



PRMEREPORT

October 2014

Message from the Dean

In the face of urgent global challenges for sustainable development, research and education are vitally important to move towards a more inclusive global economy and society. Nottingham University Business School has a long standing vision to develop knowledge and practice on business and management in a responsible and sustainable way. In our third Sharing Information on Progress (SIP) report I am pleased to reaffirm our commitment to the Principles of Responsible Management Education (PRME).

Over the last two years, I am especially pleased that the School has created a new Chair in Sustainability and extended activities that combine the distinctive expertise within our research centres. Collaboration between the International Centre for Corporate Social Responsibility (ICCSR) and the Haydn Green Institute for Innovation and Enterprise (HGI) has generated exciting opportunities to explore both incremental and radical innovation to address sustainability issues and to examine how small and medium sized enterprises (SMEs) address sustainability challenges. We continue to build capacity to examine issues for

banking and financial institutions through connections between sustainability scholarship in the School and the work of our Centre for Risk, Banking and Financial Services (CRBFS). In addition, we have established a Centre for Health Innovation Leadership and Learning (CHILL), which will contribute vital expertise as we expand work around social sustainability.

We also report more extensively on the activities and achievements of staff and students at the Business Schools on our campuses in China and Malaysia. Alongside the many activities initiated at these campuses, the development and delivery of new online courses are important areas of our progress to facilitate shared educational experiences. The global nature of the University of Nottingham affords us unique opportunities to develop international perspectives and new opportunities to learn about social responsibility and sustainability across the globe.

Professor Martin Binks,
Dean, Nottingham University Business School



Contents

Principle 1 Purpose	2	Principle 5 Partnership	10
Principle 2 Values	4	Principle 6 Dialogue	12
Principle 3 Method	6	Principle 7 Leading by Example	14
Principle 4 Research	8	Looking to the future	16

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.

NUBS continues to evolve a sense of purpose that centres on building an institutional environment in which students, staff and other stakeholders are encouraged to reflect upon their responsibilities to work for an inclusive and sustainable global economy and develop knowledge, understanding and skills that enable them to contribute to this goal. There is strategic commitment to this purpose at the University and School level. In 2014 the University published a new strategic plan 'Strategy 2020' which clearly articulates that Nottingham's mission and core values involve a commitment to social responsibility.

The Business School has long been committed to responsible and sustainable management education. This is captured in its Mission Statement: *The mission of Nottingham University Business School is to enhance business and management knowledge and practice in a responsible and sustainable way.* A primary strategic investment was marked by the launch of the International Centre of Corporate Social Responsibility (ICCSR) back in 2002 and the introduction of specialist programmes; MBA and MSc in Corporate Social Responsibility. Over the years, we have sought to embed more fully responsibility and sustainability principles across the School. In this endeavour, the expertise and leadership that has grown within ICCSR has been crucial. Building upon this capacity much progress has been made through 'bottom-up' initiatives; staff and students at our campuses in the UK, China and Malaysia, have instigated an array of projects that are, incrementally, helping sustainability thinking and practice to permeate core areas of activity.

However, it has also been important to steer developments in a structured way by continuing to integrate responsible and sustainable management into our strategy. This process has been supported in a number of ways. Internal reviews of the School's strategy have facilitated alignment with the University's vision to be at the forefront of education for sustainable development and have highlighted opportunities to collaborate with colleagues across the University. Accreditation processes, increasingly stress the importance of ethics, responsibility and sustainability and have afforded useful frameworks for us to re-evaluate our portfolio of activities.

Finally, our efforts to implement the UN PRME have been a primary device for NUBS to progress this agenda. We were one of the first signatories of the UN PRME and, in 2011, we established a Social and Environmental Responsibility Group (SERG), which took responsibility for extending application of the principles. Other activities in support of UN PRME initiatives (e.g., the development of case studies for the Inspirational Guides, participation as a UN PRME Champion School, evaluative research) have simultaneously added impetus to our own development.

Although NUBS has long been committed to responsible and sustainable management education, we are conscious that full integration of this approach will be a long process. Indeed, given the complexities of economic, environmental and social welfare issues that face businesses operating in a globalized world, we do not expect to arrive at a position where we can claim 'job done'. Rather we aim to develop a mind-set and skills that will enable our staff, students and partners to contribute to debates and assume responsibility for action as we seek new pathways towards a more sustainable future.



NUBS Doctoral Researchers Collaborate with Colleagues from Schools across the University to Establish the Sustainability Research Network

The Sustainability Research Network (SRN) was established in 2013 by PhD students from the Business School in collaboration with colleagues from Geography, Politics, Sociology and Architecture and the Built Environment. The aim was to provide forums for interdisciplinary discussion and collaboration around sustainability. SRN now has over 200 members from Schools across the University. In its first year the network has organised nine events covering topics including CSR, sustainable engineering, green chemistry, environmental policy, mental health and interdisciplinarity. Members of the network also contributed to teaching and learning

about sustainability by acting as facilitators on the Nottingham Online Open Course (NOOC) *Perspectives on Sustainability* and Massive Open Online Course (MOOC) *Sustainability, Society and You*. Conversations exploring the opportunities to expand Nottingham's SRN to the China and Malaysia campuses are ongoing. Founding members attended the Student Action for Sustainability Conference, inspiring other universities to set up their own SRN.



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.

A core pillar of NUBS teaching and learning strategy is to ensure that students have opportunities to explore social responsibility at local, national and global levels and to develop capabilities to work for a more sustainable future in business and society. Such opportunities are provided within the formal curriculum as we embed these topics in an increasing number of degree programmes but also through extra-curricular activities and events (see Principle 3: Method).

Over the period of this SIP report we have continued to develop established teaching and learning offerings, some of which have now been running over 10 years. These include specialist CSR MBA and MSc degree programmes and sustainability streams or combinations of modules available to students on a variety of other masters degrees (e.g., International Business, Entrepreneurship) within NUBS and the University more widely (e.g., Geography, Chemistry, Engineering). We also have a range of core and elective modules open to undergraduate management students, plus opportunities to study overseas.

