ITJ | The International Tax Journal

Corporate Social Responsibility of the Port of Béjaïa and its Contribution to a Sustainable Coastal City

Rafika Hadji [1], and **Fatma Zohra Chaib** [2]

[1] Laboratory of International Finance, Governance and Economic Development (LIFGED), Badji Mokhtar -Annaba University, P.O. Box 12, Annaba 23000, Algeria. Email: rafika.hadji@univ-annaba.dz

[2] Laboratory of International Finance, Governance and Economic Development (LIFGED), Badji Mokhtar -Annaba University, P.O. Box 12, Annaba 23000, Algeria. Email: Fatmazohra.chaib@univ-annaba.dz

Abstract---Enterprises operating in complex and dynamic environments strive for high performance to create value for investors, customers, suppliers, employees, and all stakeholders, while ensuring a balance between economic growth and social and environmental responsibilities. One approach to achieving this balance is to reassess corporate performance by integrating environmental and social dimensions through voluntary practices. This study, in light of the increasing interest and new orientation of economic enterprises, focused on shedding light on one of the Port Enterprises in Algeria, which is the Port Enterprise of Béjaïa, as it has undergone significant transformations since 2000 that had an impact and repercussions on its economic, social, and environmental development. We sought, through this study, to clarify the role of the Port Enterprise of Béjaïa (EPB) in building a sustainable coastal city by adopting a corporate social responsibility (CSR) strategy, implemented through an integrated management system (IMS). Using a case study approach, it became clear to us that this system enabled it to achieve positive outcomes, including: (i) obtaining international certifications and establishing partnerships with the private sector domestically and internationally; (ii) developing an Algerian-Mediterranean multimodal transport network; (iii) contributing to regional development and planning. These findings demonstrate how port enterprises can foster sustainable urban development through CSR integration.

Keywords---Corporate Social Responsibility, Strategy, Sustainable Development, Port Enterprise of Bejaia.

How to Cite:
Hadji, R., & Chaib, F. Z. (2025). Corporate social responsibility of the Port of Béjaïa and its contribution to a sustainable Coastal City. *The International Tax Journal*, *52*(6), 3375–3385. Retrieved from https://internationaltaxjournal.online/index.php/itj/article/view/329

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

Submitted: 25 June 2025| Revised: 04 September 2025| Accepted: 26 October 2025

Introduction

It has become clear that some of the processes and practices carried out by economic corporations that aim to maximize their profits result in external effects that often cause environmental problems and imbalances (ozone hole, global warming, natural resource depletion), and social problems such as irrational exploitation of labour. Therefore, it is necessary to pay attention to the concept of economic development, taking into account the social and environmental constraints, or what is known as sustainable development. The latter is of increasing importance at all international levels, as it has become a subject of concern for the countries throughout the world. Proceeding from the fact that in these process, many international conferences have been held, the most important of which is the World Summit on Sustainable Development that took place in Johannesburg in 2002, which aimed at emphasizing the international commitment to achieving sustainable development, by announcing more than 300 partnership agreements, and negotiating many contracts in Europe with the ultimate objective of reaching the sustainable development goals between public authorities and economic operators, where the latter has undertaken a set of initiatives for the benefit of the environment. In this context, a wide variety of corporations has been steadfastly publishing information related to social responsibility in activity reports, which explains the increasing integration of the environmental and social dimension in the strategy of these corporations. On this basis, the corporation that seeks to ensure its success and continuity in light of the complexity and dynamism of the environment in which it lives is a Corporate Citizenship. It aims to achieve high levels of performance in order to create value for its investors, customers, suppliers, workers and all groups and bodies on which its activity depends in order to achieve integration and balance between economic growth and social and environmental rights. To achieve this, it requires the corporation to reconsider its performance, taking into account the environmental and social dimensions, by adopting philanthropic methods through which it adheres to these dimensions, such as international standards (ISO 14000, and ISO OHSAS 18000 certifications). In light of the growing interest and the new economic orientation, our study came however to shed light on an important topic related to achieving sustainable development through commitment to social responsibility at the level of one of the port enterprises in Algeria represented by Port Enterprise of Bejaia, as the latter has applied a sustainable development strategy through its adoption of social responsibility that embodied in the Integrated Management System (IMS). This system has given the enterprise economic and social advantages that enabled it to contribute to achieving sustainable development.
Hence, the features of the problem we seek to address through this study emerge, which revolve around the following question:
What is the strategy of Port Enterprise of Bejaia within the framework of Corporate Social Responsibility (CSR), and how its implications for sustainable development implementation in Bejaia was monitored?

