

# Looking to the future

Nottingham University Business School has a long-standing commitment to being a socially responsible business school. Moving forward we will continue to pursue the goal of fully integrating the principles of responsibility and sustainability into the School's culture and practices and, in particular, to embed sustainability literacy and capabilities into our graduate competencies.

Several strands of the School's medium-term plan contribute to this goal:

- The University recognises that the Business School is a key contributor to its strategic goals relating to sustainability and has approved funding for a new Chair in Sustainability to be recruited in 2012/13.

- We plan to further increase the number of undergraduate and postgraduate modules that integrate principles of sustainability on our campuses in the UK, China and Malaysia. Following the appointment of the Chair in Sustainability, we plan to introduce an MSc in Managing for Sustainability in 2013/14. Engagement with partners and innovative pedagogies, as reflected in our report on Principles 2, 3 and 4, will be central to new educational developments.
- The School will continue to target opportunities to lead and collaborate on high-impact national and international research projects that address ethical, social responsibility and sustainability issues.
- The School will undertake capacity-building activities involving academic and non-academic staff, students and our external partners to foster a culture of social responsibility.
- The University of Nottingham has a comprehensive Environmental Strategy that guides the School's operations. We aim to be among the early adopter Schools when initiatives are implemented and to promote positive action where we recognise gaps.



# PRMEREPORT

May 2012

## Message from the Dean

As we write this 2012 Report on Progress: UN PRME we continue to face the ramifications of the global economic crisis. In this climate, business schools have a responsibility to promote sustainable leadership and to equip our students with the capabilities to deal with a complex and volatile business environment. Nottingham University Business School (NUBS) is part of a global University that embraces sustainability and the values of social responsibility are central to our mission. NUBS is a full service business school with a unique combination of expertise in corporate responsibility and innovation and a rich network of partners in each of these domains. As we pursue the goal of embedding sustainability within our educational offerings and scholarly activities, we harness these distinctive capabilities and partnerships to encourage sustainable innovations and develop entrepreneurial competences that our students require to be future generators of global sustainable value for business and society.

In this report we summarise NUBS's activities and accomplishments in the past two years and highlight key aspects of our strategy for the future as we seek fully to integrate the values of the UN PRME across the School's activities. I am particularly pleased to report that in 2011 the School retained a leading position in responsible business education and research, placed 1st in the UK and 45th globally in the Aspen Institute's 2011-12 Beyond Grey Pinstripes ranking and positioned 5th worldwide for research on business ethics according to recent research published in *Business & Society*. These rankings signal external recognition of our efforts and performance to date. Moving forward we anticipate exciting opportunities for business schools that take up the challenge of developing knowledge and practice for a more sustainable economy and society. At NUBS we have a solid foundation from which to contribute to that venture but we are aware that we will need to draw on the passion and ingenuity of all of our staff, students and partners to maximise our impact.

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# Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Nottingham University Business School is committed to the goal of enhancing business and management knowledge and practice in a responsible and sustainable way using our global presence through our research, teaching programmes and partnerships. Through the synergies of these activities we offer students a learning environment in which they have an array of opportunities to build their understanding of sustainability issues and develop their capabilities to address the management challenges that they present.

We pursue these goals within a University context in which sustainability is a priority. The University of Nottingham's mission centres on providing an international education, inspiring our students, producing world-leading research and benefitting the communities around our campuses in the UK, China and Malaysia. The focus of this mission is to improve life for individuals and societies world-wide. In pursuit of this vision, the University has a set of guiding principles including excellence in all we do, academic freedom and curiosity, a global perspective, innovation and entrepreneurialism, leadership in environmental sustainability, social responsibility, partnership and collaboration, appreciating diversity, equality of access and opportunity, staff and student support and transparency.

The University's commitment to sustainability is demonstrated through a range of activities, including:

- Sustainability issues are integral to our research priorities (e.g., Integrating Global Society, Global Food Security and Advanced Manufacturing). Advances within these domains are being pursued through engagement with external partners e.g., in 2012 the University of Nottingham and GlaxoSmithKline formalised a £12 million collaboration to establish a laboratory to accommodate a Centre of Excellence for sustainable chemistry, and to construct an innovative carbon neutral sustainable chemistry laboratory.
- 'Sustainable Futures' is one of five themes within the University of Nottingham's Impact Campaign, which aims to raise funds for strategic developments that will have a positive and lasting impact on society and has provided funding for interdisciplinary research programmes focused on sustainability. The Impact Campaign also has a 'Nurturing Talent' theme, which has enabled the University to collaborate with local businessman Sir David Samworth to sponsor Samworth Academy, which replaced a low performing secondary school in a deprived area of Nottingham.
- In 2011, the University won one of eight places on the Higher Education Academy's 'Green Academy', established to support UK institutions seeking to incorporate sustainability into the curriculum.
- The University has established an Education for Sustainable Development committee to lead the process of embedding sustainability into taught programmes across the University.