Building upon this foundation, we are extending the scope for students from different disciplinary backgrounds to learn about responsible and sustainable management. We are creating specific opportunities that emanate from our distinctive capacity as a global university and a business school that combines strengths in environmental and social sustainability with innovation/enterprise. We view students as co-creators of new knowledge on sustainability and encourage them to develop as researchers by exploring novel issues within the field.

New activities and developments 2012-2014:

- The 2013 Global Green MBA Ranking, run by Canadian magazine Corporate Knights, ranked Nottingham University Business School 5th globally and 2nd in the UK.
- We are involved in University initiatives to develop and deliver online open learning courses: *Perspectives on Sustainability* NOOC and *Sustainability, Society and You* MOOC, facilitating multi-disciplinary and cross cultural learning on sustainability.
- At the NUBS UK campus we currently have 77 core and elective modules, across our UG and PG programmes, that are entirely dedicated to social responsibility and sustainability or include some element that addresses such issues. These include economics and finance modules, in which coverage of social responsibility has traditionally been limited. The extended coverage within curricula is formalised through specification of learning outcomes.
- The School's BSc Management has been restructured. All students will take core modules and have access to electives that address business ethics, social responsibility and sustainability issues and a specialist Business and Society pathway has been introduced.

- Following the appointment of the Chair in Sustainability in 2013, we aimed to introduce an MSc in Managing for Sustainability in 2013/14. The intended launch of this programme has been deferred until 2015/16 and is being developed for students from a variety of disciplinary backgrounds.
- NUBS Malaysia and China similarly offer core modules such as Business Ethics, Sustainability Decisions in Organisations and Corporate Social Responsibility, plus a range of electives, that are dedicated to developing students' appreciation of sustainability issues.
- NUBS China are extending their offer each year (e.g., in 2014/15 Marketing & Society will be introduced to the UG programme and Strategies for CSR will be available to students on PG programmes) and continue to integrate sustainability across modules within UG, PG and executive education (e.g., CSR in International Business has been introduced onto the largest executive program run at the China campus). A field visit was organised for the NUBS China module 'Doing Business in China' to visit a company that is leading in the area of CSR. The company introduced students to its management philosophy based on Confucian principles of respect and compassion.
- NUBS Malaysia has further integrated social responsibility and sustainability into a number of degree programmes. For instance, the MSc Islamic Economics and Banking addresses socially responsible investment from an Islamic finance perspective and CSR within the Islamic banking sector. Finance and accounting modules, available to students on a variety of programmes, incorporate sustainability reporting and triple bottom line accounting.
- Alex Trautrim has published a book (with D. Grant and C.Y. Wong) (2013). "Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management.
- Masters students explore a wide range of responsible and sustainable management topics in independent research projects.
- Students undertake research projects in collaborations with companies. Organisations with which they have recently done projects include: Alliance Boots, E-ON, Greengrade Solutions, Corporate Citizenship, Environment Agency, Progression Enrichment, Rolls-Royce and Ogilvy Earth.
- MBA students specialising in CSR will be enrolled as members of the Institute of Corporate Responsibility and Sustainability (ICRS) linking their studies to ICRS's competence development framework.
- NUBS China has established a (non-profit) 'research school' to involve students and local small businesses in collaborative research projects. Students have carried out research for local companies including: the Ecologia Project, which makes hand-made handkerchiefs with the aim of helping laid-off workers, mostly women, gain employment and improve their living standards and the Beevelop Project, which protects and promotes the Chinese wild bees through supporting bee farmers with business skills training.

NUBS Contribute to University of Nottingham's NOOC & MOOC on Sustainability

In 2014 the University of Nottingham ran a MOOC (Massive Open Online Course) *Sustainability, Society and You* via the Futurelearn platform. This is a multi-disciplinary course that addresses sustainability issues including energy, water, food and waste. It also explores moral obligations towards future generations and the links between climate change and poverty. Over 37,000 comments were posted by learners and tutors over the eight weeks that the course ran. The course is running for a second time over the summer of 2014. The

MOOC builds upon Nottingham's *Perspectives on Sustainability* NOOC (Nottingham Online Open Course). The NOOC was set up in 2012 and has run as a non-credit bearing module for two years and is available on all three campuses. In 2014 it will become part of the formal curriculum, giving students across the University the opportunity to develop a multi-disciplinary understanding of sustainability. NUBS contributes to both the NOOC and the MOOC, providing a business perspective on sustainability.



MBA students explore sustainable and responsible business for SMEs

Within Business Practice Week, part of the induction programme for NUBS MBAs, students participate in a one day workshop to explore the challenges and opportunities experienced by small and medium enterprises (SMEs) around responsibility and sustainability. Supported by faculty and our partners, including Business in the Community (BiTC), and local businesses, students work through a process of problem analysis and research to generate ideas and evaluate options for SMEs seeking to integrate social responsibility and sustainability into their business strategies. The workshop aims to develop students' understanding of responsible business in the neglected SME sector. The event also facilitates dialogue and debate among faculty, students and our external partners about social responsibility in this economically and socially important domain.

Principle 3 | Method

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

Building capacity to provide educational experiences that reflect sustainability pedagogy has been inherent to the process of integrating social responsibility and sustainability into our programmes. Over the last ten years we have increasingly adopted teaching and learning methods that support students' development of critical thinking, creative problem solving and sustainability competencies that will enable them to lead transformative change for a sustainable global economy. We have continued to build educational frameworks that are theoretically-informed and evidence-based, and expose students to interactive and problem-based learning processes and environments. As we move forward, we specifically seek to extend opportunities for students to work across cultures and to combine different disciplinary perspectives as they explore sustainability problems and solutions.

A number of key resources have been important in enabling and supporting our capacity development including: wide-ranging expertise in social and environmental sustainability across the University, research centres and institutes within the School with distinctive, relevant competencies and extensive experience of community engagement. However, our networks of students, alumni, academics, governments, companies and civil society organisations, both locally and globally, remain one of the most crucial assets in enabling us to offer educational experiences consistent with sustainable development goals.