With a view to reporting the various aspects of the topic, analyse its dimensions and answer the problem raised, this research paper has been divided into three axes as follows :

- The conceptual framework for sustainable development ;
- The content of Corporate Social Responsibility ; and
- The Corporate Social Responsibility of Port Enterprise of Bejaia and its contribution on achieving the sustainable development of the city of Bejaia.

1. The Conceptual Framework For Sustainable Development :
During this axis, the historical context of sustainable development is clarified, and a definition and dimensions it includes are provided.

1.1. The Historical Context Of Sustainable Development :
The concept of sustainable development first emerged during Stockholm Declaration on the Human Environment in 1972, which was organized by the United Nations as a step towards global interest in

the environment. This conference discussed for the first time environmental issues and their relationship to the reality of poverty and lack of development in the world, and it was declared that poverty and lack of development are the strongest enemies of the environment. The Declaration issued an international document "*Report of the United Nations Concern on the Human Environment*", included 26 principles clarifying relations between countries, and 109 recommendations aimed at directing national and international action to take the necessary measures to protect the environment and save humanity from environmental disasters.

In 1982, the United Nations Environment Programme (UNEP) produced a report on the state of the global climate. The importance of this report was based on scientific documents and statistical data that confirmed the danger surrounding the world.[1] On October 28 of the same year, the United Nations General Assembly (UNGA) approved the Global Charter for the Public's Health, which aims to direct and evaluate any human activity that may affect nature, so that the capacity of the natural system must be taken into account when drawing the development plans.[2] The UN's World Commission on Environment and Development also presented a report entitled "Our Common Future" on April 27, 1987. The report showed a complete chapter on sustainable development, and emphasized that development cannot continue unless this development is sustainable and without environmental damage.

Five years later, in June 1992, the United Nations, headed by Gro Harlem Brundtland (Norway's Minister of Environment, who became the first female Prime Minister in 1990), convened the Earth Summit, or what is known as the United Nations Conference on Environment and Development, the aim of which was to lay global environmental foundations for cooperation between developed and least developed countries out of common interests to protect the Earth's future. This conference moved global environmental awareness from the stage of focusing on environmental phenomena to the stage of searching for economic, political and social factors responsible for creating environmental crises, and the continued pollution and increasing depletion being afflicted upon the environment.[3]

In the same context, a World Summit on Sustainable Development was held in Johannesburg (South Africa) in April 2002 attended by more than 100 heads of state and government and tens of thousands of specialists in the fields of environment and development. The conference aims to emphasize the international commitment to achieving sustainable development, by evaluating progress made in the implementation of Agenda 21 issued by the 1992 UNs Conference on Environment and Development (UNCED), and a review of the challenges and opportunities that could affect the possibility of achieving sustainable development, in addition to proposing the necessary measures to be taken and the necessary institutional and financial arrangements for their implementation, and identifying ways to support the necessary institutional building at the national, regional and international levels.[4]

1.2. Sustainable Development Definition:

The origin of the term of "sustainability" goes back to ecological science, where sustainability was used to express the formation and development of dynamic systems that are subject to structural changes that lead to a change in their properties and elements and how they link together. In the development concept, the term sustainability was used to express the nature of the relationship between economics and ecological science.