As a School with strong capabilities in global social responsibility, the Business School is involved in many of the University's sustainability activities.

## A Sustainability Grand Challenge

A key commitment within the University of Nottingham's Teaching and Learning Strategy for 2011-2015 is to explore means of further integrating sustainability into the curriculum. In pursuit of this goal, the University established a Grand Challenge group in May 2011 tasked with developing a sense of the Nottingham global community's shared values, raising the profile of sustainability in the context of teaching and learning and building capacity to extend education for sustainable development (ESD) across the University. The Grand Challenge group has worked through an engagement strategy including dialogue with staff and students, organising seminars and a conference, contributing to external events (e.g. Higher Education Academy, Environmental Association for Universities and Colleges), producing teaching and learning resources and extending the informal (i.e., non-credit bearing) curriculum to incorporate more ESD-related learning.

The Grand Challenge group won a JISC grant to fund the creation of ESD teaching and learning resources. JISC offers leadership and support to UK educational organisations seeking to deliver high quality learner experiences through application of cutting edge information and digital technology. Faculty from across the University are currently developing five ten-credit modules focused on sustainability themes, reflecting a range of disciplinary perspectives but accessible to students from a variety of disciplinary backgrounds. They will be designed as open educational resources (OER) and made available through the University's Nottingham Advantage Award, which is a core element of the informal curriculum, and through the University OER programme 'U-Now'.

## Integrating Global Society

The University of Nottingham Research Priority *Integrating Global Society* brings together leading scholars from across the social science disciplines to provide high-impact, agenda-setting and policy-relevant research on the dynamics and effects of globalisation on contemporary society. Social sciences are pivotal in improving our understanding of a rapidly changing world and providing new solutions and knowledge to the key challenges facing global society.

The work will focus on three inter-locking topics:

- **Globalisation and Uneven Development:** Exploring the 'non-West', emerging market context and addressing key issues such as economic performance and competitiveness, trade, financial markets and transitional economies.
- **Finance and Society:** Examining the key relationships between the financial services industry, the state and individual households in the context of fiscal restraint and supra-national re-regulation.
- **Social Dynamics and Uncertainty:** Investigating key social issues such as migration and population displacement, asylum, poverty and inequality, aid, post-conflict studies, human rights, democracy and governance, and well-being.

The Business School is represented in this priority group through the International Centre for Corporate Social Responsibility and Financial Services Research Forum.



# Principle 2 | Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Nottingham University Business School continues to expand the range of opportunities for students to explore the values of global social responsibility and build competencies that will enable them to work for a more sustainable future in business and society within a global context. We have a strong foundation of dedicated CSR programmes and specialist modules which, in recent years, we have made available to a wide range of students on our UK and international campuses and more widely across the University. We are also working towards the goal of integrating sustainability into teaching and learning across the traditional business school subjects. Our strategy involves further developing established activities as well as fostering new initiatives.

Activities that we continue to develop:

- The School has been a leader in sustainable business education since we launched our International Centre for Corporate Social Responsibility (ICCSR) in 2002.
- Our MSc in Corporate Social Responsibility has run since 2004.
- Our MBA Corporate Social Responsibility has run since 2003.
- Core and elective modules on CSR, business ethics and sustainability are available to all MBA students, including those on the Executive programme and the programme delivered in Singapore and at our China and Malaysia campuses. Many other MBA modules have sustainability-relevant content.

- Sustainability is a minor stream on the MSc in International Business and the MSc in Entrepreneurship. A range of sustainability and CSR related modules are available on other MSc programmes within and outside the School (e.g., Geography, Chemical Engineering).
- The School contributes to the MSc in Sustainable Energy and Entrepreneurship.
- Undergraduate management students develop understanding of global social responsibility through various core and elective modules and opportunities to participate in international exchange programmes.

New activities and achievements 2010-2012:

- Sustainability literacy is one of the key learning objectives that module convenors are encouraged to consider and we now audit its coverage in modules across all of our taught programmes.
- We continue to increase the number of modules that address sustainability on our MSc programmes. In the last two years we have further integrated sustainability into our MSc programmes in Entrepreneurship, Marketing and Operations Management.
- We are working with faculty to embed sustainability into our undergraduate programmes, with the initial aim of integrating it into core modules covering each of the traditional management functions.
- In 2011 we launched a BA (Hons) in International Management. Students spend their second year of study at our China or Malaysia campus or at one of our international partner institutions in New Zealand, Australia or Canada.
- Sustainable business practices increasingly feature within our customised Executive Education programmes.



As a School with strong capabilities in global social responsibility, the Business School is involved in many of the University's sustainability activities.

