



SIXTH ANNUAL REPORT FROM THE DOUGHTY CENTRE FOR CORPORATE RESPONSIBILITY

The Doughty Centre for Corporate Responsibility is a practice-focussed research centre within Cranfield School of Management, set up in 2007 with the support of the late Nigel Doughty - alumnus, successful businessman, and responsible citizen who was passionate about business being a positive force in society. We work to empower current and future managers and leaders with the knowledge, skill and desire to lead responsible, sustainably managed organisations. We ground our research, teaching and advice in sound management theory and insightful observation of corporate good practice.

Why we are unique

The Doughty Centre brings together academic and practical research, teaching and advisory services under one roof. We are uniquely positioned to:

- **Engage with Cranfield's first-class research faculty** across diverse management disciplines as part of the School's collective focus on 'knowledge into action' and to link to the world-class sustainability sciences' expertise across Cranfield University.
- **Engage students through our teaching** on Cranfield executive education and MBA and MSc courses.
- **Engage with industry, the public sector and business/corporate responsibility coalitions** to promote and co-create sustainable management practice in their organisations.

This short report provides a brief overview of our recent work. More detail can be found on the Centre's website (www.doughtycentre.info). For short, termly updates subscribe to our E-Newsletter. We can also be found on various social media.



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<https://twitter.com/doughtycentre>



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<https://www.facebook.com/DoughtyCentre>



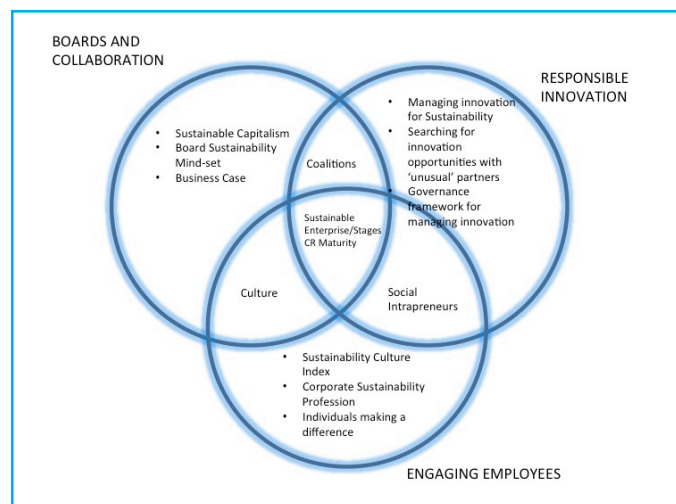
YouTube:

(Cranfield School of Management channel):

<http://www.youtube.com/user/CranfieldSoMsearch?query=doughty+centre>

Knowledge Creation and Research

We provide in-depth research into how organisations can integrate corporate responsibility and sustainability into business purpose and strategy. Through our work we engage business people and experienced practitioners as well as other university corporate responsibility centres and academics in our research projects. Our research project partners have included: ABIS (The Academy of Business in Society), Business in the Community, CSR Europe, CSR initiative of the Kennedy School of Government, Harvard University, EPSRC (Engineering & Physical Sciences Research Council) Centre for Industrial Sustainability (Universities of Cambridge, Cranfield, Imperial College and Loughborough), EEF (Engineering Employers' Federation), Lloyds Banking Group and the Pears Foundation Business School Partnership alongside London Business School and the Saïd Business School, Oxford.



Current research topics include:

- **Engaging employees and creating a culture for responsibility and sustainability**
 - During 2012-13, we have published a further Occasional Paper on social intrapreneurism; and a book on engaging employees.
 - During early 2013 a research project was initiated jointly with change consultancy Methodos to develop a diagnostic and change management tool to help create organisational cultures that enable sustainability.
- **Responsible and sustainability-led innovation**
 - During 2012-13, we completed a literature review on Responsible Innovation, and published research together with Cranfield's International Centre for Women's Leadership for the Engineering Employers' Federation looking at the number and seniority of women working in FTSE 100 manufacturing companies
 - Published Lettice F; Smart, P; Baruch Y and M Johnson. Navigating the impact-innovation double hurdle: The case of a climate change research fund. Research Policy, Volume 41, Issue 6, July 2012, Pages 1048-1057. Available on ScienceDirect.com.
- **The role of boards in providing oversight and governance of corporate responsibility and sustainability**
 - During 2012-13, we published research and a White Paper on how boards of FTSE100 companies organise board oversight and governance of the company's commitment to corporate responsibility. Published together with Business in the Community, the paper explored how to create a board mindset for corporate responsibility.

- The power of collaborative action through corporate responsibility coalitions and multi-stakeholder partnerships for responsible business and sustainable development.