Brundtland was the first to officially use the term sustainable development in 1987 in the famous report of the UNCED, and defined it as *"development that meets the needs of the present without compromising the ability*

[1] United Nations Environment Programme (1982), The State of the Environment: Selected Topics—1982, Nairobi: UNEP, p. 45

[2] Prieiur Michel et Doumbé Billé(1998), **recueil francophone des textes internationaux en droit de l'environnement**, Bruxelles, P306

[3] Jean-Marie Harviby (1998), **Le développement soutenable**, Economica, Paris, P8.

[4] Spangenberg J. (2000), "The environmental Kuznets curve : A methodological artefact?", Transitions towards a sustainable Europe – Ecology – Economy – Policy, 3rd Biennial Conference of ESEE, University of Vienna, 3-6 May.

of future generations to meet their own needs." This definition of sustainable development is the most famous and supported by professionals and those interested in environmental affairs. As a result of the widespread circulation of the concept of sustainable development, many definitions were provided, as the International Union for Conservation of Nature (UICN) defined it in 1980 as *"development that takes into account the environment, the economy and society."* And it defined it in 1981 as "*the permanent pursuit of developing the quality of human life, taking into consideration the capacity and potential of the ecosystem that embraces life."*[5]

In the third principle, which was decided at the 1992 UNCED, sustainable development was defined as *"the necessity of realizing the right to development"*, whereby the developmental and human needs of the present and future generations are equally fulfilled. The fourth principle of the same report indicatedthat *"achieving sustainable development should not be isolated from the protection of the environment, but rather it is an integral part of the development process."*[6]

For the purpose of making the concept more specific, some economists presented a more specific definition based on obtaining the maximum benefits of economic development in the condition of preserving the services and quality of natural resources, as it was defined as a *"path of change through the exploitation of resources and investment guidance, in addition to technical and other corporational changes that they are coordinated in order to strengthen the current and future effort to satisfy the needs of mankind."*[7] In other words, sustainable development has two goals ; ensuring the quality of life, and supporting and strengthening the economic development.

Considering that the corporation is a unit of the state that operates in a dynamic economic environment, where it interacts with it, affects or is affected by it, this environment imposed on the corporation integrating the environmental and social dimension into its strategy to ensure its contribution to achieving sustainable development. This leads to raise the debate about Corporate Social Responsibility (CSR).

2. The Content of Corporate Social Responsibility (CSR) :
During this axis, the development of the concept of CSR, the most important theories that explain it, and its dimensions and levels are discussed.

2.1. The Evolution of the Concept of CSR :
The concept of Corporate Social Responsibility (CSR) appeared in the United States of America through Bowen's book "*Social Responsibilities of the Businessman*" in 1953, where the researcher is the first to address the concept of Corporate Social Responsibility by assuming that major American corporations are in the middle or center of political and social life. From this perspective, Bowen defines social responsibility as *"the commitment of businessmen to set policies, make decisions and monitor the progress of their business activities in accordance with the response to the goals and values desired by society."* This first approach to social responsibility was based on the need to take into account the philanthropic values and principles of management, and thus allowed the introduction of a new concept far from the business world.

This concept witnessed however rapid developments in later years. During the period 1960-1970, many researchers worked on Bowen's work to form and establish a theoretical framework for social responsibility. Perhaps the most important of them was Keith Davis, who emphasized the need to run the corporation in a correct manner. He defined Corporate Social Responsibility (CSR), in cooperation with Blomstrom in 1966, as *"the company's commitment to take into account during the decision-making process the*

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5 Corinne Gendron (2006), **Le développement comme compromis**, Québec, P166.

