Principles for Responsible Management Shared information on Progress Report
School of Management
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Date: May 2018

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Royal Holloway and the School of Management

Royal Holloway and Bedford Colleges combine over 150 years of historic discoveries, notable alumni and academic innovation.

Responsibility has always been the cornerstone of Royal Holloway. When women were deprived of Higher Education in the 1800s, the Victorian philanthropist, Thomas Holloway and his wife Jane, decided to dedicate £1,000,000 towards building a College for women. Not only were women allowed to study at but there were allowed to study there but they were allowed to study natural sciences and Greek, subjects that were then considered too masculine for the female brain. At that time, Holloway’s vision and financial means created the College, and this was where our name “Holloway” comes from.

Later, Royal Holloway College merged with Bedford College, the first British college for Higher Education, which was founded by Elisabeth Jesser Reid; a pioneering social reformer. Our legal title “Royal Holloway and Bedford New College” holds evidence of our significant history, and unique timely vision towards pioneering education for women.

Even though the situation has changed since then, Royal Holloway is still a pioneer in many other aspects; something we cherish from our origin, and continue through till today. With a dynamic and diversified student cohort, the College currently holds a mixture of international students. Royal Holloway is a source of pride and pleasure to all students and staff to know that our College was founded with principles of inclusiveness, diversity, and quality education for everyone. These highly valued principles align with the core Principles for Responsible Management Education.
Highlight since 2016 PRME Report

Inauguration of the new Emily Wilding Davison Building hosting the new state-of-the-art library:

Its sustainability features include:

- BREEAM Excellent
- Passive sustainable design principles
- High levels of daylight penetration and LED lighting
- High efficiency building fabric
- Photovoltaic solar panels
- Biodiverse Brown Roof
Responsibility has always been a cornerstone of Royal Holloway. In the 19th century, women were largely denied the life changing opportunities afforded by higher education. To correct this injustice, our roots are traced back to our founders, Thomas and Jane Holloway. Thomas was a self-made businessman who in his later life became a great philanthropist and, encouraged by his wife, committed a £1 million to building a college of higher education dedicated to women. Opening its doors in 1886, women could study a wide range of subjects, including the sciences.

In 1985, Royal Holloway College merged with Bedford College, the first British college for the higher education of women founded by Elisabeth Jesser Reid; a pioneering social reformer ion 1847. Our legal title “Royal Holloway and Bedford New College” evidences our significant history, and unique timely vision of pioneering higher education for women.

Today’s institution continues to pioneer by welcoming students from a wide variety of backgrounds: from different countries, cultures and socio-economic groups, to create a single cohesive, educational campus community. Our staff and students celebrate our historic origins, founded on principles of inclusiveness, diversity, and quality education for everyone, aligning with the core Principles for Responsible Management Education.
In the School of Management at Royal Holloway we have a long standing commitment to advancing responsible management education, evidenced through our cutting edge research into the various management aspects of sustainability and social and environmental accountability. We then allow this research to shape our teaching, embedding critical understandings of sustainability and responsibility into our curriculum.

 Individuals and organisations which take responsible and ethical behaviour seriously will, we believe, be attuned to the evolving needs of key stakeholders and provide essential leadership in developing sustainable practices that can benefit all societies around the globe. This firm belief is reflected in our School’s vision: “To be recognised internationally as a centre of excellence for inspiring and empowering our students and staff to realise their full potential for the benefit of society.” This vision then in tum designs our ultimate goal – to make a positive difference to management policy and practice through our research and teaching.

 The fulfilment of our vision and achievement of our goal is underpinned by us working with our students, encouraging them to develop a global outlook and giving them the confidence to lead in socially responsible manner. We also work with our academic staff, providing them with a vibrant research environment so that they can continue to generate exciting and world-changing research at our school.

 All of this work is guided by the 6 principles of PRME, alongside our own core values of Intellectual Curiosity, Collegiality & Mutual Respect, Integrity, Diversity & Inclusivity, and Empowerment. We believe that with these values and principles as our guide, we’ll continue to develop current and future students into managers who understand the vital importance of sustainability and responsibility for the benefit of society.

 Professor Giroa Agyemang  
 Head, School of Management,  
 Professor of Accounting

 The Center for Research in Sustainability (CRIS) continues to grow, in numbers as well as influence. CRIS became a college-wide research center in 2017, and has had new leadership beginning in 2018, with Giana Eckhardt now the Director and Katharina Husemann now the Deputy Director. CRIS defines itself as is a multidisciplinary, internationally-leading group of researchers and educators at Royal Holloway, University of London, UK. We are actively engaged with the understanding of organizational and consumer responses to the multiple facets of sustainability. Our research activities focus on advancing scholarship and contributing to positive social change of contemporary challenges defined within three UN Sustainable Development Goals: Gender Equality (SDG 5), Responsible Consumption and Production (SDG 12), and Peace, Justice and Strong Institutions (SDG 16). These three focus areas encompass the strengths that CRIS is known for: accounting for sustainability, CSR and consumer ethics.

