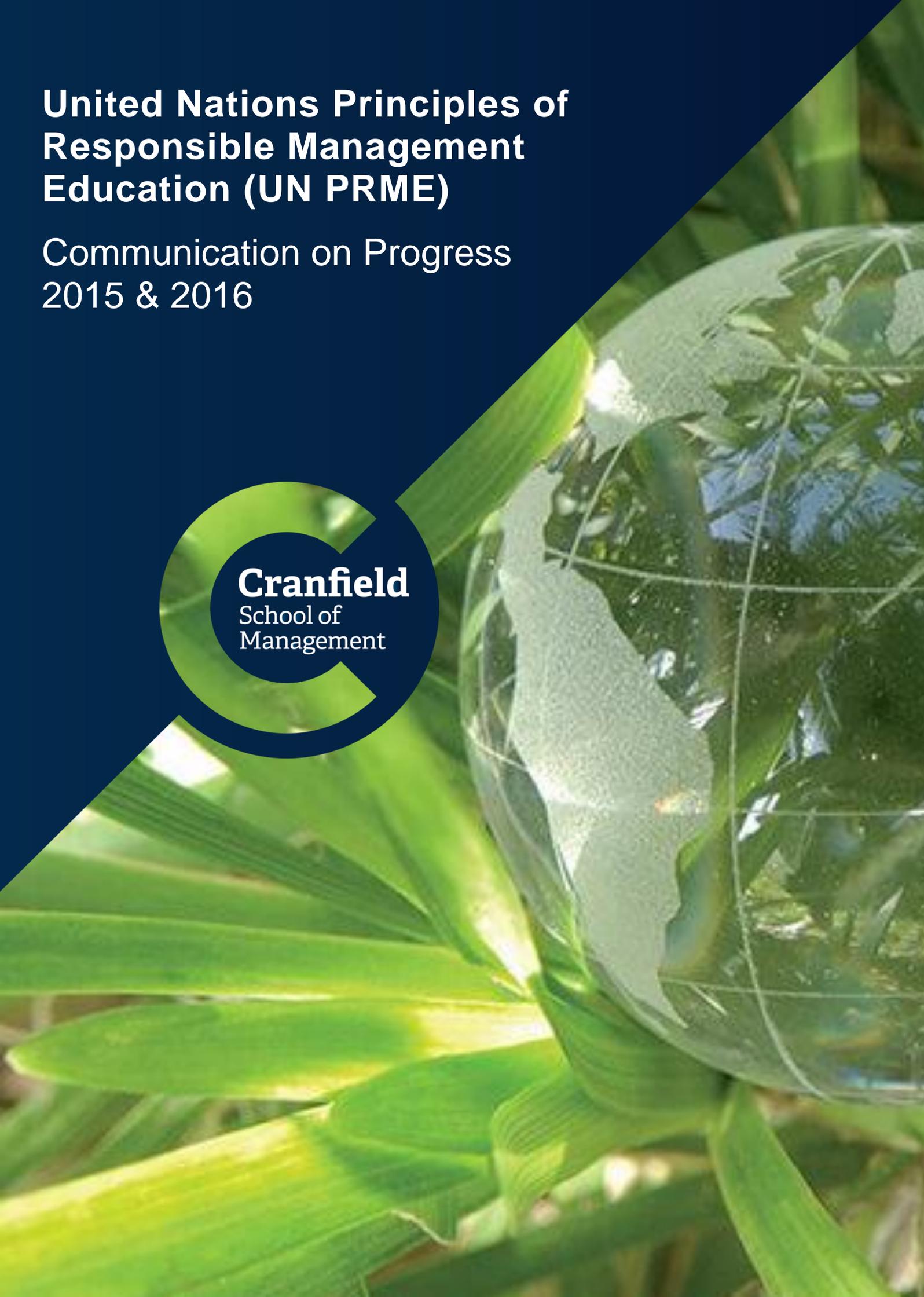


United Nations Principles of Responsible Management Education (UN PRME)

Communication on Progress
2015 & 2016

The logo consists of a dark blue circle with a white stylized 'C' shape cut out of it. The text 'Cranfield' is in a large, bold, white sans-serif font, and 'School of Management' is in a smaller, white sans-serif font below it.