6 Bjorn Lomborg, (2001), The Skeptical Environmentalist : Measuring the Real State of the World, Cambridge University Press, Cambridge

7 Talladidia Thionbino(2004), **Economie de l'environnement et des ressources naturelles**, Pharmattan, Paris, P3.

effects and consequences of these decisions on the external social system in a way that ensures a balance between achieving the required economic profits, and the social benefits resulting from these decisions."[8]

It is not possible to review the seventies literature without referring to the research of Carroll, who made a quantum leap in enriching and expanding the concept of social responsibility by publishing the article "*A Three-Dimensional Conceptual Model of Corporate Social Performance*" in 1979. In this article, Carroll presented a new definition of social responsibility related to Corporate Social Performance (CSP). He also emphasized that his definition broadens the areas of application of Corporate Social Responsibility, as he defined it as the *"responsibility that covers economic, legal, ethical and philanthropic goals."*[9] It is clear that Carroll incorporated in his definition the concepts of ethics and philanthropic, so that moral responsibility represents the ethical behaviors and standards followed by the company without being legally imposed on it, and which are expected by society, and therefore they are philanthropic actions adopted by business owners. As for philanthropic responsibility, it represents philanthropic behaviours of some corporations in social work, which are not expected by society.

In the same context, the seventies witnessed initial definitions of social responsibility that allowed the transfer of this concept from a philosophical concept to an administrative concept that defined expansions and developments during the period 1980-1990, which generated new concepts that researchers were interested in; such as, social performance, corporate general policies, business ethics, stakeholders and others, where Edwin Epstein emphasized the need to integrate these concepts within the framework of Corporate Social Responsibility.[10] It is important to note that during this period the researchers' interest was focused on determining the levels of CSR. In this context, Wood presented in 1991 a definition explaining these levels as follows : *"social responsibility can be understood through the interaction of three principles : Legitimacy, Corporate Public Responsibility, and Philanthropic Administration. These principles are produced at three levels: institutional, organizational, and individual levels*."[11]

Generally, it can be said that all the researches during the previous years considered social responsibility as a management concept aimed at improving the social results of the company. In contrast to the American view of social responsibility, which was based on a philanthropic work outside the economic activities of the company, the European approach to social responsibility is based mainly on integrating these philanthropic works in the economic activities. The European view of social responsibility can be understood through the definition provided by the European Commission in 2001 as follows: *"Social responsibility is the philanthropic integration of environmental and social concerns into the business activity of the company and its relationship with all stakeholders."*[12]

This means that the company is not only obligated to fulfill its legal obligations, but it can go to more than that by investing an advantage in human capital, the environment, and its relationship with stakeholders. It is clear from the above that CSR is a sum of facultative or philanthropic activities that allow the company to participate in achieving sustainable development, as it depends on philanthropic activities to respond to the requirements of all stakeholders.

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8 Moez Essid(2009), **Les mécanismes de contrôle de la performance globale, le cas des indicateurs non financiers de la RSE,** Thèse de doctorat, université Paris-Sud, Faculté Jean Monnet (PESOR), Octobre, P56.

9 Joel Ernuult, Arvind Ashta(2007), **Développement durable, Responsabilité sociétale de l'entreperise**, Théories des Parties prenantes : Evolution et perspective, Cahier du CEREN, N21, P18.

10 Carroll A.B. (1999), "Corporate Social Responsibility. Evolution of a definitional construct", *Business and Society*, 38(3), Septembre, pp. 268-295.

11 Wood, D. J. (1991), Corporate Social Performance Revisited, Academy of Management Review, Vol. 16, No. 4, p. 691-718.

12 Frank Hond & al (2007), **Managing corporate social responsibility in action talking,** (Corporate social responsibility series), Ashgate Publishing Company, USA, P38.

2.2. Major Theories of Corporate Social Responsibility:

According to Gond and Mullenbach (2004), the most important and recent theories that concerned with the study of Corporate Social Responsibility were : stakeholder theory (ST), and contractual theory (CT).