## Addressing big issues with big classes

The University's Strategic Plan commits to embedding in our courses Nottingham's strengths and research priorities, especially its international agenda, encouragement for innovation and entrepreneurship and environmental responsibility and sustainability.

The Business School continues to embed values of global social responsibility within its undergraduate programmes. Since 2004 the Business School has offered *Business Ethics* to final year BA Management students. More recently this has become a core module and we now face the challenge of teaching Business Ethics to over 500 final year management students.

In 2011, first year Management students were also introduced to ideas of sustainability through the core module *Entrepreneurship and Business*. All 800 students on this module now study sustainable entrepreneurship (see Principle 3 for detail on methods). This theme has now been extended to the second semester of the first year where sustainability will also be integrated into the module *New Venture Creation* from 2012/13.

Other core and elective modules in which our undergraduates explore sustainability issues include Corporate Entrepreneurship, Computers in Business, Technology and Organisations, Risk Management Decisions, Risk Management Processes, Managing Service Operations, Marketing and Society, Managing Tourism and the Environment.

## Integrating social, ethical and environmental issues into our curricula and research

Beyond Grey Pinstripes ranks business schools based on their integration of social, ethical and environmental issues into their curricula and faculty research. Since 2005 NUBS has been ranked as the UK's leading school, among the top schools in Europe, and a world leader in research. In 2011, The Aspen Institute announced that this ranking would be suspended; therefore, we are now looking for alternative benchmarks to measure our progress.





# Principle 3 | Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

We aim to provide students with an educational experience that not only develops their knowledge about sustainability issues but also cultivates critical thinking, creative problem solving, and the range of skills necessary to lead sustainability initiatives that will contribute to an inclusive and sustainable global economy. Our local and global networks with a wide range of partner, including students, alumni, academics, governments, companies and civil society organisations, are key to generating this experience. With these partners, we continue to create and share educational frameworks, research-led teaching materials, interactive and problem-based learning processes and environments that foster learning for responsible and sustainable leadership.

## Activities that we continue to develop:

- Our educational frameworks are both theoretically-informed and evidence-based. Learning materials reflect a concern with appropriate research standards as well as cutting edge research insights and our students are encouraged to undertake relatively sophisticated research in their course-work, dissertations and management projects.
- Faculty draw on their international scholarly networks and visiting researchers who have taught students in the last two years include Professors Andrew Crane (York University, Canada), Guido Palazzo (Lausanne University, Switzerland) and Duane Windsor (RICE University, US).
- Students interact with practitioners and experience problem-based learning through modules that deploy live cases, management projects and student-led projects.
- Individual management projects provide our postgraduate students with further opportunities to engage with practitioners. In the last two years students have worked on project with public sector (e.g., National Health Service), private sector (e.g., Diagio, Speedo), business associations (e.g., Canadian Business for Social Responsibility) and civil society organisations (e.g., Nottingham Counselling Services).
- We regularly bring practical experience to classrooms through guest speakers from a wide range of organisations including Forum for the Future, Business in the Community, Mercer, KPMG, FTSE, Alliance Boots, Kenco, Transparency International UK, Ethics Etc., BBC East Midlands and the Press Association.
- Nottingham has a long-standing commitment to open educational resources (OER) and has had an OER repository (U-Now). The University recently completed the BERLIN project, funded by JISC and the Higher Education Academy (HEA), which sought to increase the availability of University of Nottingham teaching and learning materials through OERs and examine the issues that OERs present for Higher Education institutions.
- In a separate OER initiative, the School provided teaching and learning resources to TeachCSR.com, which aims to enhance awareness and application of governance and responsibility practices and socially acceptable business behaviour in India.

- University of Nottingham students, mentored by the Business School, have been consistently recognised for their work for Students in Free Enterprise (SIFE), collecting the UK championship prize four years in a row between 2005 and 2008. The team were among the winners again in 2011, picking up the Northern Team Leader of the Year and the Alumni of the Year prize. The Nottingham team are currently running eight projects across the UK, Cambodia, Kenya, and Sri Lanka.
- Our Community Engagement Programme (CEP) was launched in 2007 to expand the opportunities for Business School students to work with community stakeholders and undertake volunteer work. They work on diverse projects with local stakeholders including schools and colleges, businesses and civil society organisations. Over 100 students now participate in the CEP each year.