New activities and developments 2012-2014:

- HGI's 'Ingenuity Process' supports learning about creative problem solving to raise students' awareness, understanding and capabilities for some of the key elements of entrepreneurial creativity and entrepreneurship in practice. Undergraduate students start their first year of study by using the Ingenuity Process to develop innovative solutions to sustainability problems (see 2012 SIP). The process is also used at PG level and for executive education. During 2014 the Ingenuity Process has been developed into an online toolkit with a social media component.
- ICCSR is developing a *Business Sustainability and Responsibility* NOOC. The course will centre around five key themes: the business of sustainability, corporate responsibility and sustainability, management for change, innovation for changing times and prospects for the future. It goes live in October 2014 and will be open for all staff and students across our three campuses and will afford opportunities for cross cultural and multi-disciplinary debate.

- NUBS participation in the University's NOOC and MOOC is another important initiative that will give UG and PG students, and our various stakeholders, opportunities to participate in cross cultural and multi-disciplinary discussions on sustainability issues and apply this broad thinking to problem solving exercises.
- NUBS China have created a Global Mentorship Programme to support personal development and leadership potential. The programme received the University of Nottingham Knowledge Exchange & Innovation Award. It was the university-wide winner in the Faculty of Social Sciences category <http://www.nottingham.edu.cn/en/business/career-development/global-mentorship-programme.aspx>
- CHILL's research expertise on improving the quality, safety and equity of healthcare provision informs teaching on the Executive MBA in Healthcare as well as other postgraduate modules in public sector leadership and management.
- Dirk Moosmayer, based at our China campus, has published work that explores values within management education - see Moosmayer, D.C. (2012). A Model of Management Academics' Intentions to Influence Values. *Academy of Management Learning & Education* 11(2): 155-173.
- Faculty have developed case studies based on teaching innovations, which have been disseminated within the UK and Ireland PRME Chapter and the Higher Education Academy (HEA). These include: 'documentary making' as a means to promote critical thinking in the mold of investigative journalism; and stakeholder engagement using role play games where students must react to real-time issues alerted through text messages sent to their mobile phones
- We continue to invite practitioners into the classroom to support learning about social responsibility and managing for sustainability. Recent visitors are from organisations including: Business in the Community, Alliance Boots, Experian, Stakeholder Intelligence, Transparency International, Ethics Etc., Cotton Connect, Up the Ethics, *Nottingham Emergency Medical Services*, Sainsburys, First State Investments, Royal Bank of Scotland and the Press Association.
- ICCSR has developed a practise-based collaboration with London Mining Plc. for Managing for Sustainability, a module within the MSc in CSR. The collaboration aims to enhance students' learning experiences, giving them opportunities to interact with senior management responsible for sustainability and board members. Assessment focuses on real company challenges and includes a presentation to the London Mining sustainability team.
- The School encourages student involvement in local, national and international events, including social enterprise projects and sustainability case competitions (e.g., Nespresso MBA Challenge,

The ICCSR develops e-Book *Corporate Responsibility and Sustainability in Practice*

NUBS has recently won funding to develop an e-Book *Corporate Responsibility and Sustainability in Practice* that will be based on the Institute for Corporate Responsibility & Sustainability (ICRS) Competency Framework that is being developed in partnership with several leading UK companies. The ICRS Framework is the result of research and extensive consultation with corporate responsibility and sustainability (CR&S) practitioners, academics and other stakeholders. The aim of the competency framework is to support the

professionalisation of sustainability and responsibility, and to develop knowledge, skills and behaviours necessary to design and deliver responses to global challenges such as climate change, competition for natural resources, population growth and income inequality.

One Planet Sustainability Challenge; Capital One and Youth Net competition; Deloitte MicroTyco challenge; Warwick Business School International Healthcare Case Competition).

- Following the Biotechnology YES! (Young Entrepreneurs Scheme) and Sustainability YES! (previously reported), NUBS is now piloting Social Entrepreneur YES! The competition gives teams of PhD and masters students an opportunity to develop their theoretical understanding of social entrepreneurship and develop a new social enterprise idea. The ideas are presented to a panel of judges, and strong ideas are awarded funding to explore the idea further or set up a social enterprise.
- NUBS China runs a consulting programme, as part of the Nottingham Advantage Award, in which students work in teams on specific business projects. Several projects focus on sustainability and CSR related topics such as waste management, waste water treatment and provide market research/consultancy for sustainable business practices.
- At the Malaysia campus staff and students collaborate on a project to develop business skills in rural communities. Through volunteering in a primary school in the Semenyih Estate, they support children from low income families to build understanding of management skills and develop their aspirations for the future.
- In 2013, we extended the Community Engagement Programme (previously reported) that focuses on student skills, employability and personal and academic development. The Sharing Culture initiative, for which students previously volunteered in local primary and special needs schools to promote understanding of different cultures has been expanded to include volunteering in care homes for elderly people. In addition, a new initiative that brings local school children onto campus for nature walks and craft activities (inspired by students from various cultures) has been introduced.



Enactus teams based in the UK, China and Malaysia master the art of transformative social enterprise



Nottingham's Enactus teams have been consistently recognised for their work. Students on all three campuses have initiated new social enterprise projects to help transform the lives of people in need

in their local communities and internationally. The UK-based teams have previously collected prizes including the UK championship, Northern Team Leader of the Year and Alumni of the Year. At the 2013 UK finals they finished in the top five, won the Student Leaders of the year Awards, the Enterprise Rent-A-Car Diversity Champion Award and were Runners up in The Centrica Team Sustainability Award. In 2013 and 2014 the team was named the Enactus UK Summer Activity Champions. Over the last two years the UK team have run numerous projects across the UK, Cambodia, Sri Lanka, India, Malawi, Tanzania and Kenya and have made significant impact in Ghana with their Beevelop project. We are currently celebrating the news that the team have reached the finals of the G20 Global Business Challenge in Brisbane.