Cranfield
School of
Management





United Nations Principles Of Responsible Management Education (UN PRME)

Communication on progress 2015 & 2016

Cranfield School of Management is delighted to submit this fourth Communication on Progress to UN PRME covering the calendar years 2015 and 2016. This report was unanimously approved by the School of Management executive on March 16th 2017

The Mission of Cranfield School of Management is to improve the practice of management. Our distinctive capability is to develop knowledge in the context of application uniting the world of business with the world of academic scholarship. As such we strive to ensure academic rigour and practitioner relevance and impact, and to create a virtuous circle that links research, practice, consultancy and teaching.

The “Virtuous Circle” – link to mission

Graduate programmes:

- MBA (full-time and part-time)
- Extensive MSc portfolio



Research:

- Faculty research
- PhD and DBA programmes
- Research centres; championing “best practice”

Executive Education:

- Customised Development
- Open Programmes and Conferences

**generating, integrating, customising learning;
transforming knowledge... into understanding... into action**

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In our PRME at Cranfield

As a worked example of Cranfield’s Virtuous Circle in action, in relation to the UN PRME, consider our work with the Gulf State of Qatar to tackle the critical issue of food waste. This began as a research project. Today it is a living example of a business school responding to all six PRME in practice.

Principle 4 – Research: To advance our knowledge of sustainability

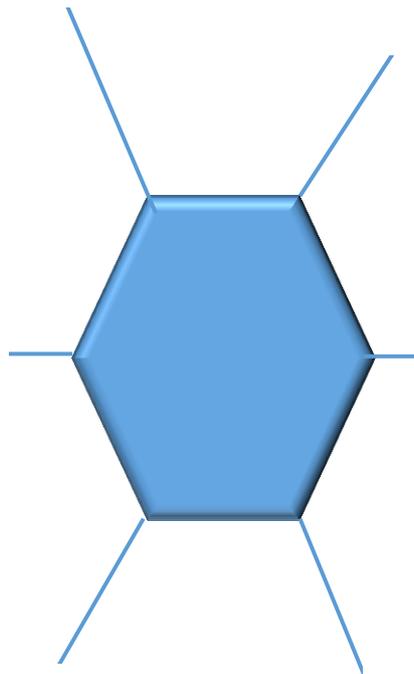
Safeguarding Food and Environment in Qatar (SAFE-Q), sponsored by Qatar National Research Fund (QNRF), aims to promote food waste reduction as a complementary strategy to Qatar’s ongoing efforts for achieving food security and environmental sustainability and contributes to the implementation of ‘Qatar’s National Vision 2030’. It focuses on the long-term sustainability of the food supply chain and the interconnection between the four principles of economic, human, social and environmental development.

Principle 5 – Partnerships: To support policy and decision makers

SAFE-Q is collaborating with Qatar’s Ministry of Development Planning and Statistics who are disseminating the surveys on consumer food waste behaviour in Qatar. This collaboration is seen from policy maker’s viewpoint supporting a sustainability agenda in Qatar, complimentary to implementing Qatar’s National Vision 2030. This vision focusses on the long-term sustainability of food supply chain and the interconnection of four principles: economic, human, social and environmental development. Moreover, along the lifetime of the project the SAFE-Q has engaged retailers and non-governmental organisations in the region and found strong support for its efforts to understand and suggest actions to reduce and eliminate where possible the food waste.

Principle 3 – Method: To create educational frameworks

The SAFE-Q has produced a completed MSc Thesis on food waste which explores the waste occurrence along the food supply chain from harvesting through distribution to final consumption. Moreover, cultural aspects of food waste are also under preparation to show how different cultures have different attitudes towards food waste.



