

The Doughty Centre for Corporate Responsibility
Cranfield School of Management, UK

ANNUAL REPORT

2009-2010

Doughty Centre
Corporate Responsibility

Sustainability at the heart of successful management



INTRODUCTION

DAVID GRAYSON

Chair of Corporate Responsibility

Welcome to our Year 3 annual report, in the format of an interactive pdf for you to explore. The video below from Professor David Grayson highlights some of our successes this year.

[Click to play video:](#)



OUR CURRENT STRATEGY:

This pyramid represents our overall strategy for the Centre to date. A clear vision and mission was set in 2007, from which we set objectives each year across our three main areas of activities: research, teaching, and influencing practice and policy.

[Roll over with mouse for more information:](#)



WELCOME TO OUR ANNUAL REPORT 2009-2010

I have pleasure inviting you to explore this year's interactive Doughty Centre for Corporate Responsibility Annual Report. This third annual report covers a slightly longer period from April 2009 to July 2010, to bring our report into line with the Cranfield School of Management's year which runs from August 1st. We have abandoned physical copies this year and have produced what is known as an interactive pdf. When you open the pdf on-line, you can click on the embedded links indicated throughout the report to watch short film clips providing more information about that particular item.

We refer to corporate responsibility (CR) and sustainability because more leading companies are now committing to sustainability and we regard 'corporate sustainability' as a higher standard of CR. We therefore refer to Corporate Responsibility or the Responsible Business as one that has built-in to its purpose and strategy a commitment to deliver sustainable value to society at large, as well as to shareholders, and has open and transparent business practices that are based on ethical values and respect for employees, communities, and the environment.

The annual report then takes a different format to our past reports – we will guide you through our work by our themes:

- The individual and Corporate Responsibility & Sustainability (CR)
- Organisational approach to CR
- Societal approach to CR, the system we work within

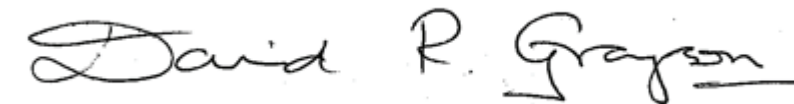
This is because all our work across our three key areas of activities – research, teaching and dissemination, and influencing practice and policy – is segmented into these three key themes. In each, we focus on enabling individuals and organisations to embed CR and sustainability into the heart of the organisation.

We will also show you examples of how our virtuous circle is working – where our research is being linked to our teaching and/or practice, and where practice is being translated into our research and teaching.

Highlights of our year include:

- Completion of the "Sustainable Value" research project which the Doughty Centre managed for the European Academy of Business in Society (EABIS), in collaboration with Bocconi School of Management and Leuven Gent Management School and the Non-financial Performance Reporting Laboratory of the European CSR Alliance
- Our first three formal business school case-studies produced under the auspices of the Pears Foundation Business Schools Partnership with the London Business School and Said Business School, Oxford.
- An on-going series of "Conversations" on "The Second Half: the interface between demographic change (especially the ageing society); sustainability and corporate responsibility; and (social) entrepreneurship," run together with our visiting professor John Elkington and Volans, and Centre Advisory Council member Peter Lacy and Accenture.
- A continuing series of visiting speakers and specialist seminars for the Cranfield Corporate Responsibility Network. This year these have included the chairman of our advisory council, Lord Dennis Stevenson, on CR and the Crisis; and the Prince of Wales Ambassador for Corporate Responsibility, Vincent de Rivaz, CEO of EDF Energy on "Tone from the top – leading for sustainability." The Doughty Centre team have also presented their ideas to business schools on six continents this year, as well as doing more presentations virtually as webinars and pre-recorded video presentations.
- New research projects on social intrapreneurship and social entrepreneurship as part of examining how active citizens can achieve positive environmental and social changes.
- We have continued to expand our teaching with new input to the MBA Organisation Behaviour, Personal and Professional Development core course; the design of a new MBA elective on Managing the Low Carbon Economy; running a series of one-day workshops on managing change for CR with Business in the Community, and taking on with Professor Andrew Kakabadse, the future direction of the existing Cranfield executive education course for new non-executive directors.

We hope you find this annual report interesting and informative, and that it will stimulate you to for potential collaborations with us.

