responsible Society (ISSRS). The model is grounded in the law of requisite holism (Mulej, 2013), which provides the methodological foundation for integrating diverse yet interdependent dimensions of societal development. Social responsibility, expressed through values, culture, ethics and norms (VCEN) and supported by the principles of ISO 26000 (ISO, 2010), represents the normative foundation of the model. Innovation, sustainability and responsible governance operate as mutually reinforcing pillars that shape ISSR behaviour at individual, organizational and societal levels. Their synergy contributes to human well-being, social cohesion, resilience, peace and the long-term survival of humankind (Mulej & Hrast, 2026; United Nations, 2015).

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Figure 1. Conceptual Model of an Innovative Sustainable Socially Responsible Society (ISSRS)



Source: own

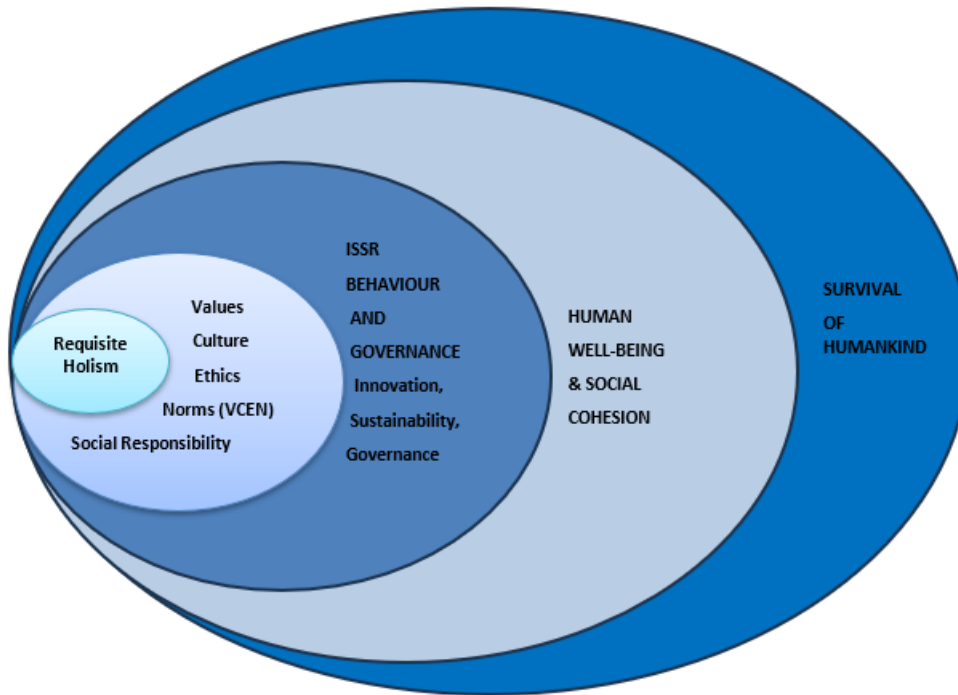
What emerges from the book's editorial commentaries we can also present in Figure 2:

Required Integrity (Requisite Holism) → Social Responsibility (VCEN) → Innovation + Sustainability + Governance → ISSR Behaviour → Welfare → Survival of Humanity. Maybe this is the first formalized conceptual model of ISSRS from Mulej et al.), as it very faithfully sums up the central message of both volumes.

The model is based on the book's editorial starting points, ISO 26000, SDGs, and Mulej's concept of *requisite holism*. **Conceptual model of ISSRS** you can see at *Figure 1*.

Figure 2: The Innovative Sustainable Socially Responsible Society (ISSRS).

Figure 2: The Innovative Sustainable Socially Responsible Society (ISSRS).



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Source: own

8 Conclusion

The growing complexity of contemporary global challenges increasingly reveals the limitations of neoliberalism as a dominant development paradigm. The concept of an Innovative Sustainable Socially Responsible Society offers an alternative framework based on requisite holism, social responsibility, sustainability, stakeholder governance, and innovation.

Rather than treating economic growth as an isolated objective, ISSRS seeks to align economic activity with broader societal goals, human well-being, and long-term survival. The concept therefore provides a promising foundation for future research, policy development, and practical societal transformation.

The original contribution of this paper lies in conceptualizing ISSRS as an integrative development paradigm grounded in requisite holism and social responsibility, linking innovation, sustainability and governance into a coherent framework for societal transformation. The ISSRS is not an utopia, but a development necessity in a context of climatic, social and geopolitical risks.