 We have held major research symposia on the sharing economy as well as gender and sustainability, tied to high profile research handbooks and special issues. We have also hosted an impact event, where we discussed how CRIS researchers and professionals can work together on pressing sustainability issues.

 CRIS members lead the sustainability-related teaching in the School of Management. The BSc Business and Management (Sustainability) and the MSc Sustainability and Management (joint with the Department of Geography), offer specialist programmes that we are keen to develop greater student interest in.

 Professor Giana Eckhardt  
 Professor of Marketing  
 Director CRIS
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.

At the core of our strategic plan lies the ambition to strengthen our students’ capabilities and values towards responsible management. One of the six core tenets of our purpose as a University is that “Our students are independently minded and socially responsible leaders” (Royal Holloway, Strategic Plan 2013). Although a relatively small institution with around 9,200 students, we are the in the UK’s Top 10 leading Universities for international outlook.

Many of our students not only study responsibility, ethics or sustainability, they also practise it. It is our intention that members of the Royal Holloway community use their theoretical knowledge to enhance business, society and the environment. Our staff and students take up this challenge with considerable success. Our students take this task seriously and encompass social responsibility in their own goals and achievements.

Some Highlights

Royal Holloway, University of London holds a Bronze Athena SWAN Charter award and is actively seeking to improve the number of women in STEMMS subjects.

We currently have 14 student-led community projects.

Student volunteers recognised at Runnymede Volunteer Awards 2017.

Royal Holloway is a member of the Stonewall Diversity Champion Programme.

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.

Our College values help guide our education, research and impact and align comfortably with global social responsibility. Our core values are Excellence, Collaboration, Freedom, Creativity and Fairness. In particular, in relation to UN PRME and the Global Compact, we seek to be fair in all we do, promoting equality, diversity and fair access. Our work is in support of academic freedom and expression, wherein we seek to act at all times with integrity and in a socially responsible and ethical manner.

New School of Management Vision, Mission and Values
Our Vision: "To be recognised internationally as a centre of excellence for inspiring and empowering our students and staff to realise their full potential for the benefit of society."

Mission
- Provide an excellent management education that equips our international student body with the skills and knowledge required to thrive in a rapidly-changing world; an education that is interdisciplinary in nature and encourages critical thinking.
- Support and deliver internationally excellent and world class research that also informs our teaching.
- Make a positive difference to management policy and practice through our research and teaching.

Values
- Intellectual curiosity
- Collegiality and Mutual respect
- Integrity
- Diversity and Inclusivity
- Empowerment

Our mission links to the strategic aspirations of our whole institution: “Engage with, influence and enhance local, regional, national and international social, economic, cultural and political agendas. a) Contribute to major societal challenges through our research and teaching. b) Use our expert knowledge to advise government and non-governmental organisations on key policy and delivery issues. c) Build on our record of expert opinion in the media. d) Help to raise young people’s aspirations through outreach and access support. e) Establish partnerships with educational and business organisations, political and community groups to increase our social and economic contribution." (Strategic Plan)
"At its heart, this plan seeks to build upon our strengths, by ensuring the highest academic standards, an excellent student experience and responsible management; leaving a strong legacy for future generations."

Stephen Cox, Chair of Council

Extracts from our College Strategic Plan

Responsibility is a core value and objective in our College's Strategic Plan

**Our Student Body**

We will attract independently minded students who will benefit from a personalised education. This will enable them to fulfil their potential, by achieving academic excellence, being prepared for the world of work, having a global outlook and having the confidence to lead in a socially responsible manner.

**Teach our Students to become Responsible Leaders**

Provide opportunities for students to enhance their skills and knowledge that are relevant to the labour market and wider society through extra-curricular opportunities.

a) Ensure that students recognise the value of extra-curricular activities to future employment success.

b) Provide opportunities to engage in entrepreneurship and develop leadership skills.