The China team have recently run a green project that won a regional competition in Shanghai and then competed in a national competition

in China to receive the second prize. The project DUGREEN is an environmental-friendly project, aiming to help citizens form the habit of waste classification and raise their awareness of environmental protection. The project team set up a digital information platform, combing rewarding mechanism with merchants in cooperation. At present, with support of government and school, the project team has successfully established a waste classification system that participants can accumulate credits through waste recycling, and redeem credits. See <http://www.enactusunnc.org/en/dugreen/>. (http://www.enactusnottingham.co.uk). The Malaysia team have been involved in projects that assist marginalised communities in the neighbouring region, including projects focused on improving incomes (e.g, The Quail Bird project for an indigenous community in Kg, Sungai Lalang, Semenyih).

Faculty supports the Enactus teams through direct guidance, mentoring and advice from Faculty Advisers and specialist Academic Support, training days with seminars and lectures to help participating students develop their enterprise skill sets and presentation skills development.

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.

NUBS's mission – 'to enhance business and management knowledge and practice in a responsible and sustainable way' - emphasises the centrality of social responsibility and sustainability to the School's strategy. Since the establishment of ICCSR in 2002, the School has built an international reputation for leadership in CSR and sustainability research. The concentration of expertise in ICCSR, combined with compatible interests in other research centres and each of the School's academic divisions, plus diverse sustainability scholarship across the University, has provided a strong foundation to build a broad network of scholars undertaking world class research. Primary goals for research development are to continue to grow sustainability research capacity across the school and to interconnect the areas of distinctive expertise at Nottingham.

As we pursue these goals, we are collaborating with a wide range of practitioner partners to ensure that our scholarly contributions are relevant and impactful.

New activities and developments 2012-2014:

- NUBS is a partner in five successful funding applications to the Economic and Social Research Council (ESRC) to run seminar series on themes related to social responsibility:
 - Innovating for a Low Carbon Economy.
 - CSR in SMEs – A Global Perspective.
 - Marketplace Exclusion: Representations, Resistances and Responses.
 - Philanthropy to the Rescue?
 - Lessons in the Management of 'People Risk': A Multi-disciplinary Approach.
- Our faculty publish research in the area of responsibility and sustainability in leading specialist journals but also mainstream journals across the management subjects and social sciences. In 2012-14 these include: *Organization Studies, Organization, Human Relations, British Journal of Sociology, British Journal of Management, Business History, Journal of Business Research, Journal of Business Ethics, Business & Society, Business Ethics Quarterly, Journal of Management and Governance, Environment and Planning, Journal of Marketing Management, Journal of Cleaner Production, Production Planning and Control, International Journal of Production Research, Society and Economy, Management Accounting Research, Human Resource Management Review, Public Administration and Development, Annals of Tourism Research.*
- Professor Daniel Nyberg was appointed to the School's new Chair in Sustainability in 2013.
- The University set out five global research themes in its Strategy 2020. NUBS faculty and research centres are actively collaborating in the themes with strong links to social responsibility and sustainability: Health and Wellbeing, Sustainable Societies and Transformative Technologies.
- Major funded projects previously reported have been completed (e.g., *Integrating Sustainability into Business Schools; Management Control for Sustainability Strategy*) or are ongoing (e.g., Framework 7 funded project *Impact Measurement and Performance Analysis of CSR*) and faculty have delivered a variety of high impact research outputs (e.g., journal articles, reports, social media, seminars).
- New funded projects include:
 - Daniel Nyberg (UK) has been awarded a Marie Curie Career Integration Grant: *Exploring the Corporate Construction of Climate Change as Risk in Different Industry Settings.*
 - NUBS China has been awarded municipal level grants from the Ningbo Education Bureau and Ningbo academy of social sciences to examine *NGOs' roles in supply chain responsibility and clean technology and renewable energy for Ningbo's marine economy.* At the provincial level the Zhejiang Science and Technology Bureau has awarded a grant to examine *Sustainable construction and diffusion of sustainable innovations.*
 - Staff at NUBS Malaysia are working with the School of Geography on the Management and Ecology of Malaysian Elephants (MEME) project on a *Socio-economic study of farmers affected by Human Elephant Conflict (HEC).* A research grant from the Malaysian government (FRGS) has been awarded to study *The economic consequences of business sustainability initiatives and reporting among listed companies.*
- A number of new sustainability-related topics are the focus of research by early career researchers, supported by NUBS seed corn funding. Examples include projects entitled: *The influence of ethics and integrity on individual behaviour in the accountancy profession; Assessing the impact of outdoor advertising regulation, and Meanings, views and practices of marketing: A business perspective.*
- The Centre for Risk, Banking and Financial Services (CRBFS) continues to run the Trust Index and the Fairness Index to track consumers' perceptions of the financial services sector. The overall aim is to assess the prospects of more meaningful engagement on the part of consumers and evidence of more ethical and professional behaviour on the part of firms. Reports are available at: www.nottingham.ac.uk/business/businesscentres/crbfs/research/researchreports.aspx
- NUBS Malaysia hosted the ICCSR conference in August 2013, focused on the theme "New CSR Dynamics? Institutions and Systems in a more Challenging Era."
- Colleagues in Malaysia are working on a wide range of projects that shed light on Asian perspectives on sustainability. Within this work there is a strong stream of work at the intersection of CSR/ sustainability and finance/economics. The topics cover green banking, CSR and financial performance, CSR and cost of equity financing for firms, CSR and risk taking behaviour of commercial banks, ethics and tax compliance, the application of econometrics and environmental valuation methodologies to solid waste management, climate change, food security and other green issues, green branding, aging and elderly consumers in the marketplace and tourism and sustainable development.

- The community of doctoral researchers working on social responsibility and sustainability topics continues to grow. It includes a growing number of students who are doing multi-disciplinary projects, supervised jointly by faculty from different Schools in the University. NUBS's doctoral training programme includes a specialist pathway for students working in the fields of sustainability, CSR and ethics.

Critical realism conference asks 'How can we organise for an alternative future?'

In July 2013, NUBS hosted the International Association for Critical Realism (IACR) conference. Faced with the urgent challenges of globalization, climate change, sustainability and economic uncertainty, the conference explored how these challenges are, in part, rooted in the modes of organizing inherited from our respective cultural legacies. The primary focus of the conference centered upon the theme of 'organising for a sustainable future', raising questions around transition from 'the philosophy of science to the science of human flourishing'.