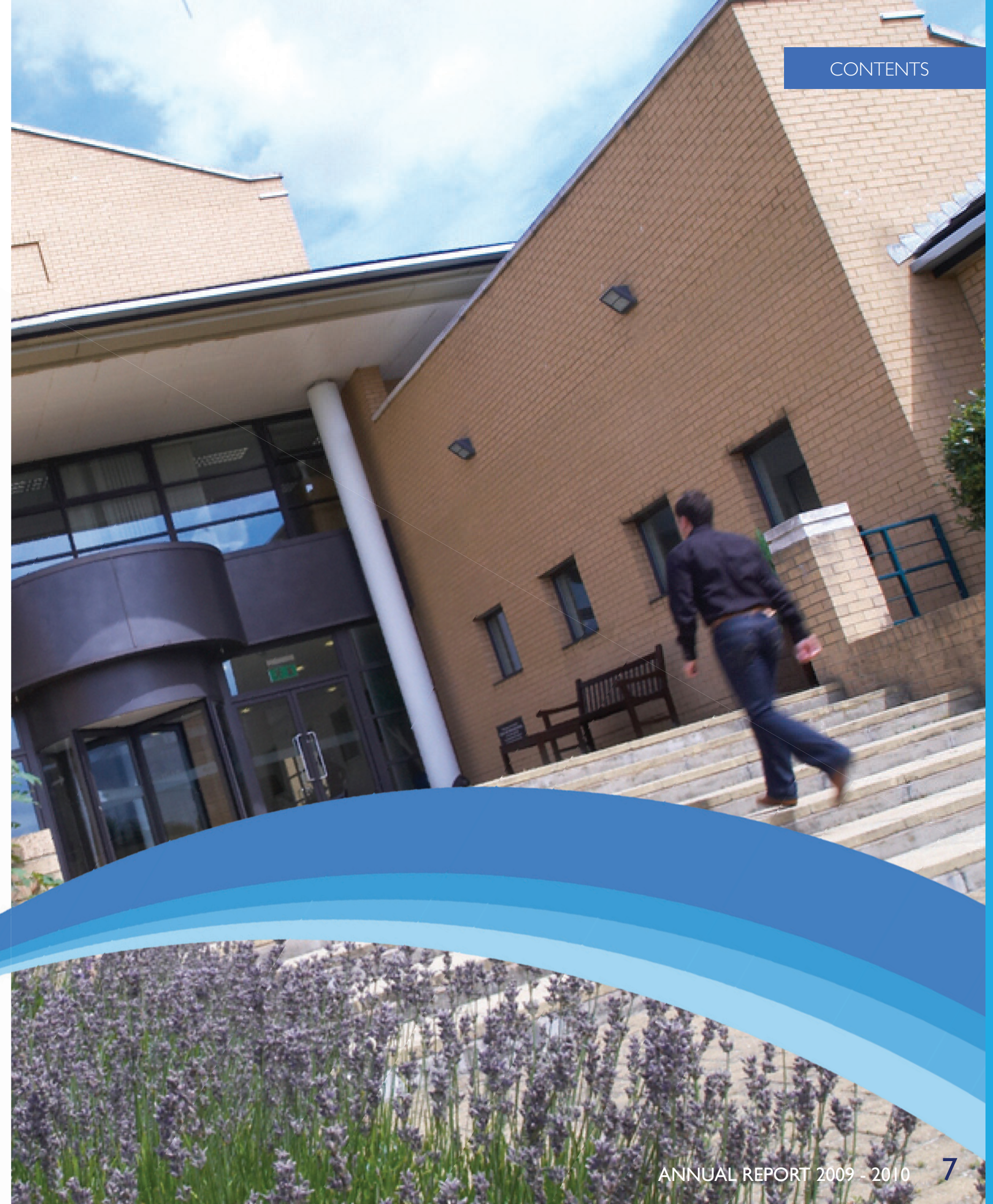


Professor David Grayson CBE
Director, The Doughty Centre for Corporate Responsibility

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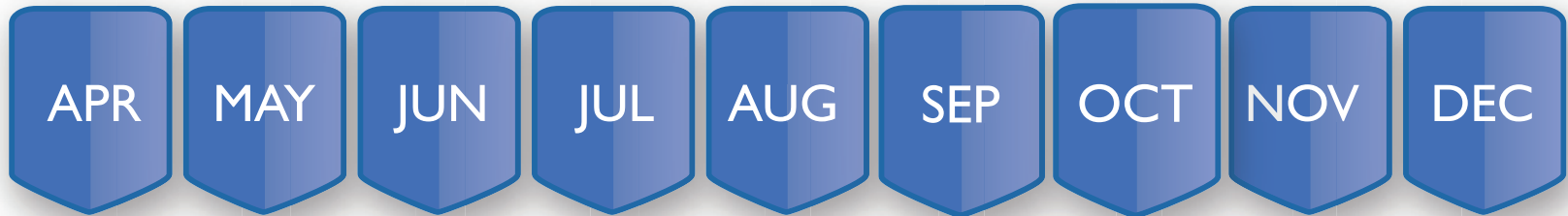


A SUMMARY OF OUR ACTIVITIES

A summary of our activities is available to view here, by date of activity, as a timeline. Please click on a month to see a list of activity for that month, where you can link through to a pop up screen or to where it is detailed later in the report. OP stands for occasional paper, and CCRN for Cranfield Corporate Responsibility Network.