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Remark: Generative artificial intelligence, specifically the ChatGPT large language model developed by OpenAI (2026), was utilized during the research and writing process. The AI tool was partly used to assist with text structuring, language editing, and the synthesis of the abstract. The final text was thoroughly reviewed, verified, and approved by the authors, who maintain full responsibility for the content of the manuscript.

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ANNEX 1: Editorial comments to books on ISSR (Vol. 1&2, Palgrave Macmillan, 2025)

Introduction to Volume 1 & 2 (ISSR)

In 2008 the global economy faced a major crisis, which was caused by monopolies resulting from the lack of ability of the neoliberal economy to keep competition alive and able to prevent the too narrow-minded behavior. The concept of 'social responsibility' was found to be the way out of the crisis, after a similar monopolistic situation of 1930s had led to the 2nd World War. In 2010 the concept was supported by ISO 26.000, after its introduction in Europe in year 2000.

In 2004, the IRDO Institute for the Development of Social Responsibility was established in Slovenia. Its work created +20 years of consulting and courses, +20 international conferences, +30 books, of which this one is the most recent. It engaged 31 authors from four countries, of whom Prof. Dr. Simona Šarotar Žižek contributed the most chapters, with her coauthors.

Book 1: Editorial comments to book Mulej, M., Hrast, A., Štrukelj, T., Likar, B. in Šarotar Žižek, S. (Ur.). (2026). *Bases for an innovative sustainable socially responsible society: Vol. I. Non-technological innovation*. Palgrave Macmillan. doi.org [1, 2, 3]

Chapter 1-1: BRIEFLY ON THE ESSENCE OF AN ISSR SOCIETY (Matjaž Mulej, Anita Hrast)

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This chapter introduces the book with the first ever model of the innovative sustainable socially responsible (ISSR) society and measures supportive of its making, in terms of some global documents. The point of the model is, in economic terms, the experience that the current modern world is – very slowly – becoming aware of the fact that humankind cannot survive unless trustworthiness prevails over **neoliberalism** and its (fictitious!) solving of problems with (nuclear!) war and related mistrust. This process requires both non-technological and technological **innovation**, supporting **sustainable** behavior, supported by values of **social responsibility**, which do not engage and cover corporations only, as it may seem from the wording in ISO 26.000 (ISO, 2010), but the entire **society**.

The **ISSR society** may sound as a utopia, but all big utopias of the known humankind's history became reality because they offered better life and economic benefit to societies of their times:

- (1) Slavery instead of killing war prisoners,
- (2) Feudal subjects instead of slaves,
- (3) Industrial employees / labor instead of feudalism,
- (4) Women's equal rights and duties as men in the recent good century and a half,
- (5) Global political bodies such as United Nations instead of wars every second year for many centuries.

Now, it is high time for the neoliberal narrow-minded and short-term criteria to be finally out of humankind's practice. The alternative of ISSRS is a global nuclear war, against which ISSR society is not simple, but much simpler way of life, actually the only survival, now.

Editorial comment to Chapter 1-2: RESPONSIBLE GOVERNANCE AND STRATEGIES FOR ENHANCING COMPETITIVENESS AND FOSTERING AN INNOVATIVE, SUSTAINABLE AND SOCIALLY RESPONSIBLE SOCIETY (Tjaša Štrukelj)

The socio-economic aspect of development of the current society from a neoliberal phase to the innovative, sustainable and socially responsible (ISSR) society needs governance to have its chance to become reality. This is tackled in this chapter.

Editorial comment to Chapter 1-3: SOLIDARITY BASED SOCIAL TRANSFORMATION: THE CASE OF MONDRAGON COOPERATIVES (Karolina Babič)

Humankind agreed via its/our most global and highest political body – United Nations Organization that UN Sustainable Development Goals (SDGs) are critical for humankind to survive the current global socio-economic crisis. Via its most global and highest professional body – International Standards Organization, humankind agreed in ISO 26000 that social responsibility summarizes the VCEN (values, culture, ethics and norms) as the precondition for SDGs to become the real practice. Responsibility for influences on society, ethics of interdependence and (requisitely) holistic approach are the key attributes linking the required VCEN and SDGs. The organizational concept enabling their realization can hardly be the traditional top-down commanding. The several recent decades of the practice of the very successful organization called the Mondragon Cooperatives are revealing the alternative belonging to the concept called ISSR behavior and society, in this book – the cooperatives.