There were over 80 attendees at the conference. Keynote speeches were delivered by esteemed scholars in the field such as Margaret Archer and Roy Bhaskar. The conference provided the basis for a special issue of the *Journal of Critical Realism* edited by Lee Martin, Nick Wilson and Steve Fleetwood. The special issue explores the potential of critical realism to offer researchers a meta-theoretical framework that not only deepens opportunities to offer causal explanations of existing phenomena but also provides the means to ask: how might things be different in other possible futures?

NUBS launches the Centre for Health Innovation, Leadership and Learning (CHILL)

In October 2013, NUBS launched the Centre for Health Innovation, Leadership and Learning (CHILL). The core aims of the research centre are to support innovation and improvement in the organisation and delivery of healthcare through undertaking cutting-edge applied health research, and by supporting the translation of evidence into practice. Current research projects focusing on improving quality and safety and integrating health and social care fit with the social sustainability agenda through targeting issues known to affect the effectiveness and equity of current healthcare provision. The centre collaborates with partners that include: East Midlands Academic Health Science Network (EM-AHSN), NIHR CLAHRC East Midlands, East Midlands Local Education and Training Board, East Midlands Leadership Academy, Trent Clinical Skills and Simulation Centre, Nottinghamshire Healthcare NHS Trust, Nottingham University Hospitals NHS Trust, Institute of Mental Health, NIHR MindTech Health Technology Cooperative, Circle Healthcare and the new NIHR CLAHRC East Midlands research collaborative. We look forward to synthesising the expertise of CHILL scholars and partner organisation to explore social sustainability issues such as vulnerability, community capacity and employee welfare.

NUBS Doctoral researchers break new ground in understanding the creation of sustainable social, environmental and economic value.

Current PhD topics include:

- CSR communication in social networking sites: Exploring dialogical processes of legitimation
- How does the phenomenon of 'institutional duality' affect the adoption of the CSR reporting practice by MNC's subsidiaries in an emerging country?
- Investigating the case for gendered CSR in agricultural supply chains
- Non-profit business partnership and the co-creation of CSR value
- Identity and authenticity in social and corporate entrepreneurship
- Social processes in social entrepreneurship
- The unfolding of social entrepreneurship as a process in an emerging economy context
- A tourist's construction of identity and power in the responsible consumption of tourism
- The social sustainability of heritage visitor attractions interpretative technologies
- Women entrepreneurs' access to debt finance in Bangladesh
- Greek banking system: Efficiency and the crisis
- Corporate finance, corporate governance, liquidity management
- Binding through branding: The impact of branding on consumer trust in the financial services sector
- Individual preferences for socially responsible investments
- The underutilization of the green technology financing scheme
- Determinants of capital structure during the 2008 crisis: Are old firms more likely to survive the crunch?
- Technology adoption among the elderly: A cross-cultural study
- Understanding the sharing economy: The effects of digital technology
- Consumer privacy: Exploring consumers' propensity to disclose personal information to commercial organisations
- Engagement and co-creation of value in health social marketing
- Commissioning for quality and innovation in community stroke care
- The impact of NHS commissioning arrangements on vulnerable people
- The role of clinical nurse leaders in the development and maintenance of patient safety cultures
- Family business in Hong Kong: An anthropological study of well-being

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.

Our network of partners has been crucial to our progress in implementing the PRME and a primary resource in implementing our strategy to produce leading CSR and sustainability research and to create exceptional learning opportunities. The network includes students, alumni, academics and practitioners from many different types of for-profit and non-profit organisations. We are fortunate that these partners support the School with great enthusiasm and commitment and we are proud to see the network grow year on year, nourished by a shared interest in learning and a desire to impact sustainability and CSR practices in the twenty first century and beyond. We also seek to contribute to the community via these partnerships and our students and faculty support a wide range of our partner organisations.

New activities and developments 2012-2014:

- NUBS has long established relationships with many different types of organisations with which we work on various activities including research collaborations, teaching and learning initiatives, student projects and speaker events. We have continued to expand our external links via all of these activities over the last two years, as illustrated through the activities linked to Principles 2, 3, 4, 6 and 7.
- The advisory boards for the School and our research centres encompass a wealth of expertise on sustainability and CSR (see previous SIP reports). New members of the School advisory board since 2012 include Glenn Crocker, CEO, BioCity; Alisa Gough, Principal, Nottingham University Academy of Science and Technology; Lucy Haynes, Director, CBI East Midlands; Graeme Pike, Global Advisory COO, PriceWaterhouseCoopers; Peter Richardson, Chairman, D2N2 Local Enterprise Partnership and Steve Thomas, Managing Director, Strategic Development, Experian plc.
- New members of the ICCSR advisory board in the last two years include Andrew Crane, Professor of Business Ethics at York University (Toronto) and Mike Kelly, Head of CSR at KPMG Europe.
- We continue to work with external partners for the collaborative supervision of doctoral research. Partnerships for new PhD projects since 2012 include Business in the Community, Capital One and Experian.
- 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 2012-14 speakers included:
 - Willie Walsh, Chief Executive, International Airlines Group (IAG)
 - Sir Paul Smith, Designer and Chair, Paul Smith Ltd.
 - Judith Nelson, UK Personnel Director, Tesco plc.
 - Mark Ovenden, Chairman and Managing Director, Ford of Great Britain.
 - Greg Hinckley, President, Mentor Graphics
 - Rob Johnson, Director, Procurement, JaguarLandRover
 - David Hurst, speaker, writer, management educator
 - Michael Woodford – CEO Olympus turned whistleblower.
 - David Logan, Co-founder and Joint Chair of Corporate Citizenship
- HGI's seminar series continues to explore the relationship between innovation and sustainability. Recent speakers on this topic are:
 - Professor Jim Crilly, Senior Vice President, Strategic Science Group, Unilever.
 - Stuart Redshaw, CYO and Co-founder 4energy Ltd
 - Daniel Nyberg, Professor in Sustainability, University of Nottingham.
- A number of public lectures have been hosted by ICCSR:
 - Richard Murphy, Tax Research UK
 - Polly Gowers OBE, CEO and Founder of Everyclick Ltd
 - Sir Ralph Moody Stuart, Responsible Leadership: Lessons from the Front Line of Sustainability and Ethics.
- ICCSR hosts lunchtime seminars that bring a practical perspective to teaching and learning. The seminars are open to all Business School postgraduate students including MBA. Recent seminars have been led by:
 - Claire Hitchcock, Director, Europe & International Community Partnerships – GSK
 - Erinch Sahan, Private Sector Policy Adviser – Oxfam
 - Owen Watkins, Regional Compliance Manager - Siemens UK
 - Richard Murphy, Founder of Tax Justice Network
- Staff and students at NUBS UK have joined forces with three Nottingham-based companies - Capital One, Eversheds and Ikano – to deliver a financial literacy programme called 'Cheese Matters!' to children at the city's secondary schools. 'Cheese Matters!' was developed by the three companies in 2012. The collaboration with NUBS in 2013 has contributed an expanded pool of volunteers to deliver the programme and offered students opportunities to network with local businesses that foster cultures of socially responsible business.