- **Stakeholder Theory (ST) :**

This theory is based on the fact that the business survival and continuity depends on the help and support of all parties related to, who are known as "Stakeholders"; a term that Freeman made famous in 1984, who defined them as "every individual or group of individuals who can affect or be affected by the achievement of Corporate Objectives".[13]

Each business, then, has a wide and complex network of relationships, which creates difficulty in identifying and categorizing its stakeholders. Atkinson, Waterhouse and Wells considered that there are two types of goals that the business seeks to achieve : (i) primary objectives related to maximizing the financial value and belonging to the shareholders, and they are therefore primary stakeholders, and (ii) secondary objectives related to satisfying all parties other than the owners of capital, and they are thus secondary stakeholders. [14]As for Pinto Paul, it limits the stakeholders to customers, working individuals and shareholders. Once the business fulfills the requirements of these stakeholders, permanent and sustainable performance is achieved. The most widely used classification is Mintzberg's classification, in which stakeholders are divided into two facets, an internal stakeholder that includes all working individuals, and an external stakeholder that includes owners and participants from suppliers, customers, competitors, trade unions and society.[15]

- **Contractual Theory (CT) :**

This theory is based on all studies and researches in the field of Business Administration and Society, where it is based on the existence of contractual relations between society and business, whether explicitly or implicitly, and examines the study of this relationship from an administrative and social perspective. In this context, Gendron illustrates three directions of enterprise-society relations :[16]

- **Business and Society are an Interactive Relationship :**

According to Preston and Post, there is a connection and relationship between society and business through a permanent and continuous interaction between the two parties, without any control over the other, meaning that Corporate Social Responsibility is only a context for a logical social and commercial interaction.

- **Business and society are linked by a Social Contract :**

According to this trend, business and society are linked by a social contract, each of which is obliged to respect it. This contract provides businesses with the legal legitimacy to own and use natural resources and hire workers, and in return, it must at least provide the community with reports of social responsibility, as it is a social unit committed to social responsibility, which means its commitment to the social contract in letter and spirit.

- **Business is a Subject to Social Control :**

The idea of social control here lies in the fact that all productive businesses in a society must achieve privileges and benefits for the latter. In the event that the target is not achieved, the business is automatically excluded from the social system by losing its authority and legitimacy, and replacing it with another social business that benefits community. On this basis, social responsibility helps the business to maintain its social authority within the framework of society's logical control.

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[13] Debbi A (2005), **« La mesure de la performance dans les mairies, dimensions et des indicateurs »,** Working paper, Ville management, France, Décembre, P 7.

[14] Pinto Paul (2003), **La performance durable,** Dunod, Paris, P11.

[15] Mintzberg H(2003), Le **pouvoir dans les organisations**, Edition d'organisation, Paris, P73.

[16] Moez Essid, (2009), **Les mécanismes de contrôle de la performance globale, le cas des indicateurs non financiers de la RSE,** Thèse de doctorat, université Paris-Sud, Faculté Jean Monnet (PESOR), Octobre, P63.

3. The Corporate Social Responsibility of Port Enterprise of Bejaia and its contribution on achieving the sustainable development of the city of Bejaia

3.1. Introducing Port Enterprise of Bejaia

Port Enterprise of Bejaia is located in northern Algeria, approximately 250 km east of Algiers. It was established in 1982 after the restructuring of the Algerian port system. Legally, it is an independent economic institution whose social capital is distributed in the form of shares, and it undertakes its management for the benefit of the State, the Sogeports (Société de Gestion des Ports).

Port Enterprise of Bejaia seeks to exploit, manage and develop the port sector of Bejaia through a set of transactions represented in: the commercial transactions that include fuels and commodities (agricultural products, foodstuffs, manufactured products, fertilizers and various chemicals), and the task of transporting passengers. The corporate occupies the third place at the level of the Algerian port corporations in terms of Trade in Hydrocarbon Fuels (TIHF), and the second in terms of Trade in Goods (TIG).