– During 2012-13, this included *Corporate Responsibility Coalitions: The Past, Present and Future of Alliances for Sustainable Capitalism*, published jointly by the Stanford University Press and Greenleaf-Publishing.

For hard copies of our publications or to subscribe to our e-newsletter, contact Thea Hughes in the Doughty Centre (thea.hughes@cranfield.ac.uk).

We were also pleased to introduce marketing faculty colleagues to ABIS: The Academy of Business in Society, and to support their participation in an ABIS-led consortium which successfully bid for major EU FP7 research funding on sustainable consumption.

Learn more at <http://www.doughtycentre.info/research>

Teaching and Sharing Knowledge

We use our expertise to support the integration of corporate responsibility and sustainability into Cranfield School of Management's graduate and executive education programmes. Our presence in the School of Management's programmes is well-established, with corporate responsibility and sustainability modules as core courses for the full-time MBA, and for virtually all the specialist MSc programmes. We have also our expanded input to the two main, senior-level general management executive programmes, as well as running a specialist executive programme for new and would-be non-executive directors.

- Amongst new teaching projects this past year, have been the design and delivery of a required course on *Ethics & Corporate Responsibility for the International Human Resource Management MSc* programme; expanding the Centre's input on the School of Management's main open programme for senior executives; designing courses for the School's new *Masters in Management MSc*; assisting pitches and subsequent delivery of programmes by Cranfield's Centre for Customised Executive Development; and completing the collection of teaching cases for the *Pears Business School Partnership*.

Doughty Centre doctoral scholar Rajiv Maher reflects on his four-year doctoral journey. He defends his thesis later this year.

With the Doughty Centre scholarship I have been able to do my PhD, including attending and presenting my work at relevant academic conferences, such as the prestigious Egos 2011 Gothenburg, Egos 2013 Montreal, and Nottingham Business School's annual CSR conference in 2012. These conferences were great opportunities to get valuable feedback on my research, improve my presentation skills and learn from and network with international peers.

My PhD research focus is on trying to explain differences in community positions towards nearby mining projects in Brazil and Chile. For the field research I conducted ethnographic style research in eight different mining communities in Brazil and Chile. In May 2013, thanks to Doughty Centre Visiting

Fellow Edward Bickham, I was able to present my research to mining, oil and gas company management executives and NGO representatives at the International Council for Mining and Metals (ICMM) headquarters in London, helping to shape my interpretations of my research findings. I have also helped to research, write, teach and publish a simulation game for business school students about stakeholder-engagement, based on a composite of a number of recent mining company-community conflicts.

In short I can say that the PhD and supervision at Cranfield, notably from Prof Donna Ladkin, has made the most significant impact on my own personal development and growth. I shall always remain indebted to the Doughty Centre's extensive kindness, understanding and patience with my PhD and me.

In the next phase, we will launch a specialist MSc in Management and Corporate Sustainability (led by Dr Palie Smart); develop a suite of master-classes and workshops for executives; and experiment with on-line and blended learning.

Learn more at <http://www.doughtycentre.info/teaching>

We also work closely with partners to disseminate our knowledge. In addition to publications in world leading and internationally excellent academic journals, we share our knowledge through a wide variety of media to engage busy business people and other stakeholder audiences. We publish our own "How-to guides" for busy managers; Occasional Papers which focus on our academic research; regular essays for the main practitioner journal *Ethical Corporation*; articles for *Guardian Sustainable Business* and other blogs; posts on Twitter and other social media; speeches to business conferences; on-line videos; webinars; and our faculty appear frequently in mainstream media such as the *Financial Times*.

- During 2012-13, this has included completing a set of filmed interviews with lead authors for each chapter of *Cranfield on Corporate Sustainability*; publishing *Points of View* interviews with a number of the Centre's guest speakers such as David Levin, CEO of UBM and John Neill CBE, Chairman and Group Chief Executive of the Unipart Group of Companies; and key-note speeches at a number of international conferences.

Our recent books include *Cranfield on Corporate Sustainability* (2012), co-authored by 30 Cranfield University faculty members, it is the first book produced by a cross-section of business faculty on the topic of sustainability (<http://www.greenleaf-publishing.com/cranfield>).

Corporate Responsibility Coalitions: The Past, Present, and Future of Alliances for Sustainable Capitalism (2013) is the first book to chronicle the progress and potential of business-led corporate responsibility coalitions (<http://www.greenleaf-publishing.com/coalitions>). *Employee Engagement with Sustainable Business: How to Change the World Whilst Keeping Your Day Job* (2013) looks at how employees are contributing to corporate sustainability. (www.routledge.com/books/details/9780415532259/)

Learn more at <http://www.doughtycentre.info/publications>

Promoting best practice

We encourage and support business leaders and specialist practitioners as well as policy-makers in applying sustainable management principles to organisational strategy and practice. As well as providing training, research and development, our team of experts can support and guide management teams on a variety of issues and facilitate dialogue to explore topical issues. At the Doughty Centre, our strategy is predicated on embedding corporate responsibility and sustainability throughout the Cranfield School of Management. We recognize that by tracking and sharing the Cranfield journey, we can substantially increase the scale of our positive impact by helping other business schools on a similar journey towards responsibility and sustainability, and especially those at an earlier stage of development.