- Our faculty sit on advisory boards and committees for a variety of institutions:
- Other universities e.g., advisory committee for the University of Luneberg Sustainability Faculty; advisory board for University of Loughborough's APRES project on sustainable sourcing.
- Professional bodies e.g., ACCA Sustainability Reporting Awards Scheme.
- National public authorities e.g., Financial Services Authority Advisory Panel on Consumer Purchase Outcomes; Department of Constitutional Affairs; Civil Justice Council; Department of Health; Steering Committees for National Forest Company Projects.
- International public authorities e.g., World Health Organization Network of Collaborating Centres in Occupational Health.
- NUBS Malaysia have run CSR workshops in Korea, Japan and Malaysia covering issues such as impacts on employees, global enterprise and the dynamics of Asian economies.
- At NUBS China, a Dean's forum was organised in 2013 on 'How to Prevent Fraud in Chinese Companies' with keynote speeches from NUBS China faculty and the participation of around 40 representatives of Chinese firms; faculty have contributed international expertise to a special policy study on CSR for Green Development for the Chinese Council for International Cooperation on Environment and Development; faculty members are working with a Chinese labour NGO, the Institute for Contemporary Observation, on CSR along global supply chains.



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.

Over the last ten years we have sought to enhance the value of our network by facilitating dialogue and debate on social responsibility and sustainability issues among academic and other stakeholder communities. The ICCSR plays a primary role but, increasingly, activities from across the School converge to contribute to this venture. Many items featured in the preceding pages of this report serve to promote dialogue; here we report those for which enabling debate across diverse audiences is a primary purpose.

New activities and developments 2012-2014:

- The five ESRC seminar series (reported under Principle 4) bring together academics, policymakers and practitioners to engage in dialogue on an array of social responsibility and sustainability themes.
- In June 2013, the ICCSR hosted their Annual Symposium – Gender and Responsible Business. The conference featured academics and contributors from a range of organisations including: Rio Tinto, Homeworkers Worldwide, International Finance Corporation, Ernst & Young and Corporate Citizenship.
- The ICCSR continued to run the Season of Films in partnership with Broadway Cinema, Nottingham. All screenings are open to the public and free tickets are provided to NUBS students. Recent films include:
 - *Revenge of the Electric Car* - introduced by Alan Simpson, former MP and environmental campaigner.
 - *The Flaw* - introduced by Philip Augur, author and member of the cross-party Future of Banking Commission chair and adviser to the Scottish Parliament's inquiry into the banking crisis.
 - *Shadows of Liberty* - introduced by Jeremy Moon, Professor of Corporate Social Responsibility.
 - *Canned Dreams* - introduced by Alison Ward, sustainability advisor to businesses and NGOs.
 - *Something Ventured* – Introduced by Rob Carroll, Director of Catapult Ventures.
 - *We Steal Secrets: The Story of Wikileaks* – Introduced by Francesca West, Policy Director at Public Concern at Work.
 - *Nalini by Day, Nancy by Night & The Phantom of the Operator* – Introduced by Professor Laurie Cohen.
 - *Gasland II* – Introduced by Professor Daniel Nyberg.
- The School contributed one case study *The Spirit of Leadership: New Directions in Leadership Education* to the UN PRME Inspirational Guide, which was published following the 2013 UN PRME Summit in Lake Bled *New Ways of Developing Leaders for the Future We Want*. A second case *Lights, camera, reflection! How modelling investigative documentaries may help develop*

critical thinking was presented at the UK and Ireland Chapter Conference in 2014.

- Dirk Moosmayer based at NUBS China, organised a PDW *Responsible Management Education in Action: Organizational, Curricular, and Classroom Practice* at the 2014 Academy of Management conference. The workshop was awarded the MED-ASFOR Best PDW Award.
- Individual faculty contribute to debate by speaking at a wide variety of events and generating output for non-academic audiences. Below are just some examples of these contributions:
 - Mohan Avvari, based at NUBS Malaysia, was invited to be a key note speaker at the International Symposium on Global Business – Challenges and Leadership, SDM-IMD Mysore, January 4th 2013. Mohan's speech was based on his case study research into business organisations that have developed multi-faceted sustainability oriented practices.
 - Sally Hibbert and Andrew Nolan (Director of Sustainability, University of Nottingham) were invited as keynote speakers for the 2014 Environment Association for Universities and Colleges (EAUC) Conference. The presentation focused on Embedding Sustainability Across the University: Strategies and Challenges at the 2014 Environment Association for Universities and Colleges (EAUC) Conference.
 - Christopher Barnatt has spoken on sustainability issues at various events: *The Future of Business* delivered for UK Trade & Investment on as part of the launch of national growth month; *Green Mondays*; *Technologies that will Change the World*, presentation and panel Q&A at Bank of America in London: http://www.greenmondays.com/region/diaryDetail.php?event_ID=120; *The Next Industrial Wave* - a presentation for Novozymes Biopharma; *Sustainability: The Challenge for the Culture Sector* at the annual Engage conference; Chris has also written on these issues in the national press "Is sustainability a dangerous myth fuelling over consumption?", *The Guardian*, 28th October 2013: <http://www.theguardian.com/sustainable-business/sustainability-dangerous-myth-over-consumption?commentpage=1>