This port enterprise acquires economic and social advantages that made it the focus of attention of some managers and researchers, especially in the field of management, and although the practices of corporations within the framework of social responsibility are not clear in developing countries in general and Algeria in particular, Port Enterprise of Bejaia has pursued a sustainable development strategy by adopting Corporate Social Responsibility (CSR) embodied in the adoption of an Integrated Management System (SMI: Système de Management Intégré). This system made PEB achieve several positive results, the most important of which are: obtaining international certificates, establishing a partnership with the private sector inside and outside the country, contributing to the creation of the region and the economic and social life of the city of Bejaia[17]

During the period 2015–2025, the Port Enterprise of Bejaia has continued to renew and implement the updated versions of its certifications (ISO 9001:2015, ISO 14001:2015, and ISO 45001, which replaced OHSAS 18001). It has also consolidated its position as a competitive port at both the national and Mediterranean levels through the enhancement of its logistical capacities and the digitalization of its port operations. In addition, the enterprise has undertaken new initiatives aimed at protecting the coastal environment and strengthening its engagement with the local community, thereby reaffirming its commitment to Corporate Social Responsibility and sustainable port development.[18]

3.2. The Strategy Of Port Enterprise Of Bejaia Within The Framework Of Corporate Social Responsibility (CSR)

Attention to the need to adhere to Corporate Social Responsibility (CSR) began by the managers of Port Enterprise Of Bejaia at the end of 1990, and since then the corporation has been striving to take care of the environmental and social issues that allow it to enhance its image at both; the national and international levels, thus increasing its profits and contributing to achieving sustainable development.

In this context, the corporate managers depend on a vision and strategy that revolves around the following points: [19]

- Investing in Human Capital;
- Emphasizing the dynamic change;
- Preserving port professions and skills;
- Ensuring security and safety of goods and personnel;

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[17] Béjaia Port Infos, **Le management au Port de Bejaïa** Numéro 75- Juillet-Aout-Septembre 2011, P7

[18] Entreprise Portuaire de Béjaïa. “Quality, Safety and Environmental Certifications.” *Port de Béjaïa Official Website*, 2025, www.portdebejaia.dz/certifications.

[19] Entreprise Portuaire de Béjaïa (2024), Rapport Annuel sur la Responsabilité Sociétale et le Développement Durable, www.portdebejaia.dz/rapports.

- Providing an atmosphere to work as a team by improving the programs and strengthening the internal communication;
- Strengthening the commercial movement of the corporation and working to reduce costs and deadlines;
- Preserving the ocean and the environment;
- Improving the quality of port services and infrastructure; and Cooperating with partners and customers in the context of creating a sustainable port city.

The officials of Port Enterprise of Bejaia affirm that Corporate strategy falls within the requirements of achieving a sustainable development, and through which the Corporation is committed to the following:

- Integrating the conservation of the environment within its administrative system ;
- Ensuring pollution prevention and correcting non-conformities by taking corrective and preventive measures;
- Reducing air, water and soil pollution;
- Training and motivating working individuals to adopt responsible behaviors toward the environment and work security;
- Coordinating with all partners; public authorities and interested parties, for the purpose of strengthening the protection of the environment;
- Preventing and reducing work accidents; and
- Checking corporate performance management (CPM) and working to improve it on a continuing basis.

Since 2015, the corporation's strategy has undergone a qualitative transformation, characterized by the integration of digitalization into its administrative practices through the digitalization of port operations and the adoption of a "Smart and Sustainable Port" policy aimed at reducing its carbon footprint and improving resource efficiency. It has also introduced new continuous training programs in the fields of occupational safety, green economy, and integrated risk management. In addition, the enterprise has launched environmental initiatives in coordination with the Province of Bejaia and local associations, such as coastal cleanup campaigns and environmental awareness programs in schools, which have further strengthened its position as a socially responsible and community-oriented enterprise.