Editorial comment on chapter 1-4: OWNERSHIP CONCENTRATION AND CORPORATE SOCIAL RESPONSIBILITY: PRACTICAL IMPLICATIONS FOR BUSINESS AND SOCIETY (Jelena Nikolić, Aleksandra Stevanović, Jelena Erić-Nielsen)

The process of making the Mondragon, discussed in Chapter 1-3, was started by a single person with a great idea and essential influence. This research shows that the ISSR society also can neither dismiss the problem of an influential starting person or group nor forget about the humankind's existential necessity of making the ISSR society and living in it (which means prevalingly broad and long-term criteria of decision making). This chapter reports on research on the link between ownership concentration and corporate social responsibility inside organizations, enabling essential influence.

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Editorial comment on chapter 1-5: HRM AND ITS NECESSARY CONTRIBUTION TO THE ISSR SOCIETY (Katja Kovše, Vanesa Kovše, Simona Šarotar Žižek)

The previous chapters showed that humankind will survive or perish under the crucial influence of humans, first. Other resources are under the control of humans. If they think more of e.g., profit and/or other outcomes of any activity rather than of its inputs, causes, and conditions, especially of human beings (too often called 'human resources (HR)' rather than 'humans'), the transition from considering humans as passive tools of bosses to ISSR behavior and society has a very long and crucial way to go. The 'sustainability component' of the ISSR can clarify this point very well.

Editorial comment to Chapter 1-6: SOCIALLY RESPONSIBLE AGILE HUMAN RESOURCE MANAGEMENT (Betina Ivanjšič and Simona Šarotar Žižek)

As we have seen so far in this book, humans can no longer be treated as resources, like material components of a production or other process. The so-called human resource management can no longer support work success if it is reduced to a bureaucratic procedure. Life is today too full of agility. The authors reported on research aimed at developing a socially responsible and agile human resource management system. As a result, a fundamental research question arose: Is it achievable to create an agile human resource management system that is also socially responsible? The second subchapter focuses on social responsibility, while the third subchapter discusses agile human resource management, beginning with a discussion of agility theory before moving on to agile human resource

and smart human resources management. The conclusion is the last subchapter. The practice of old times needs a lot of innovation to match the needs of the ISSR society.

Editorial comment to Chapter 1-7: WELL-BEING MANAGERS (Simona Šarotar Žižek, Matjaž Mulej, and Betina Ivajnsič)

Efforts for ISSR behavior and society make sense if attaining the well-being of citizens, both employees and everybody else. This fact requires managers who do not see their co-workers as their tools with whatever quality of life they have rather than well-being. The level of well-being should not cause complacency and affluence instead of innovative, sustainable, and socially responsible (ISSR) behavior and society.

Editorial comment on Chapter 1-8: ARTIFICIAL INTELLIGENCE, VIRTUAL AND REAL WELL-BEING AS AN IMPORTANT PART OF “WELL-BEING SOCIETY 6.0” AND ISSRS (Simona Šarotar Žižek, Matjaž Mulej, Robert Šket, Amna Potočnik, and Brigita Krsnik Horvat)

The concepts presented so far should reach beyond replacing the abusing neoliberal socio-economic order toward the Innovative, Sustainable, Socially Responsible (ISSR) Society. This includes well-being without its limitation to the wealthier 15 % of humankind practised so far. The rapid development of artificial intelligence provides new insights and demands that might support or hinder the development of the ISSR society in the coming years and decades.

Editorial comment to Chapter 1-9: SOCIALLY RESPONSIBLE AGE MANAGEMENT (SRAM) MODEL AS AN ELEMENT OF BUSINESS IN ISSR SOCIETY (Robert Šket and Simona Šarotar Žižek)

The ISSR Society will not be free of aging, but more health and longevity is predicted. Changing age structure (due to population aging) requires, along with the cooperation of employees (and other people) of a different generation, special attention to the candidates for retirement, who are still able and willing to work, as they do not want to stay and work due to rapidly changing work environment and innovations. A socially responsible age management (SRAM) model is not only suggested, but also necessary here.

Editorial comment to Chapter 1-10: SUSTAINABLE OCCUPATIONAL HEALTH AND SAFETY IN THE DIGITAL AGE OF WORK (Simona Šarotar Žižek, Robert Šket, Matjaž Mulej, and Brigita Krsnik Horvat)

Once upon a time, employees were supposed to leave their brains at home and to bring hands only to their workplaces. The ill ones were much less important than today and in the coming digital age, when Sustainable Occupational Safety and Health (SOSH) is becoming a crucial source of quality of life and competitiveness under ISSR society.