The Better Business blog flourishes

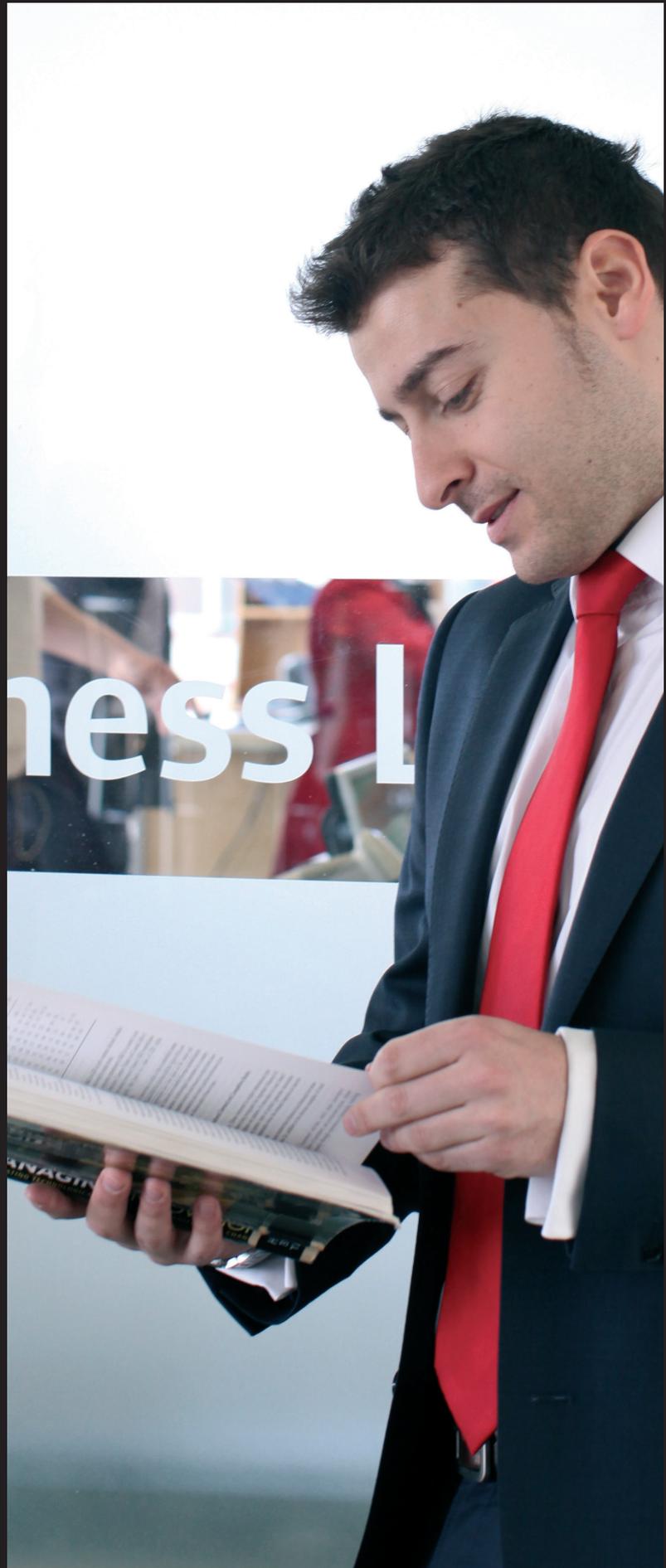
The Better Business blog, established by ICCSR in 2012, has run successfully for two years receiving over 15,000 page views. A wide range of our partners contribute to the blog on topics linked to policy, practice, research and education.

The blog acts as a focal point for thoughts, reflections and commentary on responsible business, business ethics and sustainability. It was designed to be a flexible and informal communication channel, a mechanism to capture events and activities as they happen and to support our broader social media strategy. In addition to its role as a communication channel the blog brings a number of benefits: it enables informal and technically accessible reporting of activity and progress, improving our dialogue with key audiences; provides a platform for students and in particular doctoral researchers to share thoughts and ideas; and enables events to be reported quickly – making our activities tangible and accessible to a wider audience.

NUBS China Alumnus Ma Li debates with national leaders on China Central TV's *The Voice*

NUBS China alumnus Ma Li graduated with a first class BA Honours degree in Finance, Accounting and Management in 2013. He is the founder of the Nottingham Debating Union China (NUDC), a popular student organisation with over 200 members designed to promote British Parliamentary style debating and create a platform where bright minds can gather to appreciate the value and enjoyment of intellectual discourse at the University of Nottingham Ningbo China (UNNC). He has represented UNNC in a variety of international debating tournaments such as the Malaysia Open 2013 and the China Open 2012 and has won the Nottingham University Debating Championship. He was also Convenor of the first China Debate Camp 2013, an international debating tournament with 150 participants from all over the world.

Ma has been able to harness his communication through several appearances on the TV programme 'Voice' which is broadcast nationwide by China's most influential channel CCTV-1 (China Central Television). The programme pairs distinguished Chinese celebrities in compelling conversations with outstanding youth leaders. Ma has engaged in discussions with celebrities such as Under Secretary General for the United Nations Department of Economic and Social Affairs, Sha Zukang. Ma was voted as a candidate for the 'Top 10 National Youth Leaders of The Year' award and currently ranks second among all 20 candidates.



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.

The University of Nottingham is committed to being a leading green university and environmental sustainability is one of the guiding principles in the University's Strategic Plan. NUBS actively applies environmental policies and strategies developed at a university level and leads engagement and innovation initiatives at a School level to improve organisational practices.