Click month to view content:

2009



2010



OUR APPROACH TO THEME I: THE INDIVIDUAL AND CR/SUSTAINABILITY



Organizations are set up and steered by individuals. Individual decisions and actions are bound by organizational structures, policies and cultures which constrain them. As the ultimate responsibility lies with the individual, employees are well advised to contribute to organizational structures and cultures which enable them to work with integrity and to act in accordance with their values. However, this opens the question of what organizational members should do and how can they help their organizations to become more responsible. Some have spoken of a new mindset for corporate responsibility (Grayson, et al., 2008). However, how this new mindset plays out in practice depends partly on the organizational environment and where the desired state of affairs is that of integrity – responsible individuals working in responsible organizations.

The Doughty Centre research at this level has mainly focused on the role of individuals as ethical decision-makers, change-makers within organisations, social intrapreneurs, social entrepreneurs, and whistleblowers.

2009-10 KEY THEME I ACTIVITIES

Click button to view content:

AREA OF ACTIVITY:
RESEARCH

AREA OF ACTIVITY:
TEACHING

AREA OF ACTIVITY:
INFLUENCING PRACTICE
AND POLICY

EXAMPLES IN DETAIL

Click left hand button to view content:



SOCIAL INTRAPRENEURS



CHAMPIONS AND EMPLOYEES

Social intrapreneurs are part of a wider growing theme for embedding CR, which is engaging employees - whether through building champions networks, understanding what motivates employees to get involved, tactics such as communication of CR, or strategies for engaging employees en masse.

Centre Associate Sharon Jackson and MSc graduate of SoM, wrote an occasional paper on how managers make sense of CR, exploring why otherwise moral managers deselect CR when making decisions. Centre manager Nadine Exter, an alumnus of the MBA programme and former Centre associate, has used her earlier work on how to create and maintain champions networks for CR to teach CR practitioners how to use champions to get internal buy-in. David has presented on this via an Ethical Corporation Webinar and was featured in a subsequent article. Nadine has also overseen a joint publication between the Doughty Centre and Ogilvy PR Worldwide on Communicating CR authentically and the challenges of greenwashing – published in April 2010 as a fluid book.

- **S Jackson's occasional paper on sense-making**
- **N Exter's slides on CR champions**
- **Joint guide with Ogilvy on communicating CR**



INDIVIDUAL ETHICS, AND CONTRIBUTING TO THE PUBLIC GOOD

OUR FUTURE APPROACH TO THE INDIVIDUAL AND CR/SUSTAINABILITY

For our research activities we anticipate taking a more enabling role for Cranfield faculty (see 'Centre Management' later in this report for details) – we want to engage faculty and researchers in their research that focuses on the role of the individual and CR. Our social intrapreneurs research will continue, with the intention of an academic paper and an occasional paper for both social intrapreneurs and businesses.

For teaching, we are placing great emphasis on increasing the scope, quality and student experience from our teaching and, for example, are looking at developing a teaching module on ethical decision-making which can be adapted for teaching executive education, and making the Driving Change for CR workshops (aimed specifically at CR practitioners) which we run with BITC even more popular and useful. We are also considering developing a bespoke module of this change workshop for in-company education. However, our priority focus is the Cranfield teaching: we will be looking at how to create an experiential experience for students attending our Sustainable Business elective, and for example develop opportunities for individual learning and contribution to the greater good via placements or intern projects. We are also reviewing how else we can contribute to the Organisational Behaviour and Personal Professional Development (OBPPD) core module that runs throughout the MBA. We are also keen to have further discussions with Cranfield colleagues about how we can help on MSc courses. Our rewarding and successful Pears Foundation Partnership will continue, with case studies planned next year on a social intrapreneur, a



social activist, and a social entrepreneur. Cranfield will host the 2011 Pears Foundation Business Schools Partnership Lecture. Meanwhile, we are pleased to be working with the Bettany Centre, Cranfield SoM, on teaching a select group of social entrepreneurs, as part of the successful Business Growth Programme for SMEs, on how they can make their social enterprises successful.

We will be looking at our research and teaching activities to see how they can help us to influence practice, specifically what platforms are suitable for sharing our insights on the individual and CR/sustainability in a way that will affect individual practice and success. We anticipate using our CCRN series of lectures, conferences, taskforces, the press and specialist publications, and social media as platforms for this. We are also planning an update of the 2009 publication aimed at helping CR practitioners, the 'Guide of Guides'.

OUR APPROACH TO THEME 2: THE ORGANISATION AND CR/SUSTAINABILITY



The question of embedding CR has arisen in the practitioner world as well as in academia. Many business leaders ask how their organization can become more responsible and show a credible account of that. Even many business leaders from companies that have publicly committed to CR, recognise a performance gap between what they aspire to be and current practice (see Centre advisory council member Peter Lacy's research for UN Global Compact and Accenture CEO survey)

We have considered how companies define responsibility and how best practice organisations succeed. For this we looked at organizational development regarding CR practice on a cultural and structural level. However, we know that CR practices vary from organization to organization and so we have also explored those issues that enable and/or constrain the embedding of CR in organizations. These issues may be around the structure of an organization, its corporate governance, values, corporate culture, strategy, aspirations. Research at this level has sought to tease out how different firms embed CR into their core practices and strategies, how they use or do not use CR strategies, the discourses they employ, their stakeholder engagement practices, and how CR strategies relate to and/or shape corporate sustainability. In addition to these, we have explored how organizations influence and shape the orientations/values of their stakeholder groups (including employees) and the CR practices of their institutional contexts – both locally and internationally – e.g. through business coalitions and partnerships with other actors.