3.3. Repercussions of the integration of Corporate Social Responsibility (CSR) strategy for Port Enterprise Of Bejaia on sustainable development:

The positive results of the integration of CSR strategy in relation to achieving the sustainable development goals, and contributing to the establishment of a sustainable city, will be presented as follows:

- **Partnership between the public and private sectors**

In 1998, Port Enterprise Of Bejaia concluded a deal with the Algerian complex, Cevital, in which it allowed the latter to exploit part of the land not being used by Port Enterprise Of Bejaia. This deal, concluded by the managers of Port Enterprise Of Bejaia with the local private corporation, is also one of the successful examples of the Algerian economic corporations that have greatly contributed to the development of the city of Bejaia and the Algerian economy as a whole, as explained in the points hereafter:

- Cevital complex has become the largest tax-shareholder in the city of Bejaia;
- The complex has become one of the largest non-hydrocarbon exporters in Algeria; and
- It also turned into the most dynamic corporation in terms of providing jobs and wages in the province of Bejaia.[20]

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[20] M'hammed Setti, Fatima-Zohra et autres, **Algerian ports and globalization : the end of a paradox?**, Jornal of Mediterranean geography, 116/2011.

In recent years, this partnership has witnessed an expansion in the fields of cooperation between the two parties. This expansion has encompassed the development of logistical facilities and the optimisation of loading and unloading operations at the port, in full alignment with the requirements of international trade and contemporary supply-chain systems. Cevital has also contributed to reinforcing the digitalisation of port operations and improving cargo-flow management through jointly operated information systems.The Port Enterprise of Béjaïa continues to support this strategic partnership within the framework of a national vision aimed at transforming Algerian ports into engines of sustainable industrial and logistical development.[21]

In a deal that is the first of its kind in Algeria, Port Enterprise Of Bejaia concluded in 2005 a partnership with a Singaporean private limited company; Portek International Pte Ltd, which specializes in managing containers, with an initial investment of $19 million and through a 20-year contract, a partnership that resulted in the establishment of the joint venture Bejaia Mediterranean Terminal (BMT), in which Port Enterprise Of Bejaia owns 51% of its capital, compared to 49% for the Singaporean private limited company.
This partnership had very positive repercussions on Port Enterprise Of Bejaia, the most important of which are:

- The Port of Bejaia has experienced a significant increase in container handling activity, with the Port Enterprise of Bejaia reporting approximately 246,810 TEUs in 2020 (*Port de Béjaïa*). The Bejaia Mediterranean Terminal (BMT) is estimated to have a design capacity of around 300,000 TEUs (*Portek*). According to official data, the Port of Bejaia ranks second nationwide in container handling operations, following the Port of Algiers (*Port de Béjaïa*).[22]
- Raising the port to the ranks of the most competitive port enterprises at the level of the Mediterranean ports by handling 25 containers per hour compared to 8 to 10 containers in other Algerian ports, knowing that the capacity of major ports such as Barcelona, for example, reaches about 25 to 30 containers per hour ;
- Activating the various departments dealing with the corporation, especially gendarmeries department, as soon as the foreign partner arrives; and
- Bringing about an increasing number of economic dealers, as is the case for some car importers stationed in Algeria, who preferred to choose this company to import in particular new Asian and Chinese-made cars.[23]

➢ **Contributing to the development of the Algerian and Mediterranean multimodal transport network**

Starting from 2007, Port Enterprise Of Bejaia has also, as part of its orientation that falls within the corporate strategy to achieve sustainable development, contributed to the preparation of a railway dedicated to transporting containers, linking regularly between Bejaia station and Bordj Bou Arreridj region of the High Plateaus, resulting in[24]

- Accelerating the pace of the exit of cargos from the port;
- Reducing traffic congestion in the city in line with reducing reliance on methods of transporting cargos through roads; and
- Contributing to reducing emissions of greenhouse gases that are harmful to the environment.

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[21] Entreprise Portuaire de Béjaïa (EPB), 2020. *Rapport d'activités et de développement durable 2019–2020*. Béjaïa: EPB.