Editorial comment to Chapter 1-11: INTERGENERATIONAL COOPERATION AS NON-TECHNICAL INNOVATION AND PART OF ISSR SOCIETY (Simona Šarotar Žižek, Matjaž Mulej, and Robert Šket)

Have you ever come across an organization in which all members belong to the same generation as they do in junior sports teams? Have you paid attention to the difference among the organizational members in terms of their different ages? Have you experienced conflicts among them? Have you tried to find methods to resolve such differences and conflicts? Well, here are some hints. By engaging them, one can enhance one's capacity to promote and practise social responsibility and interdependence. This enables one to approach any activity with an appropriate mind-set and contribute to the formation of the ISSR community.

Book 2: Mulej, M., Hrast, A., Štrukelj, T., Likar, B. in Šarotar Žižek, S. (Ur.). (2026). *Bases for an innovative sustainable socially responsible society: Vol. II. Selected sustainability viewpoints*. Palgrave Macmillan. doi.org [1]

Editorial Comment to Chapter 2-1: CORPORATE SOCIAL RESPONSIBILITY FROM THE VIEWPOINT OF SYSTEMS THINKING: THE ROLE OF SYSTEMS METHODOLOGIES (Dejana Zlatanović, Vesna Stojanović–Aleksić and Violeta Domanović)

Earlier and later in this book systems theory was applied as the hidden background of social responsibility, innovation processes, and sustainability; and in the synergy of chapters. Now, we are facing the fact that there are very many theories and practices under the label of systems theories; we are presenting a choice of them here. They can support Innovative Sustainable Socially Responsible Society, indirectly at least.

Editorial comment to Chapter 2-2: MEASUREMENT OF DEVELOPMENT IN THE WELL-BEING SOCIETY 6.0 (Robert Sket, Matjaž Mulej and Simona Šarotar Žižek)

Any human action influences people, society, enabling their well-being or disabling it; the outcome depends on application of systemic, i.e. requisitely holistic behavior. Human Resource management deals with this issue. It must become sustainable HRM and even more contemporary – innovative sustainable human resources management (ISHRM) as a tool of the innovative sustainable socially responsible (ISSR) behavior of individuals, organizations and society. The success of this process needs measurement. It can be based on different indices like Human Development Index (HDI), Social Progress Index (SPI), European Social Progress Index (EU-SPI), Composite Development Index (CDI), Holistic Progress Index (HPI), Sustainable Society Index (SSI), and Sustainable Development Index (SDI). This might help humankind come closer to survival by ISHRM, a part of ISSR society.

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Editorial comment to Chapter 2-3: INDICATORS AND DETERMINANTS OF SUSTAINABLE DEVELOPMENT IN EU: AN APPLICATION OF SIMULTANEOUS EQUATION SYSTEM (Darja Boršič and Lea Žižek)

The findings summarized in the book so far, addressing the sustainability viewpoint of social responsibility, are now complemented with quantitative methods that enable an empirical analysis of situations and processes, promoting or hindering this part of the effort to create the innovative sustainable socially responsible (ISSR) society. By using the indicated methods and results, humans can attain more of the necessary behavior, related to ISSR society (and survival of humankind on the Earth).

Editorial comment to Ch. 2-4: THE EFFECTS OF ARTIFICIAL INTELLIGENCE (AI) ON SOCIAL RESPONSIBILITY: ANALYSING INTERACTIONS (Igor Perko)

Both Artificial intelligence and Social Responsibility are expected to have crucial roles in humankind's efforts to overcome the current crucial socio-economic problems. Their synergy may be critical in these efforts. Humans need to requisitely holistically comprehend both. This issue is tackled in this chapter and will be further addressed with application to human attributes, often called human resources, and to some crucial viewpoints of composing and using data in chapters to follow this chapter.

Editorial comment to Chapter 2-5: THE IMPACT OF GLOBALIZATION ON MAKING THE ISSR SOCIETY (Mihaela Kiselak and Simona Šarotar Žižek)

The ISSR society cannot be limited to a small closed-in locality, since they no longer exist and will not return and prevail. Humans, called human resources in literature, are decreasingly limited to living in working in the locality of their birth. The practice of globalization influences is challenging ways of human resources management. People can come and go much more easily than ever before, including

their role as employees. This part of globalization may support the making of the ISSR society replacing neoliberal abuse of the free market and democracy. Other aspects, such as neo-colonization via globalization are not discussed here, since they should no longer exist in ISSR Society.