2009-10 KEY THEME 2 ACTIVITIES:

[Click button to view content:](#)

AREA OF ACTIVITY:
RESEARCH

AREA OF ACTIVITY:
TEACHING

AREA OF ACTIVITY:
INFLUENCING PRACTICE
AND POLICY

EXAMPLES IN DETAIL

Click left hand button to view content:



ENGAGING AND MANAGING STAKEHOLDERS



GOVERNANCE OF RESPONSIBILITY

Dr Heiko Spitzeck continued his work on the governance of responsibility – how companies ensure effective board oversight of their commitment to CR and sustainability. His academic journal article in the journal Corporate Governance became the basis for a Centre How-to guide on governance of CR, launched at a seminar hosted by KPMG in Feb 2010. His research will become part of the resource material for the update of Cranfield's Non-Executive Director executive development course when David Grayson and Andrew Kakabadse become joint directors of this course this summer on the retirement of SOM veteran Murray Steele. A case study on the BP Gulf of Mexico disaster also addressed the governance of an organisation, and was one of the first ecch live case studies to be launched this year. It was developed in collaboration with business and academia, was updated as events unfolded, and has already been taught on six different occasions to executive and MBA audiences both at Cranfield and to Australian and American groups. This case is ongoing.

- **BP case on EECH**
- **How to guide on governance of CR**



LEARNING FROM BEST PRACTICE

OUR FUTURE APPROACH TO THE ORGANISATION AND CR/SUSTAINABILITY

We have started research in key areas this year which will continue into the next reporting year: we initiated a collaborative research project with Heiko Spitzeck, now a Doughty Centre Associate, on organisational stages of maturity. David Ferguson, former PhD student and now Associate, is managing the production of a book with contributions from Cranfield faculty on organisational approaches to corporate sustainability, from their disciplines perspective – this is due for launch in 2011, entitled 'Cranfield on Corporate Sustainability'. David Ferguson is also working on an occasional paper on organisational leadership, using his PhD research on EDF Energy and the journey they undertook to take a leadership role in energy sustainability.

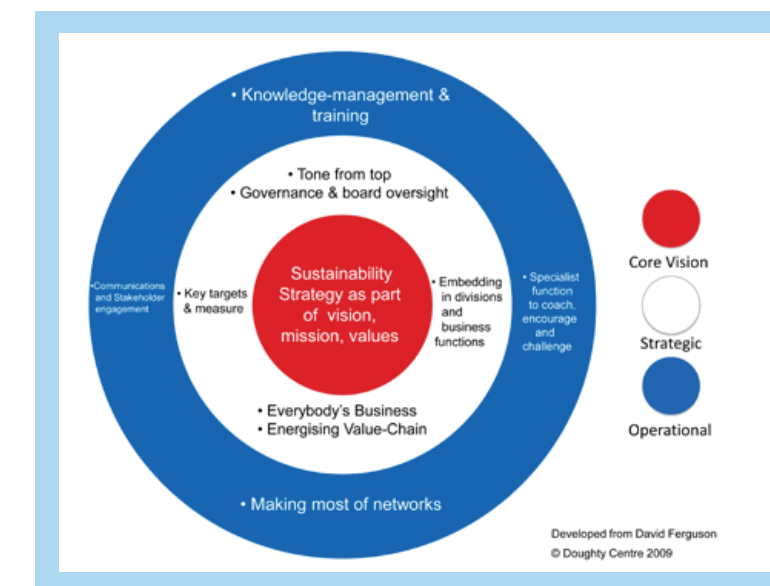
For our teaching we are looking at developing a flexible teaching module for executive education on engaging employees in CR – this will result from a How to guide being produced by Centre Manager Nadine Exter on how organisations can engage employees in CR. We are also looking at producing a similar flexible teaching module on stakeholder engagement, using the 2009 Stakeholder engagement How to guide as a starting point.



Erik Hanson

David Ferguson will also be developing a teaching case study on his research on EDF Energy for his PhD, for submission to ecch and use in our MBA classes. We also plan to use the insight to be gained from the stages of maturity research to feed into our MBA teaching.

We have several occasional papers planned for next year, taking academic research and translating it into practical application to help managers improve their practice. An occasional paper is due in quarter 4 of 2010 on stakeholder governance from Erik Hanson, and a How to guide is being developed on how managing knowledge can enable an organisation's journey to becoming more sustainable and responsible. We are also working in collaboration with BITC on updating their 2003 publication 'The business case for CR', taking an academic approach to research but providing a business report for organisations to understand why being responsible and sustainable aligns and enables with being a successful and profitable organisation. This is due for end 2010/ start 2011. Finally, David Grayson and David Ferguson have been working on a model that represents what an organisation needs to consider when approaching CR/ sustainability and how all the elements are interlinked – once this 'bullseye' figure is finalised it will be used to help businesses understand how CR related to their organisational structure and processes. This will also be disseminated through business articles and speeches.