Principle 6 – Dialogue: To continuously engage with stakeholders

The SAFE-Q has a blog that is updated bi-weekly to disseminate information and outcomes of food waste reduction research. This blog engages a diverse audience by sharing the research findings and project progress for the interested public on <https://blogs.commons.georgetown.edu/safeq/>. This medium is used as an output of the findings of the cause-effect relationship of food waste factors for members of an expert panel which consists of academics, professionals, students in food distribution and food safety domains.

Principle 2 – Values: To embed values in the curricula

The food inventory management knowledge generated from the SAFE-Q project has contributed to the teaching of concepts and theories in the Inventory and Operations Management Module of the MSc Logistics and Supply Chain Management Programme of SoM and the MSc Food Resilience Programme offered by the SWEE.

Principle 1 – Purpose: To develop students’ capabilities

Each year we propose MSc thesis projects out of the SAFE-Q research project where the students are exposed to societal and environmental consequences of running supply chains, particularly food supply chains and how the decisions made at various stages are interrelated and impacting on the sustainability.

Cranfield Logistics and Supply Chain Management Faculty Work on Food Waste

Cranfield aims to be not just **about** business but **for** business. Through our explicit focus on the design, delivery, dissemination and implementation of innovative processes and practical solutions for different stakeholders, the essence of Cranfield is to engage with a world beyond academia and to have a positive impact on business and wider society. Engagement with policy and practice is not just expected but required of academic staff. In doing this we **innovate** and **engage** to create demonstrable impact – across our research, and our programmes (both degree and executive education). Below are just a few examples of how we do this within the spirit of the UN PRME: <http://www.unprme.org/>

Principle1

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..

MSc in Technology, Innovation and Management for a Circular Economy

Cranfield School of Management, in collaboration with other Cranfield Schools and the Ellen MacArthur Foundation, is developing an innovative pan-University MSc in Technology, Innovation and Management for a Circular Economy. This MSc course will educate industrial professionals who wish to develop knowledge and skills in managing the transition of their organisation towards a Circular Economy. Professor Sir Peter Gregson, Vice-Chancellor of Cranfield University, has said:

“Cranfield has been leading thinking in the circular economy through our research on sustainable design and corporate responsibility for some time. We are already one of six circular economy ‘Pioneer Universities’ in the world, working with the Ellen MacArthur Foundation, and we have hosted successful summer schools and hackathons with businesses exploring the potential of this area. The MSc in Technology, Innovation and Management for a Circular Economy will allow us to contribute substantially to making this an industrial reality.”

The MSc course draws on the expertise of the circular economy thought-leader the Ellen MacArthur Foundation, whose team has worked closely with experts at Cranfield’s Centre for Creative Competitive Design to develop the course. Through Cranfield University’s membership of the Ellen MacArthur Foundation’s Pioneer University network, students on the course will benefit from contributions by leading businesses that are collaborating on circular economy innovation.

<https://www.cranfield.ac.uk/courses/taught/technology-innovation-and-management-for-a-circular-economy>

Management and Corporate Sustainability MSc

The School of Management's MSc in Management and Corporate Sustainability provides participants with the knowledge and practical skills for a successful business career with an emphasis on corporate sustainability. It teaches both management and corporate sustainability theory and concepts and how to apply them practically in a real-world business environment. The programme is taught by faculty from across the School of Management and other Cranfield University schools but also involves guest lecturers from a range of different businesses grappling with embedding sustainability, as well as NGOs and regulators.

The course includes an innovative 'Sustainability in Practice' module that engages students in live problem-solving with a client organisation. In 2016, the client was the Zoological Society of London (ZSL) - a charity devoted to the worldwide conservation of animals and their habitats.

<https://www.cranfield.ac.uk/som/masters-courses/management-and-corporate-sustainability>

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.