## New activities and achievements 2010-2012:

- Our MBA students have benefitted from a new module and approach to leadership, led by Professor Ken Starkey and Emeritus Professor Carol Hall, that encourages reflection about identity and humanity as well as balancing economic necessity. The School's approach featured in an article in *The Times* (5-10-2011).
- The School has collaborated with the International Labour Organization (ILO) Business Schools Network to promote integration of sustainability into management education. The first capacity building project, led by Dr Judy Muthuri, was completed in 2011. It included the design of a Sustainable Supply Chain Management module, module piloting, and teacher training. The first training workshop was carried out in Ghana in 2011 and further workshops are planned for various regions of Africa and Asia.
- We have recently added the Sustainability YES competition to our Young Entrepreneurs Scheme, funded by the Engineering and Physical Sciences Research Council. The competition gives PhD and Masters students an opportunity to develop and hone their business skills in managing a social enterprise while raising awareness of the commercialisation of research ideas.
- In 2011, one of the University's most successful student societies, Nottingham Entrepreneurs, expanded their entrepreneurial activities to the University's campus in China for the first time. Supported by the Business School and sponsored by Ernst & Young and ABB Robotics in China, they organised the first Nottingham Social Entrepreneurship competition.
- We organise an annual seminar with a panel of alumni from various sectors to share their experience of pursuing sustainability and CSR roles within professional contexts. Recent contributors include Paul Gurney, Accenture Sustainability Services (MA in Marketing 2002/03), Tobin Postma, CSR Specialist (MBA in CSR 2007/08) and Helene Morissette, Corporate Responsibility Executive e.on (MBA in CSR 2005/06).

Our innovative pedagogies integrate research-led teaching with creative problem solving, practitioner engagement and reflective learning.

## MBA students face a sustainability business challenge

The University and the School aspire to remain at the forefront of education for sustainable development (ESD). A prime example of the innovative pedagogies that we have adopted in pursuit of this goal is provided by our Sustainable Decisions and Organisations (SDO) module, introduced as a core module for all MBA students.

The module is built around a large-scale fictitious case study of a failing retail business. Students work in groups on the development of a new strategy aimed at restoring the firm's fortunes, with particular attention to how a strategy for sustainability would contribute to business success. The group working learning experience is complemented by lectures and a series of workshops on:

- Sustainable scenario planning (led by Forum for the Future).
- Crisis management and media training (led by a media consultancy).
- Sustainability in the retail sector (led by a retail sector expert).

In their groups, students take on specific operational roles: CEO, marketing director, financial director, etc. As each group develops their strategy, they face a crisis that threatens the operation and reputation of the business. The module culminates with each group presenting their strategy at a media conference and to the executive board of the business. The press conference includes experienced journalists from the *Financial Times*, *The Times*, *The Independent*, the *Guardian* and the BBC. The executive board is populated with senior business people briefed to really test the groups. The SDO module featured in a BBC Radio 4 documentary *The New MBAs* in November 2010.

## Ingenuity brings creative new ideas to the classroom

Management students on the School's undergraduate programme are introduced to sustainability in our year one core module *Entrepreneurship and Business*. This module applies the 'Ingenuity' approach to creative problem solving to raise students' awareness, understanding and capabilities for some of the key elements of entrepreneurial creativity and entrepreneurship in practice.

Small teams of students apply the 'Ingenuity' process to develop a new sustainability-related idea for a business. Teaching and learning for the module takes place via lectures, group work and mentoring

sessions with both academic staff and practitioners. At the end of the semester, the teams present their new business ideas in 'elevator pitch' style to a variety of viewers including academic assessors, entrepreneurs, mentors, and other university staff and students. Teams produce A2 sized posters for the pitch to demonstrate the originality and creativity of their new sustainability-related business idea, and to 'sell' their idea to viewers.

Assessment for the modules is based on teams' project and poster presentation, a learning reflection exercise that draws on the *Integrative Learning Barometer*, and an individual essay that links theory and practice to sustainable innovations.





# Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Nottingham University Business School has an international reputation for leadership in CSR and sustainability research. Faculty in the International Centre for Corporate Social Responsibility and the traditional subject areas who pursue the sustainability agenda and undertake world class research at the nexus of academe and practice. We aim to continue to play a lead role at the heart of sustainability thought leadership, working alongside our practitioner partners to ensure the relevance and impact of the research.

## Activities that we continue to develop:

- The School has long been a leader in CSR and sustainability research and in the Aspen Institute's 2011-12 Beyond Grey Pinstripes ranking, Nottingham University Business School was ranked top in the UK for research, 5th in Europe and 23rd globally.
- Our faculty publish research in the area of responsibility and sustainability in leading management journals including *Organization Studies*, *Journal of Management Studies*, *British Journal of Management*, *Journal of Business Ethics*, *Business & Society*, *Journal of Marketing Management*, *Production Planning and Control* and *International Journal of Production Research*.
- Academic articles published by our faculty: many Nottingham publications continue to play a significant role in informing research:

- Matten, D.; Moon, J.(2008) "Implicit" and "Explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility, *Academy of Management Review*, Vol.33 (2), pp. 404-424 is the 23rd most cited article published by the Academy of Management Review in the last ten years and was the most cited article in 2008.
- Matten, D.; Moon, J. (2004) "Corporate Social Responsibility Education in Europe," *Journal of Business Ethics*, Vol.54 (4), pp.323-337 remains the second most downloaded article on the Journal's website.
- Chapple, W.; Moon, J.(2005) "Corporate Social Responsibility (CSR) in Asia: A Seven Country Study of CSR Website Reporting", *Business and Society*, Vol.44 (4), pp.415-441 continues to be in the top 5 most read and top 50 most cited articles for the Journal.
- We have a vibrant community of doctoral researchers. The School's doctoral training programme now includes a specialist pathway for students working in the fields of sustainability, CSR and ethics.