OUR APPROACH TO THEME 3: THE SYSTEM AND CR/ SUSTAINABILITY

CR practices are both enabled and constrained by their institutional contexts, which could be local or global. We recognise that the institutional context of CR is influenced by various factors. The impact of globalisation on CR; the role of regulation; the role of business alliances; and the impact of demographic trends all shape what an organisation should be, and how they can be, responsible and sustainable.

We have focused on understanding the role of business in society as it defines the general role of business in a global society with its rights and responsibilities. We also consider it essential to explore how business schools have to prepare future leaders for the role they have to play in a global society, where we reflect critically on our role as educators and our own academic responsibilities. Viewing business as a potential force for good development, we also consider how business actors can assist broader human development and join forces with governments and civil society organizations.

2009-10 KEY THEME 3 ACTIVITIES

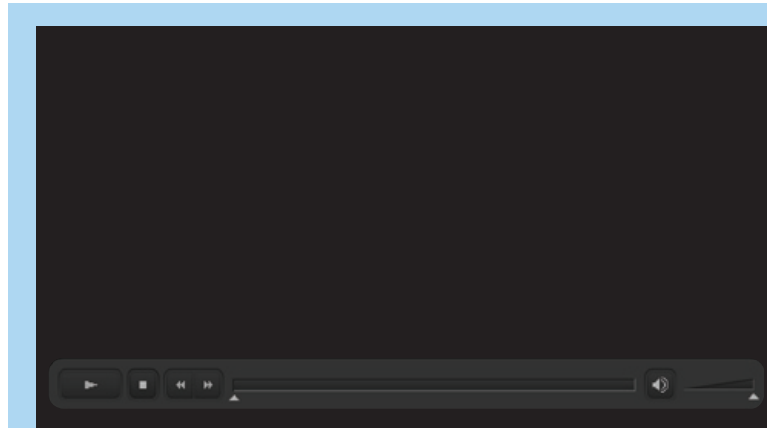
Click button to view content:

AREA OF ACTIVITY:
RESEARCH

AREA OF ACTIVITY:
TEACHING

AREA OF ACTIVITY:
INFLUENCING PRACTICE
AND POLICY

Click to play video:



EXAMPLES IN DETAIL

Click left hand button to view content:



THE GLOBAL FINANCIAL CRISIS



THE GLOBAL SUSTAINABILITY CRISIS

The world, however, faces a much more profound crisis than the GFC – and that is the GSC: Global Sustainability Crisis – the combination of burgeoning population, climate change, water and other natural resource pressures, bio-diversity loss and social injustice. Just how serious this crisis is, was emphasised by the distinguished former British diplomat and government adviser, Sir Crispin Tickell, when he addressed the Cranfield CR Network – ironically on the night of the UK General Election. This was reinforced by the CCRN/Distinguished Speaker lecture in April by Vincent de Rivaz, CEO of EDF Energy, who spoke about the importance for business to acknowledge and then engage with the sustainability crisis, also providing personal insight into the importance of tone from the top in tackling the global sustainability crisis.

The Centre's director David Grayson has developed this theme in a series of lectures to several external audiences this summer – including the Rotterdam Business School and at a conference in Warsaw organised by Harvard Business Review Poland.

The GSC will require major changes from governments, civil society and individuals (as voters, consumers, active citizens, employees, and part owners of business through pensions and savings funds). Businesses around the world, however, have a crucial role to reduce their negative environmental and social impacts, and to maximise their positive environmental and social impacts through finding business solutions to the GSC. There are great risks but also major opportunities for business from the shift to a low carbon economy and to sustainable development. The Centre is working on a standard presentation summarising key elements of GSC for business audiences.

Hence, the Doughty Centre's continuing focus both to research and to share experience (through teaching and communications) to embed CR and a commitment to corporate sustainability.

- [Sir Crispin Tickell transcript](#)
- [Vincent de Rivaz transcript](#)



THE SECOND HALF

OUR FUTURE APPROACH TO THE SYSTEM AND CR/SUSTAINABILITY

David Grayson is working with the Kennedy School of Government in the US looking at the role and impact of CR business coalitions, and this will continue into next year, with a joint report and possible occasional paper on what coalitions are contributing in the 'bigger picture'. We are working with David Logan on preparing a book for publication on the evolution of CR and how it contributed to societal progress and is affected by societal pressures and trends.

For our teaching we will continue to challenge Cranfield students to understand the 'bigger picture', most notably through our CCRN lecture series.

Likewise, we will continue to explore and ask about the role of business schools in creating more ethical, responsible managers who can create more sustainable organizations through articles, presentations, and contributing to national and international initiatives on the role of business schools.