The Non-executive Director seminar

The Non-executive Director seminar, run by Cranfield School of Management for nearly two decades, majors on the *behaviour* of non-executives rather than just the regulations on corporate governance, and discusses the importance of acting properly and ethically, even at the personal risk of unpopularity in the boardroom. <https://www.cranfield.ac.uk/som/open-executive-programmes/leadership/the-non-executive-directors-seminar>

Cranfield has been part of the judging panel for the past decade, for the Sunday Times Non-Executive Directors run in association with Peel Hunt. The NED Awards recognise the achievements of NEDs within the Business and Not-For-Profit/Public Sector communities. Cranfield's participation is part of the School's efforts to improve the quality of governance.

Sustainable Innovation Exchange

EU InnovatE - explored if policy can encourage innovations to achieve more sustainable lifestyles in Europe. Cranfield was part of a collaborative project involving 14 business schools which examined how European Union policy can encourage its citizens to generate innovations which will help us live more sustainable lives. Cranfield's contribution included a "Sustainable Innovation Exchange" run in May 2016 with the stakeholder intelligence and engagement strategic consultancy: GlobeScan. The Sustainability Innovation Exchange was a series of text-based online conversations led by Cranfield and hosted by GlobeScan which explored how policy can channel the innovative power of individuals towards more sustainable ways of living: http://www.globescanforum.com/sustainability_innovation_exchange/about.php

Principle 3

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

Developing female talent pipeline for a major global financial services firm

Building on Cranfield's expertise over more than two decades in women's leadership, the School of Management is currently working with a major global financial services firm to help them increase the number of women at the top of their executive pipeline. The target is 30%. Cranfield is working both with high potential women and senior executives. There are two programmes for the senior women (different levels). The most senior group have a 2.5 days of training at Cranfield focused on leadership, incorporating strengths based coaching, sponsorship with the executives, role models with the top women and webinars. The second mid-level group have a 3-day programme at Cranfield focused on their careers, incorporating peer development groups, mentors from the senior group of women and webinars. Senior executives from the bank are also very involved in this programme.

The BP Deepwater Horizon Disaster Teaching Case in real-time

School of Management faculty from different management disciplines developed and taught a case real-time on the 2010 BP Deepwater Horizon Disaster. An academic journal article explaining this process and the lessons from it: "The BP Deepwater Horizon Disaster: Developing & Teaching a Teaching Case as the Crisis Unfolded" was published in the Journal of Corporate Citizenship in March 2016.

<http://www.ingentaconnect.com/content/glbj/jcc/2016/00002016/00000061/art00008>

"Time to get our hands dirty. And then wash them."

One of the School's successful doctoral programme students and now Visiting Fellow, has researched and written: "*Time to get our hands dirty. And then wash them.*" This is a MBA and marketing masters case study, looking at consumer behaviour change in the context of the fmcg category. The case looks at sustainable consumer behaviour challenges in Europe and Asia, focusing on Unilever and its Sustainable Living Plan and the pursuit of sustainable consumer behaviour change.

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. **Academic Research collaborations** and projects with practical impact and often with innovative, multi-disciplinary themes/outputs include:

- **Building dynamic approaches to risk to achieve future success:** We produced a report on behalf of the UK association for risk and insurance management professionals, Airmic, entitled Roads to Resilience. We interviewed those with risk management responsibilities at eight different organisations, which have achieved resilience in different ways.

[http://www.som.cranfield.ac.uk/som/dinamic-content/media/Sherry%20Davison/Executive%20Briefing%20\(final\).pdf](http://www.som.cranfield.ac.uk/som/dinamic-content/media/Sherry%20Davison/Executive%20Briefing%20(final).pdf)