Editorial comment on Chapter 2.6.: THE IMPACT OF DIGITALIZATION ON HUMAN RESOURCES MANAGEMENT (Mihaela Kiselak and Simona Šarotar Žižek)

The authors do not limit their research to current human resources management issues, but provide a thorough insight into digitalization as a very influential condition of life and business today. Digitalization includes lots of innovation; it enables growing sustainability; it can support social responsibility. Hence, it can be a tool for making the ISSR society. But it does not seem able to prevent the fake news that is spreading more quickly and under less double-checking and reliability. Therefore, under digitalization, human resources management requires a lot of attention to ISSR behavior, because the content of the information depends on humans.

Editorial comment on chapter 2-7: INTEGRAL GREEN SOCIETY AND ECONOMY: FROM SLOVENIA TO EUROPE - A REQUISITELY HOLISTIC APPROACH TO SUSTAINABLE DEVELOPMENT, IN THE CONTEXT OF FORWARD-LOOKING EU POLICIES (Darja Piciga, Alexander Schieffer and Ronnie Lessem)

The message in this chapter covers much more than sustainability, as it is understood by many nature lovers. The authors offer a model of integration, i.e., making a dynamically integrated entity from many different, though mutually complementary components, the interdependence of which is not always perceived, and the synergetic effect of their integration has been overseen for too long. This is the most holistic concept we know. It is therefore given the VERY CENTRAL POSITION in this book. Its concept can become reality with support of the suggestions from the foregoing and from the later on following chapters.

Editorial comment to chapter 2-8: NON-FINANCIAL REPORTING IN FINANCIAL INSTITUTIONS (Sabina Taškar Beloglavec and Daniel Zdolšek)

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Financial reporting is usual. Added to it should be non-financial reporting to add to systemic behavior in ISSR society. Authors address it with three dilemmas: (1) Should financial institutions report on their non-financial issues, as they are considered to have a relatively low direct impact on the environment? (2) What is the reasoning for financial institutions' non-financial reporting? (3) Are there specific non-financial reporting issues (for example, the topics on climate issue) required for financial institutions? The response is positive, matching the ISO 26.000 principles, especially the accountability and transparency, crucial for attainment of the requisite holism, honoring interdependence and social responsibility, human responsibility for influences on society, including the indirect ones. Otherwise, chances for ISSR society are modest, hence also for survival of humankind.

Editorial comment to Ch. 2-9: LENDERS AND SOCIAL RESPONSIBILITY (Živko Bergant)

Chapter 2-8 informed us how clear, clean and socially responsible the banks must be, supported by public demand for information from and about banks. Chapter 2-9 is adding important suggestions for information and action to attain more of social responsibility, interdependence, and (requisitely) holistic approach inside and toward financial institutions and their partners.

Editorial comment to Ch. 2-10: SYNERGIES OF ETHICS, SOCIAL RESPONSIBILITY, SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT AS A BALANCE OF SOCIETY (Miro Mihec)

So far in this double book much more attention has been paid to for-profit than to social economy and related attributes of humans, whose ethics, as a part of their individual social responsibility, care for survival by caring for sustainable development as a result of application of social responsibility, as an innovation process. Social enterprises and other social economy organizations and movements are

important components of the humankind's efforts aimed at development of the – very necessary – ISSR Society replacing the deadly dangerous neoliberal period.

Editorial comment to Ch. 2-11: THINKING – A SKILL FOR ISSR SOCIETY (Nastja Mulej)

The suggested activities and (non-technological) innovations require also methods to be implemented. Methods presented so far cover the organization and calculation more than the way of working in terms of content. Now, we will pay due attention to the content-related methods.

Editorial comment to Chapter 2-12: MULTI-CRITERIA EVALUATION, A CASE: VIDEO-CONFERENCING PLATFORMS FOR SUSTAINABLE BUSINESS DURING COVID-19 PANDEMIC (Vesna Čančer)

Information is helpful when provided and requisitely holistic. Multi-criteria evaluation offers support to such behavior. Videoconferences became much more used during the recent Covid-19 pandemic. Their applications are contributing a lot to diminishing the ecological footprint, hence to the development toward the ISSR behavior and society. There are several platforms. The multi-criteria evaluation is a methodology contributing to requisite holism and consideration of interdependence of influential factors; thus, the social responsibility and sustainability can be grown by using this methodological innovation.