We see the Second Half project as essential in influencing practice - we will continue with the Second Half into next year, and our aim is to identify, discuss and promote pragmatic and actionable solutions for turning demographic change from a challenge into an opportunity to create an ageless economy. Our interdisciplinary and intergenerational partnership

is in a strong position to drive this. We are not trying to create a new organization. As facilitators, Volans, the Doughty Centre and Accenture are trying to create a network of individuals and organisations interested in these intersections. Our goals are at a minimum to share knowledge and insights, with a view to stimulating action. We hope, however, to achieve much more than this: to facilitate connections leading to action.

CENTRE MANAGEMENT

This year we have been very busy with publications of our research, with 21 abstracts accepted or presentations/speeches given at academic meetings/conferences, and three academic papers published. Our practitioner research and writing has also been very active – with four occasional papers, three How to guides and one collaborative how to guide, and the launch of our new series Hot Topics in Corporate Responsibility. David Grayson has also chaired the Responsible Business Summit in 2010 and spoken at more than 20 other business conferences where he gave speeches and led seminars.

This year has also seen notable successes with engaging students at Cranfield – our CCRN seminar series has seen an increase in attendance across the nine seminars we held. This year as a result of various engagement tactics we fielded over 25 requests for thesis and independent projects, screening this to 11 interesting topics across the MBA, MSc and cohorts of students on both the School of Management and the school of Applied Sciences. Our MBA Sustainable Business elective welcomed 22 students, a good achievement considering we were in direct competition (timetable-wise) with Entrepreneurship, one of the most popular electives on the MBA. A group of MBA and PhD students also formed a Cranfield chapter of the global group Net Impact, dedicated to improving business practice to be more responsible and sustainable. We sponsored several trips for MBA students to visit student conferences, including the Net Impact Annual Meeting, the CEIBS Being Globally Responsible Conference, and Skoll: EMERGE - the leading conference for student social entrepreneurs held in Oxford. Meanwhile, we have started to engage Cranfield alumni and will make this a focus for next year.

We are very pleased to have entered into partnerships with the Pears Foundation Partnership, to join BITC's 360 Global Partner Network, and to have continued to build our relationship with business-led coalitions such as BITC, CSR Europe and International Business Leaders Forum. We are increasingly active in organizations and initiatives which aim to make responsibility and sustainability an integral part of the work of business schools internationally. We have worked during the 16 months under review with EABIS, the European Foundation for Management Development (EFMD), the Global Education and Research Network (GERN), the UN Principles of Responsible Management Education (PRME) Initiative, and the Aspen Institute for Business in Society's Centre for Business Education.

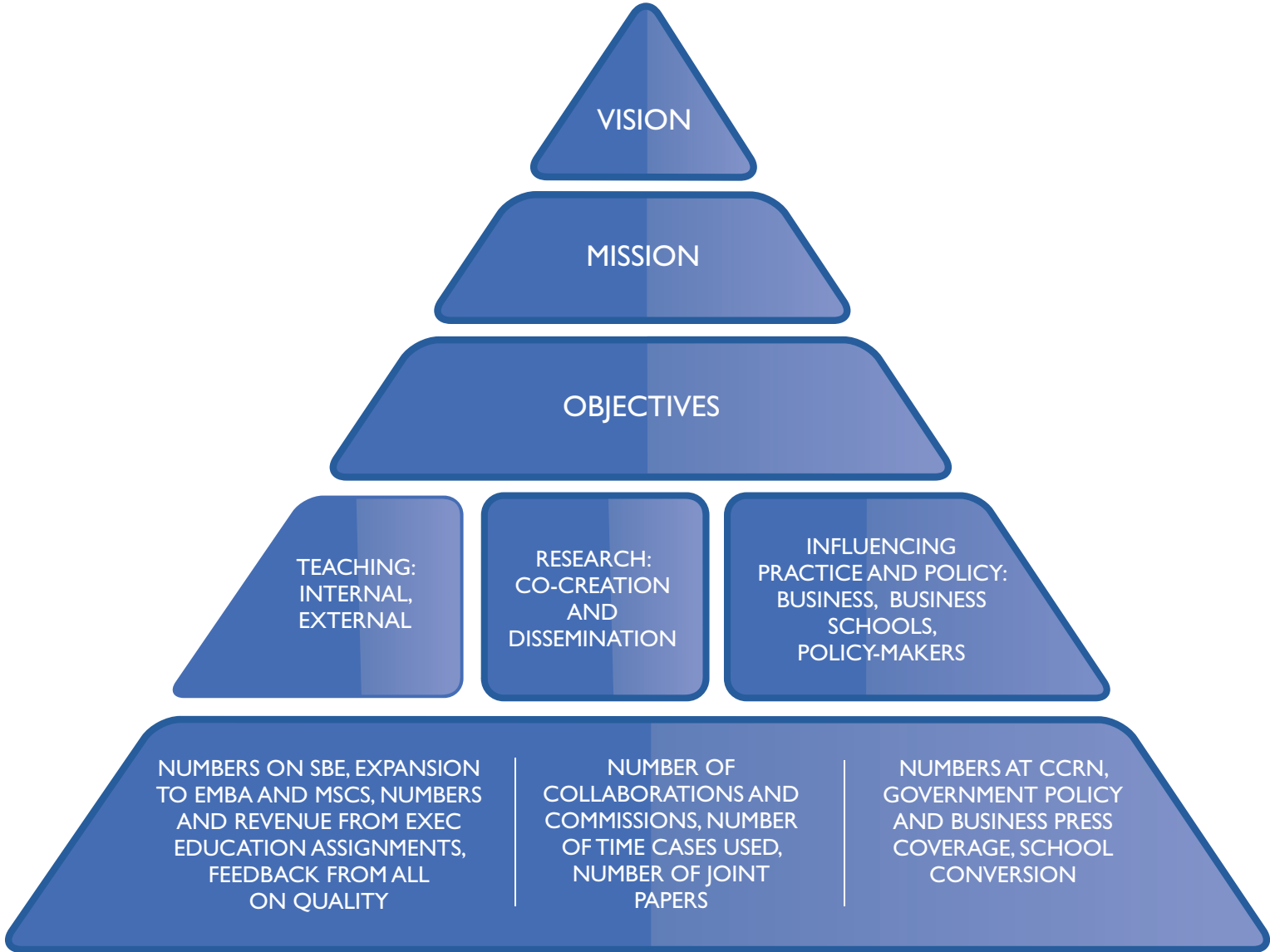
Response from both business and the media has been good, with interest in our executive education, which we intend to capitalise on moving forward, and with four interviews with high impact press, and three podcasts with specialist CR press. We hope to extend this by using social media and the internet more next year.