## New activities and achievements 2010-2012:

- Nottingham ranks 5th worldwide for research in business ethics, according to a 2011 report published in *Business & Society*. Nottingham University Business School is the only UK business school included in the ranking and is the highest ranked school outside the USA.
- Expertise in sustainability and CSR is growing at our China and Malaysia campuses with the appointment of three new faculty with expertise in the field.

## Recent examples of high profile research projects:

- The Business School is a lead partner in a Framework 7 funded project *Impact Measurement and Performance Analysis of CSR*.
- In 2010 the School was awarded a prestigious project for the Leadership, Governance and Management Fund of the Higher Education Funding Council for England (HEFCE). *Integrating Sustainability into Business Schools* analyses the extent to which business schools have integrated and communicated social, economic and ecological sustainability in their educational programmes, research and their organisational practices and processes.
- A CIMA-funded project, led by the School's International Centre for Corporate Social Responsibility, explored the usefulness of organisational control systems for formulating and implementing sustainability strategies.
- Other recent funded projects include: *Corporate Social Responsibility: The Financial Sector and Economic Recession* (Financial Services Research Forum), *Social Tourism* (Marketing Division); *Integrated, Market-fit and Affordable Grid-scale Energy Storage* (Economics and Finance Divisions) and *Barrel Tracking in the Brewing Industry* (Operations Management and Information Systems Divisions).
- The School has provided seed corn funding for early career researchers to pursue sustainability-related themes. Examples of work being undertaken under this scheme include a project entitled *Career Transitions and Development in the Social Enterprise Context: Drivers and Support Requirements* and a project focused on *Modelling Socially Responsible Preferences*.

The School continues to demonstrate leadership in CSR and sustainability research.

## Nottingham's International Centre for Corporate Social Responsibility celebrates 10th Anniversary

In April 2012, to mark ten years since the founding of the International Centre for Corporate Social Responsibility (ICCSR) the Business School hosted an international conference entitled *CSR Futures: Knowledge and Practice*. The conference brought together over one hundred and sixty delegates from thirty three different countries and from every continent, a rich variety of participants equipped and eager to consider further our core question of CSR futures.

Keynote speakers were The Rt. Hon Clare Short (Extractive Industries Transparency Unit), Professor Tom Donaldson (University of Pennsylvania) and Professor Ruth Aguilera (University of Illinois). A Practitioner Panel brought insights from a number of vantage points. Organisations represented included Rolls-Royce, Mercer Investments, Accenture, Oxfam, Corporate Citizenship, and CSR Compact Singapore. An Academic Panel brought a variety of expertise, including business ethics (Andy Crane), corporate citizenship (Dirk Matten), sociological approaches to CSR (Jean-Pascal Gond), sustainability (Ken Starkey) and Middle East and North African experiences (Dima Jamali).

Throughout the two days there were six parallel streams designed to reflect current interests of the ICCSR team and Associates: *Asian CSR and its Dynamics*; *Beyond the Attitude-Behaviour Gap: Novel Perspectives on Consumer Ethics*; *Business and Development: Moving Forward on MDGs*; *CSR Context and Dynamics*; *CSR & Governance: Comparative and International Perspectives*; *CSR Impact: Beyond Financial Performance*; *Leadership for Sustainability*; *Organisations in Transition – Exploring the Role of Accounting and Reporting for Organisational Change toward Sustainability*. Overall sixty individual papers were also presented.

## Consumer trust in financial services is slow to recover

With some 60 supporting organisations – including Government departments, the Financial Services Authority, the Financial Ombudsman Service, leading banks, building societies, insurance companies and credit, finance and investment organisations, the Business School's Financial Services Research Forum is widely acknowledged as the most inclusive body for furthering the understanding of consumer behaviour in financial services. The Forum works with a network of practitioners and researchers across the UK to conduct primary research projects, seminars, and studies.

In January 2011 the Forum published the eighth annual Trust Index, which revealed that consumer trust in the UK's finance institutions is struggling to recover in the wake of the financial crisis. The Trust Index offers a detailed insight into public perceptions of the financial services industry. It is the only independent benchmark of its kind in the UK.





# Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Developing a rich network of partners has been central to our strategy for developing world-class research in CSR and sustainability and creating an outstanding learning environment in which students can develop the knowledge and skills to work towards a more sustainable economy and society. We have benefitted from mutual learning opportunities and the chance to explore the complexity of interactions between business, the economy, the environment and society and the considerable scope for tensions to arise.

## Activities that we continue to develop:

- Nottingham University Business School has long established relationships with a wide range of businesses and media organisations, government departments, public sector organisations, business associations, civil society organisations and funders that share our concern for sustainable and responsible management. Examples include Alliance Boots, Halcrow, FTSE, The Guardian (UK newspaper), the Department of the Environment and Climate Change, the Financial Services Authority, the National Health Service, Business in the Community, the European Academy of Business in Society, the Charities Aid Foundation and Oxfam. We work with these partners on a various activities including research collaborations, teaching and learning initiatives, student projects and speaker events.
- The School Advisory Board and the ICCSR Advisory Panel encompass a wealth of expertise on sustainability and CSR. Members of the School Advisory board with particular interests in sustainability include Lady Sylvia Jay, CBE, Chair, L'Oreal; Professor Peter Homa, CBE Chief Executive, Nottingham University Hospitals NHS Trust; Dr Hamid Mughal, Executive Vice President, Manufacturing Engineering and Technology, Rolls-Royce PLC; Neil Morris, Vice President, Refining and R&M Projects, BP International Ltd., Peter Lacy, Managing Director, Accenture Sustainability Service.
- The ICCSR Advisory Panel comprises: Adrian Hosford, Chairman of Moodscope (ex Director, Corporate Social Responsibility at BT); Amanda Jordan OBE, Co-director, Corporate Citizenship; David Pemberton, Business in the Community; Richard Evans, Director, Ethics Etc.; John O'Reilly, Human Rights Consultant and Leader of Elbridge Borough Council; Will Oulton, Head of Responsible Investment, EMEA, Mercer Investment Consulting; Michael Kelly, Director, Head of Corporate Social Responsibility, KPMG Europe LLP.
- The School hosts an exclusive series of talks by high profile business people so that our students, alumni and business associates can keep up to date with the latest thinking. The events are open to the community. In 2010-12 speakers included:
  - Jonathan Samuel, International Social and Community Development Manager, AngloAmerican plc.

- Erinch Sahan, Private Sector Policy Advisor, Oxfam.
- Owen Watkins, Regional Compliance Manager, Siemens.
- Penny Fowler, Head of Private Sector Advocacy Team, Campaigns and Policy Division, Oxfam GB.
- John O'Reilly, Human Rights Consultant.
- Colin Baines, Ethics & Campaigns Adviser, The Co-operative.
- Gwyn Burr, Customer Director of Sainsbury plc and Director of Sainsbury's Bank.
- Piotr Brzezinski, COO of the Big Society Network.
- Sara Parkin OBE, Founder Director and a Trustee of Forum for the Future.
- Steve Marshall, Non-Executive Chairman of Balfour Beatty. This lecture was hosted in partnership with the Institute of Business Ethics.

- Our faculty sit on a range of advisory boards for businesses, public sector and civil society organisations.

## New activities 2010-2012:

- Activities linked to Principles 2, 3 and 4 illustrate the wide array of partnerships (e.g., the ILO, BITC, FTSE, CIMA, Oxfam) that have been integral to the School's educational and research activities over the last two years.
- Professor of Management and Organisational Learning - Ken Starkey - acted as a consultant for the Department of Environment and Climate Change, examining their Low Carbon Communities Challenge as a model for learning from communities about the implementation of climate change policies.
- The School hosted an open lecture *Building Partnerships for Sustainability: London 2012* by Felicity Hartnett, Sustainability Partnerships Manager for London Olympics 2012.



We have developed partnerships with businesses and various other types of organisations to drive the creation of knowledge on sustainable and responsible management and cultivate a rich learning environment.

## Knowledge exchange through collaborative PhDs

The Business School places great importance on knowledge exchange with private, public and civil society sectors. Collaborative PhDs are an effective means for engaging in knowledge exchange. Recently, the Business School has developed successful collaborative PhDs in the area of CSR measurement and reporting.

An ESRC Collaborative PhD, supported and part funded by FTSE4Good was designed to investigate how CSR indices and metrics contribute to making corporations behave in a socially responsible manner. The research examined the work undertaken by FTSE to create and maintain the index, and the impact it has on the responsible behaviour of companies.

This project has led to a further collaborative PhD to start in late 2012, supported and part funded by Business in the Community (BITC). This work will investigate BITC's Corporate Responsibility (CR) Index as a voluntary benchmark for corporate responsibility. In recent years indexes such as the BITC CR Index have driven a significant amount of activity within organisations looking for recognition for their responsible business practices. A frequent question among practitioners is whether such activity really improves business practice (is what is measured managed?) or does it distract management resource from critical core activity. Does regular participation in an index encourage a tactical (box checking) mentality rather than a strategic view of business activity?