- **Achieving water sustainability for Milton Keynes.** Cranfield has produced a report, entitled 2050 Futures – Water Sustainability, which provides recommendations to achieve long-term water sustainability for Milton Keynes, currently the fastest-growing city in the UK. Milton Keynes Council commissioned this water sustainability report as part of the infrastructure evidence informing the Commission’s vision. <https://www.cranfield.ac.uk/som/case-studies/complex-systems-research-centre/2050-futures-water-sustainability>
- **The International Centre for Infrastructure Futures (ICIF)** is integrating social and engineering sciences to inform Government policy and industrial practice around infrastructure planning and management. Funded to the tune of £4.3 million through the ESPRC, Cranfield is one of six universities partnering in the Centre alongside University College London, University of Sussex, University of Bristol, University of Southampton, University of Brighton. <http://www.icif.ac.uk/>
- **Corporate Responsibility Coalitions: The Past, Present & Future of Alliances for Sustainable Capitalism** co-authored by the director of the School’s Doughty Centre for Corporate Responsibility was awarded the Best Book in Social Issues in Management by the Academy of Management in 2015. <http://www.sup.org/books/title/?id=22910>
- **Project SCALE (Step Change in Agri-Food Ecosystems)** aims to increase economic competitiveness but, as importantly, to also improve environmental and social sustainability of food and drink supply chain logistics across North-West Europe. Cranfield was the lead partner in the three-year project which involved other research institutions (University of Artois and Wageningen University), working in collaboration with DHL and European Food and Farming Partnerships (EFFP). <http://www.som.cranfield.ac.uk/som/p17313/knowledge-interchange/management-themes/supply-chain-and-logistics-management/news/scale-step-change-in-agri-food-logistics-eco-systems>

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. **Cranfield’s impact on practice in the business community** include:

Cranfield researchers working individually, in transient cross disciplinary teams or more permanent research centres have co-created knowledge to the benefit of more than 250 different organisations in the **private, public (including government) and Third sectors** world-wide.

Private sector beneficiaries include: Rolls Royce, HP, GSK, BP, BT, IBM, TATA Global Beverages, HSBC, RBS and P&G; **While UK public sector beneficiaries include:** 12 NHS Hospital Trusts, 5 Fire & Rescue services, 10 County and Borough Councils and various government departments including DWP, Foreign & Commonwealth Office, Ministry of Defence,

HM Treasury and Department for Environment, Food & Rural Affairs, and agencies including Environment Agency and National Audit Office.

There is also impact on Third sector organisations such as English Heritage Barnardo's, and Oxfam GB.

Project Leadership Programme

Cranfield has been selected by the UK Government Cabinet Office to run a Project Leadership Programme (PLP) in collaboration with PA Consulting Group and The Project Academy for senior civil servants responsible for major government projects. This involves delivering a customised programme to over 300 government staff each year for the next five years.

<https://www.cranfield.ac.uk/som/research-centres/centre-for-business-performance/project-leadership-programme-plp-fact-sheet>

Corporate Responsibility and International Human Resource Management

Cranfield authors wrote the chapter on Corporate Responsibility and International Human Resource Management (a new chapter) for the third edition of International Human Resource Management: Contemporary HR Issues in Europe (Global HRM) 3rd Edition - March 2016.

<https://www.amazon.co.uk/d/Books/International-Human-Resource-Management-Contemporary-Issues-Europe/1138776025>

Flexible working arrangements

Flexible working arrangements – shaping UK and international policy. Our research examined the impact of flexible working on employee performance. It also explored the factors that influenced successful implementation of flexible working practices. Nationally and internationally, the research has informed debate in several policy and professional organisations – e.g. the Equality and Human Rights Commission, the Chartered Institute of Personnel and Development (CIPD), Eurofound (the European Foundation for the Improvement of Living and Working Conditions), the International Labour Organisation (ILO) and the United Nations.

<https://www.cranfield.ac.uk/som/case-studies/global-centre-for-gender-and-leadership/flexible-working>

Influencing national policy on gender diversity on top corporate boards

We have been producing an annual Female FTSE benchmarking report since 1999, which analyses the number of women directors on the corporate boards of the UK's top 350 companies. We are the recognised experts on gender diversity on corporate boards in the UK.

The most significant impact of our research in recent years has been through extensive contribution to the Lord Davies Report (Professor Susan Vinnicombe CBE was a member of the steering group) which recommended a target of 25% women on all FTSE 100 boards by 2015.