We have been able to match start-up funding from the Centre's founder, Nigel Doughty, with other income and help in-kind this year.

Finally, this year has seen us take stock of all that has been achieved to date, and where we are on the longer journey to helping Cranfield further embed sustainability and CR. Over a period of six months we have engaged and received feedback from stakeholders, run a strategy day, asked ourselves some difficult questions, and explored where our opportunities and resources are. We have developed a forward-looking strategy for the next few years based on this.



FORWARD LOOKING STRATEGY:



TEACHING:

We will focus more on teaching. This will include graduate programmes as well as executive education. Examples of graduate teaching include the Sustainable Business elective, supervising student theses, and contribution to core modules on MSc and MBA courses. For executive education we will continue to improve the quality of our input to leadership courses and in-company bespoke training, as well as executive education we provide with partners such as BITC.

Click to play video where David gives a summary of our forward looking strategy:



OUR PEOPLE

We recognise the importance of our team of people, both core team and extended team of associates and fellows, in every element of success we have. This is especially true for our small size and intentions of large impact. For biographies of our team please visit our website.

We want to extend our sincerest thanks to our core Centre staff and Associates who have been critical in our progression. Chris Marsden, for example, has contributed significantly to the delivery of the Sustainable Business elective, and we thank all our Associates, Fellows and Visiting Professors for their essential contributions, good will and expertise.

We congratulate David Ferguson and Sara Holmes for successfully defence of their viva, and congratulate Associate Sharon Jackson on achievement of her MSc, and wish her well in her continuing PhD studies at Cranfield.

We have welcomed three new research guests and a research intern this year. We also thank graduating MSc Marketing student, Virginia Georgiopolou, who contributed her marketing skills to the Centre.

GUESTS



Erik



Elise



Isabel

INTERN



Sara

Sadly, we say goodbye to Heiko and Kenneth as full-time members of staff, and wish them both well in their promotions and for Heiko his move to Brazil. We look forward to continued collaboration with them both as Centre associates. We also say farewell to Jinyoung, MRES student, who transfers to another university.

LEAVERS



Heiko



Kenneth



Jinyoung

OUR TARGETS

REPORTING ON TARGETS FROM 2009-10 :



RESEARCH



TEACHING

What we said we would do		What we did
1	Deliver a new core course on Sustainable Marketing Masters.	Revised to broader cross-university teaching collaboration.
2	Provide input about sustainability, ethical performance and responsibility to more of the School of Management MSc programmes.	Done.
3	Support Head of Faculty Learning (Prof Kim Turnbull James) and SOM executive sponsor of the UN Principles of Responsible Management Education (Prof Susan Vinnicombe) to work with each faculty community and individual faculty members to explore the implications of PRME for individuals and SOM collectively, and support faculty wishing to embed sustainability, ethical performance and responsibility into their own research and/ or teaching.	One-on-one sessions offered with some take-up from faculty, e.g. Finance. Produced the PRME report and submitted to the UN. Supported the quarterly PRME faculty meetings and produced article for EFMD magazine with Prof. Horwitz.



INFLUENCING PRACTICE AND POLICY

2010-11 TARGETS:

For the year to come we are setting some clear targets of achievement as a way to benchmark our progress. Click on the heading to see our forward-looking targets.