- *During 2012-13, Centre-authored articles on Cranfield's journey to embed the Principles of Responsible Management Education have been published in the Journal of Management Development, the Global Focus magazine of the European Foundation for Management Development. Additionally the Centre co-ordinated the School's Communication on Progress to the UN Principles of Responsible Management (PRME).*
- *We continue to support the School in its progress towards developing and implementing a sustainability strategy. In July 2013 the School, led by the Finance Director and Facilities Manager, received ISO14000 certification and is on target to achieve its sustainability environmental goals.*

We continue to share best practice with industry members, sharing advice and research through presentations to business associations and to companies directly. Nadine Exter, for example, gave a talk on engaging employees to the European members of the global association International Union of Conservation for Nature (IUCN), and attended various meetings with sustainability associations on the professionalization of the sustainability specialist. David Grayson was one of the key-note speakers at the Asian CSR Forum, organised by the Asian Institute of Management, at the third Lebanese CSR Forum, and at a number of corporate responsibility coalitions' conferences.

Details of recent presentations by Centre and other School faculty about responsible business, can be found on the School's Corporate Responsibility and Sustainability Management Theme home page, along with a range of other resources.

Learn more at <http://www.doughtycentre.info/application>

Advisory services

We provide advisory services to a small group of corporate and other clients. These are provided by Centre staff, visiting faculty and associates whilst drawing on other Cranfield faculty as appropriate. These projects are carefully screened to ensure that they are compatible with Doughty Centre research and teaching commitments, and can also be used to enhance research and teaching as well as supporting clients. Such projects help to keep the Doughty Centre grounded in real-world business challenges, and also extend the funding sources available to the Centre.

Clients have included Aviva, CSR Europe, Luxottica and The Crown Estate.

- *During the past year, we are delighted to have started work helping to chronicle and advise on the sustainability journey of Luxottica, the Italian-headquartered eyewear designers and manufacturers, responsible for international brands such as Ray-Ban.*
- *We also offer confidential mentoring sessions for change-makers tasked with initiating a sustainability programme within their organisation. Three such sessions have been run in the early summer of 2013.*

Reflections from the Centre Director Prof David Grayson CBE

Despite the best efforts of some exemplar leadership companies in corporate sustainability, even many of the companies committed to responsible business are struggling to find consistent commercial advantage from the better management of their Social, Environmental and Economic impacts; and, therefore, to make the fundamental changes to their business models that corporate sustainability requires. Respected commentators talk of a plateauing of efforts. Yet indicators of planetary health continue to move in the wrong direction. Atmospheric CO₂ concentrations, for example, recently passed 400 parts per million. Shortly after we had completed our latest MBA International Business Experience study tour to China this year, an international group of researchers concluded that life-expectancy in the northern half of China has been reduced by 5.5 years as a result of air pollution.

The world's 13,000+ business schools could play a significant role helping businesses to see – as the late, great Peter Drucker once said – that “every single social and global issue of our day is a business opportunity in disguise.” Our Doughty Centre work programme is designed to contribute to this transformation of business and business schools.

Our small but energetic team would like to thank everyone who has worked with us on our own continuing journey and to take this opportunity to invite potential partners to join in building this important work.

Doughty Centre Core team 2012-13: Mattia Anesa, Nadine Exter, Prof. David Grayson CBE, Thea Hughes, Prof. Andrew Kakabadse, Dr. Palie Smart.

Doctoral students: Gary Cunliffe, Stefan Hemel, Rajiv Maher.

Associates and visiting faculty: Ron Ainsbury, Dr. Kenneth Amaeshi, Edward Bickham, Gib Bulloch, Mandy Cormack, Patrick Dunne, John Elkington, Dr. Sara Holmes, Sharon Jackson, Stephen Kimbell, Prof. Gilbert Lenssen, David Logan, Chris Marsden OBE, Melody McLaren, Dr. Lance Moir, David Slattery, Prof. Heiko Spitzack, Ros Tennyson, Charlotte Turner, Gerry Wade, Hayley Warren.

Doughty Centre Advisory Council: Richard Bowker, John Duggan, Peter Lacy, Lindsay Levin, Dr. John Neill CBE, David Pitt-Watson, Lord Stevenson of Coddham (Chairman), Sophia Tickell, Sir David Varney, Bob Wigley.



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