New activities and developments 2012-2014:

- The University of Nottingham was the first university to win the Green Flag Award for its parks and gardens. In 2013, the Green Flag, awarded for the eleventh year running, was extended to Jubilee Campus, where the Business School is based.
- In 2013 Nottingham was again ranked first in the UI Green Metric World University ranking of the world's most environmentally-friendly HEIs.
- University-wide there has been £5.8million invested in carbon reduction projects since the carbon management plan was published in 2010. By 2013 carbon emissions had reduced from 68,000 tonnes to 61,320, exceeding the planned reductions despite increasing student numbers and a greater number of buildings. The University has introduced technologies such as PowerMan, to switch PCs to a low-power mode after a period of inactivity and is currently trialling management tools to measure and reduce energy consumption. Transport measures include free inter-campus shuttles; additional bus routes to the city; green estates transport; strategy for cycling (including expansion of bicycle parking space; tax free cycle purchase scheme; information and promotion; implementation of the Nottingham City Workplace Parking Levy (2010). Similar developments are being pursued at the China and Malaysia campuses (e.g., segregated recycling bins, central systems to turn off air conditioning at the end of the working day). The University also has an Environmental Champions Network.
- In 2012-13 the University planted its Diamond wood in partnership with the Woodland Trust. The 60 acre site will "lock up" on average 105 tonnes of Carbon Dioxide (CO₂) every year for 100 years.
- There is a supportive culture for community outreach within the University. Formal systems include the University's Staff Volunteering Scheme and Community Partnerships, while Activity Review and promotion criteria encourage staff contributions to the community. Over the last two years, members of staff have been involved in a wide range of local and national activities:
 - NUBS UK staff volunteer in Nottingham for the Number Partners Scheme and Time to Read Scheme, Teach First Scheme, Scout Movement, School Governors, the 2012 Paralympics, Prince's Trust, sports coaching, support for the elderly and local heritage. Recent fundraising activities include contributions via Operation Christmas Child, Children in Need, the Nottingham Life Cycle campaign and the Movember campaign.
 - NUBS Malaysia faculty are involved in volunteering for:
 - Community education initiatives (e.g., sessions for a course targeted at *Women in Need* for 25 single mothers working towards their Diploma, sessions on social entrepreneurship for an NGO involved in youth development).
 - i-RESOLVE Foundation (International Research Institute for Economic Progress and Social Well-being), a foundation established to conduct research that contributes to policy planning by the Government of Malaysia for greater economic progress and improved social wellbeing of Malaysians, in particular for the benefits of poor single mothers, handicapped children and other vulnerable groups.
 - Community-centric business practices in Terengganu, aiming to create awareness on ways to improve socially responsible practice among small entrepreneurs and the long-term implications for the community.
 - Fundraising for the Kyoto-Fukushima Family and Friends Family Reunion project.
- NUBS students are encouraged to engage in extra-curricular activities with non-profit organisations through a process of setting personal development goals, which is part of the tutoring system.





MBA alumni launch innovative stand-up comedy social enterprise to help recovering addicts

Two Nottingham MBA alumni - Mark Christian and Kirstie MacDonald - recently set up a ground-breaking social enterprise called 'Laughing Matters' that uses stand-up comedy to help rebuild confidence and self-esteem in recovering addicts. The venture came out of the MBA Social Entrepreneurship module that Mark and Kirstie took together. The School has backed the launch of 'Laughing Matters' by helping to gain national media coverage. It also organised an alumni networking event to support a fund raising concert for the project. The concert was held at the Theatre Royal, Nottingham and included a cast of well-known comedians including Harry Hill. The project and the event were featured on Radio 4's Today programme, available via the BBC iPlayer at <http://www.bbc.co.uk/programmes/b039rwc5>

Waali gives access to education for financially disadvantaged students in Africa

Ulf Richter, a member of faculty at NUBS China, is a founding member of a non-profit organisation, Waali (www.Waali.org), that supports access to education for financially disadvantaged students in Africa. Waali is dedicated to merit-based, accessible education for all, in line with the Millennium Goals. The primary objective is to facilitate college education for outstanding students, paving the way for a sustainable future of the African continent.

From student volunteering to creating the first ever network of women's libraries in the UK

Zaimal Azad came to Nottingham from Pakistan in 2009 and joined the BA(hons) Management programme in the Business School. As a student, she volunteered part-time at the Nottingham Women's Centre. The Women's Centre is run by women for women in Nottingham and aims to help build self-confidence and develop skills through a programme of training courses, activities and other support services. When Zaimal graduated in 2012 she took up a full time post in the Women's Centre. She had considerable previous experience in third sector organisations - as Events Co-ordinator for the University of Nottingham Pakistan Society, a volunteer at Save the Children UK and The Citizens Foundation (a non-profit organisation concerned with improving education in Pakistan). Zaimal recognised the extraordinary impact the Women's Centre has had on her life: "My introduction to the Centre was very much through the University and since then, the Centre has been an immensely valuable part of my life on a professional and personal level... this place has given me the confidence and opportunity to do some amazing things - such as starting the first ever network of women's libraries and archives in the country, being one of the organisers of Nottingham Women's Conference and many other things. The library, which has been a special project of mine, is literally a dream come true; starting a library was my first ever ambition at the age of 6!"

Looking to the future

We continue to pursue our long standing goal to be a socially responsible business school. Primary strategic objectives are to further integrate our research expertise, extend teaching and learning activities that develop staff and students' sustainability literacy and capabilities and continue to build capacity and links across all three campuses.

Key elements of our medium-term plans that will contribute to this goal include:

- Establishing a Social and Environmental Responsibility Group (SERG) at the China and Malaysia campuses to take responsibility for implementing the UN PRME and support the University's aspirations as a sustainable HEI.

- Continuing to embed teaching and learning on responsibility and sustainability into our undergraduate and postgraduate programmes, through the formal and informal curricula and extra-curricula activities.
- Extending capacity building activities involving academic and non-academic staff, students and our external partners.
- Achieving greater integration of the School's distinctive capabilities to contribute new knowledge of sustainability, drawing upon our international capacity and opportunities to combine expertise from research institutes such as ICCSR, HGI, CHILL and CRBFS.
- Extending multi-disciplinary work through collaboration with other Schools in the University and beyond.
- Involving students in the implementation of the University's Environmental Strategy at the Business School and identifying new opportunities for improving our environmental performance.