CENTRE MANAGEMENT



RESEARCH

We will have successfully moved to the adapted approach to research by the end of the year

- 1

Develop 3 new Pears cases.
- 2

Continue updating the BP Live case.
- 3

Complete and publish book ‘Cranfield on Corporate Sustainability’.
- 4

Develop and agree an applied research agenda around engaging employees, including social intrapreneurs.
- 5

We will have operational a Research Grant Committee, funded by us, to enable SOM / University faculty to research - leading to cases and / or publications and / or conference submissions.
- 6

We will continue with our specific research fields: CR coalitions, stages of maturity, and CR and ageing. For proposals to add to this list we will first complete the Project Initiation Template.



TEACHING



INFLUENCING PRACTICE AND POLICY



CENTRE PUBLICATIONS

OCCASIONAL PAPERS:

Designed to stimulate debate on topical issues of Responsible Business and Sustainability.

1. "Small is sustainable (and Beautiful!). Encouraging European Smaller Enterprises to be Sustainable." David Grayson CBE and Tom Dodd (2008)
2. "The Business of Business is...? Unpicking the corporate responsibility debate." Chris Marsden OBE and David Grayson CBE (2008)
3. "Embedding Corporate Responsibility in the MBA Curriculum." Chris Marsden OBE (2008)
4. "Who should head up your sustainability function?" Joint think-piece with David Grayson CBE and Stuart Morton – Odgers Berndtson (2009)
5. CR and the media." David Grayson CBE (2009)
6. "CR and the recession: how have we been affected." Abiola Barnor and Nadine Exter (ed.) (2009)
7. Mind the gap: Making sense of sustainability from a business managers perspective." Sharon Jackson (2010)

HOW-TO GUIDES:

Aims to provide busy managers with up-to-date and relevant advice to embed CR, based on the latest academic research and practitioner insights.

1. "How to: CR Champions Networks." Nadine Exter (2009)
2. "How to: Stakeholder engagement: A road map towards meaningful engagement." Neil Jeffery (2009)
3. "Guide to how-to guides." Nadine Exter (2009)
4. How to: Governance of CR." Heiko Spitzbeck (2010)

HOT TOPICS:

A new series designed to highlight topical issues and spark debate.

1. The financial crisis: an opportunity to good to miss? Chris Marsden OBA (2010)

WORKING PAPERS:

Aims to provide a contemporary review of academic research and to identify opportunities for further research, informed by practitioner experience and needs.

1. "Non-Financial Performance Metrics for Corporate Responsibility Reporting Revisited." Malcolm Arnold (2008)
2. "The challenges of mainstreaming environmental, social, and governance issues in investment decisions. A survey of practitioner reports". Kenneth Amaeshi, David Grayson (2008)
3. "Dialogue with European Investment community on challenges of mainstreaming ESG issues in investment decisions: summary of findings from series of focus groups." Kenneth Amaeshi (2008)
4. "Measuring Business Value and Sustainability Performance." David Ferguson. A joint research project with EABIS (2009)

OTHER PUBLICATIONS

1. Sense and Sensibility – Inaugural lecture (2007)
2. The Doughty Centre Year One Report to Stakeholders (2008)
3. Business-Led Corporate Responsibility Coalitions: Learning from the example of Business in the Community – David Grayson – jointly with CSR Initiative, Kennedy School of Government, Harvard (2008)
4. "Engaging Business in the Community - not a quick fix" by Geoffrey Bush, David Grayson and Amanda Jordan with Jane Nelson. With the Smith Institute (2008)
5. "A new mindset for Corporate Sustainability" - a white paper on sustainability as a driver of commercial innovation, produced in partnership with academics from MIT, Beijing, Singapore and IESE in association with BT and CISCO (2008)
6. The Doughty Centre Year Two Report to Stakeholders (2009)
7. "Communicating CR": a joint publication with Ogilvy Worldwide (2010)

ACADEMIC JOURNAL ARTICLES

1. Amao, O. and Amaeshi, K. (2008). Galvanising Shareholder Activism: A Prerequisite for Effective Corporate Governance and Accountability in Nigeria. *Journal of Business Ethics* 82 (1):119-130
2. Brown R. and Grayson D. (2008). Innocent: Values and Value. *Journal of Business Ethics Education* 5(1):115-136
3. Amaeshi, K., Osuji O. K. and Nnodim, P. (2008). Corporate Social Responsibility in Supply Chains of Global Brands: A Boundaryless Responsibility? Clarifications, Exceptions and Implications. *Journal of Business Ethics*, 81(1):223-234
4. Jackson T., Amaeshi K. and Yavuz S. (2008). Untangling African indigenous management: Multiple influences on the success of SMEs in Kenya. *Journal of World Business* 43(4):400-416
5. Spitzbeck, H. (2009). Organizational Moral Learning: What, if anything, do corporations learn from NGO critique? *Journal of Business Ethics* 88(1):157-173
6. Spitzbeck, H. (2009). The development of governance structures for corporate responsibility. *Corporate Governance* 9(4):495-505
7. Sir Rake, M. and Grayson, D. (2009). Embedding corporate responsibility and sustainability – everybody's business. *Corporate Governance* 9(4):395-399