In July 2015, the then Prime Minister David Cameron announced that the target of 25% of FTSE 100 board positions being filled by women had been reached.

During 2015 and 2016, there have been four reports from Cranfield on women and boards:

- one on corporate governance-monitoring gender diversity reporting across the FTSE 350 companies, spring 2015
- our annual FTSE Women on Board report 2015 and 2016
- a research project on the new women directors on FTSE boards which was incorporated into the Lord Davies Closing Report in October 2015

<https://www.cranfield.ac.uk/som/press/women-on-boards-ftse-100-company-has-full-gender-balance-for-first-time>

Cranfield's 2015/16 FTSE Women on Board report attracted extensive media coverage in national press including The Times, The Guardian and City AM. Professor Sue Vinnicombe was interviewed on BBC World and BBC Business News about the report, and Dr Elena Doldar discussed the report on BBC Radio 4. There was also coverage in local and trade media. Cranfield's work on women in leadership is mentioned throughout the year in various online and print publications."

Evidence/Science-based Corporate Sustainability Target-Setting

Will Evidence-based management Shape the future of Corporate Sustainability Reporting? The School of Management's Doughty Centre for Corporate Responsibility's last Occasional Paper of 2016 explores the increasing demand for measuring and reporting corporate sustainability and performance and the current reality and future potential of evidence or science based reporting.

<https://www.cranfield.ac.uk/som/press/where-is-the-evidence-report-reveals-future-of-corporate-sustainability-reporting>

Customised executive education programme for global fmcg company

A multinational consumer goods company had been undertaking a 5 year supply chain transformation and recognised that there was a need for greater connectivity across boundaries to resolve complex supply chain issues, meet the company's ambitious sustainability goals and improve overall effectiveness. They now needed to look at a radically different approach to take their supply chain expertise forward. The company therefore looked at the role of supply chain leaders and the changes in behaviour and practice required in order to:

- build a more connected and coherent supply chain culture
- address increasingly wicked problems and dilemmas through the lens of complex systems thinking
- take the next leap forward in their supply chain transformation

Designed in partnership with the company's Supply Chain Academy, this Programme was created to support the organisation's Vice Presidents of Supply Chain. About 75 VPs

participated as we de-livered the 3 day programme 4 times over 2015-16 (once in Singapore and 3 times in the UK).

Principle 6

Dialogue: We will facilitate and support dialog 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.

Cranfield Corporate Responsibility Network

The Cranfield Corporate Responsibility Network has now hosted more than fifty visiting speakers. During 2015 and 2016, visiting speakers included Peter Lacy (Managing-Director, Accenture) on Waste to Wealth: the potential of the Circular Economy; John Elkington (visiting professor); Ian Martin (Good Corporation); and Nick Robins (Co-Director, Inquiry into the Design of a Sustainable Financial System at UNEP).

<http://www.som.cranfield.ac.uk/som/p14362/Research/Research-Centres/Doughty-Centre-Home/Knowledge-Dissemination/Points-of-view?>

Cranfield Mapping of Renewing Capitalism initiatives

In October 2015, Cranfield hosted a round-table for individuals and organisations working on the renewal of capitalism to look at improving efforts to create a more sustainable, responsible, inclusive capitalism and businesses with purpose. This built on a mapping exercise to identify organisations, initiatives and time-limited projects concerned in some way with the renewal of capitalism: Responsible capitalism, Sustainable capitalism, Inclusive capitalism, Capitalism for the Long-Term, Conscious Capitalism etc.

<https://www.cranfield.ac.uk/~media/~/renewing-capitalism-reflections.ashx>

Sharing experience with other business schools

Cranfield speakers contributed to plenary sessions of the EFMD Annual Deans & Directors meeting (Budapest Jan 2016) and the ABIS Annual Colloquium (Brussels Oct 2016) on integrating responsible management principles into the work of business schools.