## Biotechnology YES!

The Biotechnology Young Entrepreneurs Scheme (YES) – a business plan competition for early career researchers – is designed to raise awareness of commercialisation among bioscience postgraduate and postdoctoral researchers. It was developed and is delivered by a partnership between the Business School's Institute of Enterprise and Innovation (UNIEI) and the Biotechnology and Biological Sciences Research Council (BBSRC). Biotechnology YES is extensively recognised and is sponsored by companies and organisations in the biotechnology sector and their support adds considerable value to the competition.

In 2011, a new workshop was introduced for plant scientists entering the scheme, designed to build academics' skills to develop research in a commercial setting such that plant science research can be translated into products, processes and policies that will insure against a future food security crisis. The workshop is run at Syngenta's research centre and is a partnership between Nottingham University Business School, the BBSRC, the Natural Environment Research Council (NERC) and Syngenta.



## Principle 6 | Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

At the hub of a well-developed CSR and sustainability network, the International Centre for Corporate Social Responsibility at Nottingham University Business School works to facilitate interdisciplinary and international dialogue amongst academic and practitioner communities on sustainability issues. Ensuring that our students and alumni are active participants in that dialogue is central to our mission and we exploit both on-line and off-line channels to connect them and our other stakeholders.

### Activities that we continue to develop:

- In 2012, the School hosted two events focusing on sustainable and responsible management - the EABIS Decennial Colloquium and the International Centre for Corporate Social Responsibility 10th Anniversary conference - facilitating dialogue between world-leading business schools, global corporations and civil society organisations.
- Engagement with the media enables the School to contribute to ongoing debates on sustainability and to disseminate information to a wide public on our contributions to knowledge about sustainable and responsible management and our pedagogical innovations. Faculty work with major media organisations including the BBC, Sky and national newspapers.

### New activities 2010-2012:

- ICCSR undertook a stakeholder dialogue exercise facilitated by the Nottingham-based consultancy 23Red to engage with diverse stakeholders and gain input on strategic direction for the Centre and communication practices.



The School takes a pivotal role in facilitating dialogue around global social responsibility and sustainability.

### Doing the Business

The Annual film series *Doing the Business* provides a unique opportunity for the Business School to take business debates into the local community. For the last nine years, we have hosted a series of films about social and ethical issues in business in partnership with Broadway Cinema, Nottingham. In the period 2010-12 we have screened eight films through two series, many of which were introduced by an industry expert or commentator, all of which raised interesting questions from our audiences.

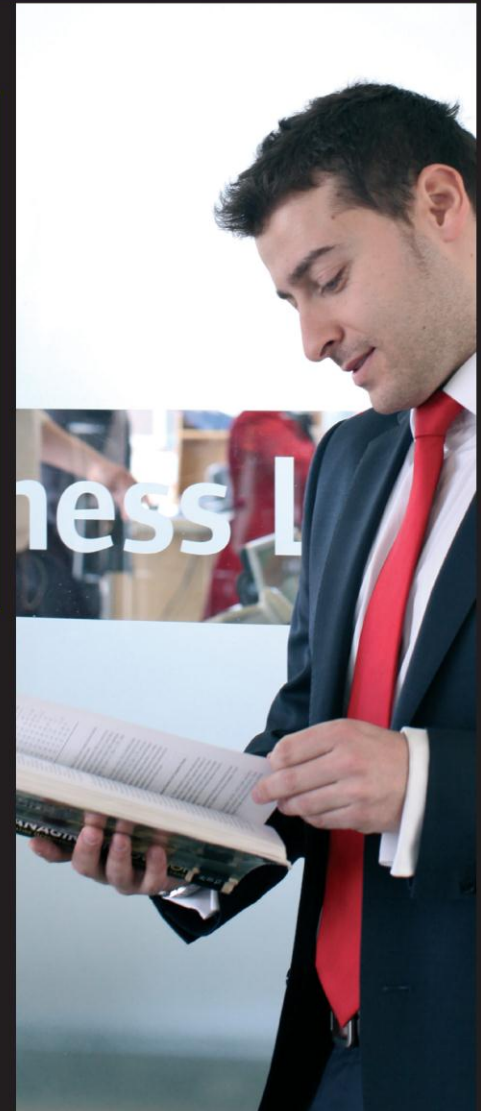
Recent films shown include *The Social Network*, *Made in Dagenham*, *The End of Poverty*, *Inside Job*, *Blood in the Mobile*, *Up the Yangtze*, *The Greatest Movie Ever Sold* and *Margin Call*. Expert commentators for these films include: John Naughton, Professor of the Public Understanding of Technology, Open University; Cheryl Pidgeon, Regional Secretary, Midlands TUC; Rory Sullivan, former Head of Responsible Investment at Insight Investment and Will Oulton, European Head of Responsible Investment at Mercer.