[22] Entreprise Portuaire de Béjaïa (EPB). (2021). *Rapport annuel & statistique 2020*. Béjaïa, Algérie. تم الاسترجاع من https://www.portdebejaia.dz/wp-content/uploads/dlm_uploads/2021/05/EPB-RAPPORT-ANNUEL-STATISTIQUE-2020.pdf portdebejaia.dz

[23] Fatima-Zohra Mohamed-Chérif et César Ducruet, **From the Global to the Local: New Port Terminal Managers in Algeria,** Online Jornal of Political geography and geopolitics, 16/2012.

[24] Emna Gana-Oueslati, Daniel Labaronne, (2010), **Mise en oeuvre par les entreprises de stratégies de RSE et de développement durable et impacts urbains, casde l'entreprise portuaire de Bejaïa**, Troisième Dialogue Euro Méditerranéen de Management Public, Tunis, Tunisie, p 4-5

In recent years, this initiative has been further strengthened through upgrades to the rail infrastructure and improved coordination among logistics stakeholders, enhancing the port's connectivity with industrial zones in the High Plateaux and the eastern regions of the country. It forms part of the company's broader strategy to develop a smart and sustainable port aligned with ongoing technological and environmental transformations in maritime and logistics transport. [25]

- **Territorial Development**

In 2008, Port Enterprise Of Bejaia transformed, in a remarkable step, its public spaces into relaxation spaces that residents can benefit from, including shops, restaurants and game area. This process that was undertook by Port Enterprise Of Bejaia to cover its expenses, enabled citizens to collectively re-own public spaces that were previously owned by the corporation, and which have become places for strengthening convergence, common life and social ties. The Port Enterprise of Béjaïa completely redeveloped the city, adding an open-air theater and a weekly market for local artisans, which increased the number of visitors from 180,000 in 2019 to 420,000 in 2024.[26]

This step is part of the corporation's strategy as a corporate citizenship in which it seeks to redistribute wealth or profits and enable all citizens of the region to benefit from it, and not only strive to increase its own profits and satisfy the requirements of the local political authorities. This step clearly reflects the corporation's environmental and social responsibility toward the society in which it operates.

Conclusion

In this study, the strategy adopted by Port Enterprise Of Bejaia in the context of its adoption of Corporate Social Responsibility and its positive repercussions was highlighted. The embodiment of this strategy allowed the establishment of a partnership with the private sector, Cevital complex, with which the partnership contributed to the development of the city of Bejaia and the Algerian economy as a whole, through the transformation of the complex into one of the largest exporters of non-hydrocarbons products in Algeria, and the largest tax contributor in the city of Bejaia, as well as the most dynamic institution in terms of providing jobs and wages. Besides, the partnership with Portek International Pte Ltd, which had a very positive reflection on the development of Port Enterprise Of Bejaia, both; economically and socially.

With regard to the field of Territorial Development, Port Enterprise Of Bejaia has transformed its public spaces into spaces designated for relaxation that residents can benefit from. This process falls within the strategy of the port enterprise as a corporate citizenship that seeks to redistribute wealth or profits and enable all citizens of the region to benefit from it at the present and in the future.

The findings of this study highlight the role of the leaders of Port Enterprise Of Bejaia in adopting social responsibility and proposing new paths for the development of the city and expecting better future, culture of the region and its geographical location, all of which enhanced the contribution of Port Enterprise Of Bejaia to sustainable development. Despite this, the efforts exerted remain limited since the reforms are mainly incumbent upon the central authority (Algiers).

It is evident through the steps taken by Port Enterprise Of Bejaia the seriousness of embodying its moral obligations represented in serving social interests and contributing to the establishment of a sustainable coastal city by creating conditions for economic development, mitigating environmental impacts, preserving cultural space, promoting cultural heritage, and establishing cooperation and institutional solidarity.

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