<https://www.cranfield.ac.uk/som/research-centres/doughty-centre-for.../latest-news>

The Women's Empowerment Principles, a joint initiative of UN Women and the UN Global Compact, holds an annual conference at the United Nations Headquarters in New York City. Prof Elisabeth Kelan was invited to present the findings of her British Academy mid-career fellowship in a one and a half hour session during the conference.

This session was organised specifically around the topic and entitled 'Accelerating Gender Equality in Practice - Male Middle Managers' Role'. The session had standing room-only with over 120 people attending. The session started with a 30-minute keynote in which Elisabeth outlined the research findings.

This was followed by a panel discussion. The panellists shared their views on the research and their experiences of how men as middle managers can be encouraged to foster gender equality. It became apparent that the topic of how men as middle managers can be engaged in gender equality is a pressing issue and many organisations are looking for ways to involve men in the conversation around gender equality.

The practitioner report produced as part of the British Academy mid-career fellowship was seen as an important resource for starting this conversation.

The Women's Empowerment Principles

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Codicil

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

Our aim is to provide a sustainable environment in which to live and work, both at the University campuses and other areas affected or influenced by our activities.

We aim to achieve this by preventing pollution, complying with environmental legislation and striving to continuously improve our environmental performance.

Approach

We recognise that this involves more than simply putting good policies, systems and processes in place. Environmental considerations have to be fully integrated within our everyday behaviour so that it is part of the way things are done.

We proactively seek to achieve this by:

- working together as one team to develop effective ways of assessing, monitoring and minimising the environmental impacts of our activities;
- ensuring compliance with all applicable environmental legislation and other requirements to which the University subscribes, and which relate to the University's environmental aspects;
- setting meaningful environmental objectives and targets and establishing programmes to achieve them; and
- having robust contingency plans in place to minimise the impact of foreseeable environmental incidents.

Highlights for 2015/16 are:

- Further increased participation of staff and students in environmental volunteering, activities and events.
- Published our new Biodiversity Action Plan and significantly increased our Biodiversity
- Action Areas winning an award from the Wildlife Trust.
- Further reduced our carbon footprint very nearly meeting our 30% reduction milestone.
- Significantly reduced single occupancy car commuting to our main campus by increasing bus use, cycling and walking.

Key Performance Indicators

Issue	Description	Progress	Target	By When
Carbon	Scope 1 & 2 emissions ¹	29%	50% reduction	2020 ²
Waste	Total weight produced	-2%	10% reduction	2020
Recycling	Segregated on-site	52%	75% of total waste	2020
Travel	Single occupancy car use	9%	10% reduction	2017
Water	Consumption volume	26%	30% reduction	2020
Biodiversity	Conservation area	710%	50% increase	2015
Community	Green' Volunteers	11%	10% of staff & students	2015
Discharges	Ammonia	86%	50% below consent levels	2020
Discharges	Biochemical Oxygen Demand	48%	50% below consent levels	2020
Discharges	Suspended Solids	15%	50% below consent levels	2020

¹ Scope 1 emissions are direct emissions from owned or controlled sources relating to energy and fuel use. Scope 2 emissions are indirect emissions from the generation of purchased energy.

² In this report the year refers to the University's financial year. 2020 is from August 2020 to July 2021.

Message from Prof Maury Peiperl, Pro-Vice Chancellor and Director of Cranfield School of Management



The examples summarised in this our fourth Communication on Progress (COP) to the UN PRME, emphasise the depth and breadth of faculty interest in ethics, responsibility and sustainability.

From the responsibilities which marketers have to take for the misuse of their products and services or for protecting vulnerable customers; through the ways that responsible employers prepare current and future workers for a rapidly changing World of Work; through how businesses leverage their supply chains to improve environmental performance; to the responsibilities that directors of organisations have for sustainability.

One of the main messages of our latest COP is the way in which the School of Management is leveraging further the expertise of colleagues in other parts of Cranfield University.

I would like to thank all my colleagues who are working to improve the practice of responsible management.

March 2017