Tickets are offered to undergraduate and postgraduate students and are available for sale to members of the public. The post screening discussions are usually wide ranging and members of the public enjoy the opportunity to quiz or challenge an expert and to share their own experiences.

### Big Beasts

Links between Nottingham University Business School, the Department of History and the BBC's Natural History Unit have flourished in recent years as a result of a long-standing working relationship between environmental historian and passionate birdwatcher Dr Rob Lambert and wildlife TV series producer Stephen Moss. The two nature experts have collaborated on such high profile BBC productions as the BAFTA winning *Springwatch*, and *Birds Britannia* recently shown on BBC Four.

After a long and successful career, Stephen Moss recently left the BBC to pursue a freelance career as a TV producer, author and naturalist. He has also joined The University of Nottingham as an Honorary Professor in both the business school and history. Since his appointment, he has been delivering guest lectures, welcome events to new first years, and co-advising on a range of undergraduate and postgraduate dissertations. He has been presenting a series of public lectures to packed houses across the University exploring the links between natural history television and academia. He will also be working with the University to improve the wildlife management of its award winning campuses.





# Principle 7 | Leading by Example

We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

Our advocacy of responsible and sustainable management would be empty should we not practice what we preach. We are fortunate to be working within a University that has a long-standing commitment to social and environmental sustainability. While many of our activities and operations are guided by University of Nottingham policies and strategies, we have drawn together a group of motivated staff and student with the aim of fully integrating sustainability values into all of the Business School's organisational practices and embedding sustainability within the organisational culture.

### Activities that we continue to develop:

- A prime strategic investment by the University was the appointment of a Director of Sustainability in 2009.
- The University has an Environmental Strategy that sets out range of targets relating to waste and recycling, energy and water, travel and

transport, procurement, campus developments, awareness raising, training and communication, corporate governance, information services, landscape, teaching and learning and research.

- The University of Nottingham was the first university to win the Green Flag Award for its parks and gardens, which was awarded for the ninth year running in 2011.

### New activities 2010-2012:

- In 2012 Nottingham was ranked first in the UI Green Metric World University ranking of the world's most environmentally-friendly HEIs.
- Nottingham University Business School established a Social and Environmental Responsibility Group in 2011.
- In 2011, Professor Gerd Michelsen visited the School for six weeks, during which time he consulted on the University and the School strategies for integrating sustainability into the curriculum and building sustainability competences and culture within the organisation. Gerd is UNESCO Chair of Higher Education for Sustainable Development and Executive Director of the Institute of Environmental and Sustainability Communication in the Faculty of Environment and Technology at the Leuphana University, Germany.



The School seeks continual improvements as a sustainability-focused organisation through all of its core activities.

### Making friends in the community

Nottingham University Business School is located on the University's Jubilee Campus, established in 1999 on a brownfield site, the former Raleigh bicycle factory. The whole campus was designed with sustainability high in its profile; some very innovative green strategies were used in the design of the new buildings and the University is committed to environmentally sensitive techniques in its grounds management.

The Campus has received many awards. The landscape was designed to integrate with the buildings and to encourage wildlife. Fundamental to the design are a series of lakes. As well as providing cooling for the buildings in summer, the lakes receive all surface drainage water from the whole site acting as balancing ponds. Trees and shrubs are now well established and wildflowers grow on the grassy mounds behind the lakes. A wide range of waterfowl including mallards, swans, coots, moorhens, geese and herons have become established and breed on the lakes. Many of the buildings have green roofs, which have been planted with a carpet of low growing alpine plants. These green roofs help to maintain steady temperatures in the buildings winter and summer.

In 2012 the Business School has set about establishing a 'Friends of Jubilee Campus', to mirror the work of the 'Friends of University Park', which aims to bring together current and past students and staff with members of the local community to continue to improve the campus as an environment conducive to flora and fauna and encourage the people of Nottingham to come onto the campus for various events and leisure activities.

### Extending the reach of sustainability

With a wealth sustainability-related activities happening across the School, a focal group was needed to co-ordinate and drive forward the sustainability agenda. In 2011, the School established a Social and Environmental Responsibility Group (SERG), tasked with identifying social and environmental responsibility issues relevant to the School and promoting positive action in relation to all core activities: research, teaching and learning, employability, partnerships and community engagement, operations and campus. Ultimately, the role of SERG is to cultivate sustainability within the culture of the organisation.

SERG brings together a motivated group of academic and administrative staff and students from a variety of programmes. In addition to promoting the range of research, teaching and engagement activities outlined in this report, SERG is working to raise staff and student awareness of and engagement with the sustainability agenda. The group is collaborating with the university to continue to make improvements to the campus environment, procurement, levels of recycling and to reduce carbon emissions and waste.