**Engage with our Community**

Encourage and develop a culture of social responsibility focused on the local and regional community.

a) Contribute to the local community through the exchange of knowledge and skills, staff and student volunteering, community engagement, workplace experience and local research partnerships.

b) Participate in regional and local initiatives on sport, culture, crime prevention and neighbourhood management.

c) Develop a strong cultural presence in the region, through exhibitions, public lectures, concerts, theatre and open days.

d) Support our students as active and responsible citizens

**Our Environment**

Reducing our impact on the environment.

a) Design and maintain new buildings to reduce environmental impact.

b) Raise awareness of the environmental impact of all our activities including transport.
Principle 3: Methods

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

Our primary – but not only – method of engaging with students is through teaching. Here, we strongly believe in the combination of both specialised and non-specialised delivery for sustainability-related content. For instance, we have both specialist sustainability degrees at undergraduate and postgraduate levels, in particular through our newly renamed BSc Management with Corporate Responsibility, and our joint programme with the Department of Geography MSc Sustainability & Management. Since a specialisation in sustainability does not suit everyone, we also seek to embed sustainability as individual courses within wider degree programmes. Here, we are delighted to have added a number of sustainability-related subjects in the last couple of years. Moreover, in addition to teaching full courses on PRME-related subjects, we are proud that topics such as ethics, responsibility and sustainability have been integrated into many non-specialised courses. This further shows our mission to prepare our students to become responsible leaders for society.

Undergraduate Studies

Specialised Sustainability Courses

1st year courses (mandatory)
Foundations for Responsible Business

2nd year courses (electives)
Management and Environmental Sustainability
Business, Politics & Society

3rd year courses (mandatory)
Responsible Business in Context

3rd year courses (electives)
Corporate Governance
Marketing Ethics and Society
Organisations and Accountability
Responsible Entrepreneurship & Innovation

STUDENT VIEW

Daniela Aroyo-Olson
BSc Management with Sustainability, 3rd year

"Environmental studies was amazing, because it helped me to decide what I want to do in the future - focus on the link between the environment and food."

"The teachers of sustainability are very engaged and willing to answer any further questions, so they are key to these courses."
Our BSc Management has undergone major changes. One such change was the introduction of a new third year mandatory course called "Integrating Management Perspectives: Business in Context". The School of Management is very proud of this innovation. In this course all Undergraduate Management students analyse specific case companies and their impact on society as well as how they are impacted by issues such as climate change.

Non-Specialised Courses that address responsible business issues

As responsibility is part of our core values and purpose at the School of Management, many teaching staff touch upon issues of sustainability, responsibility and ethics in other courses. This is also true for our NEW BSc in Accounting and Finance.

**1st year courses (mandatory)**

*International Business*; Topics: Ethics, Sustainability  
*Accounting*; Topics: CRS, corporate governance, tax evasion, environmental sustainability  
*Introduction to Management Accounting*; Topics: Ethical principles in management decision making, IFAC  
*Markets & Consumption*; Topics: Ethical Consumption  
*Organisation Studies*; Topics: Substantive rationality, ethic

**2nd year courses**

*Operations Management*; Topics: Humanitarian Logistics, Disaster Relief, Environmental

**3rd year courses (electives)**

*Responsibility*  
*Digital Marketing*; Topics: Ethics  
*Marketing Research*; Topics: Ethics  
*Employability*; Topics: workplace ethics

**All mandatory UG courses address sustainability**

*Accounting for Corporate Accountability*; Topics: Corporate Social Responsibility Reporting, Sustainability Reporting, Voluntary Disclosure  
*Advanced Financial Reporting*; Topics: Accounting ethics, corporate governance, sustainability reporting  
*Advertising and Promotion*; Topic: Ethics  
*International Financial Accounting*; Topic: company accountability  
*Management Accounting for Strategic Analysis*; Topics: sustainability reporting, corporate social responsibility  
*Social Media, Networks, and Business*; Topics: CSR, privacy  
*Strategic Management Accounting*; Topics: Environmental reporting, social impact, ethical accounting practices, social accountability  
*Advertising and Promotion*; Topic: Ethics  
*Business Data Analytics*; Topic: Privacy
Postgraduate Studies (Taught Degrees)

**MSc Sustainability & Management**

We are particularly proud of our MSc Sustainability and Management. This 1-year programme is run in collaboration with the Department of Geography. Its nature is interdisciplinary. One core feature is the Volunteer Project students undergo in their local communities.

**Specialised Sustainability Courses**

- Business Ethics and Enterprise
- Environmental Systems: Processes and Sustainability
- Globalisation and Employment Relations
- International Sustainability Management
- Marketing Ethics
- Project Work for Managers I: Sustainability & Societies (NEW)
- Sustainability and Accounting

**Non-Specialised Courses**

*Comparative International Accounting;* Topic: company accountability

*Marketing – a critical introduction;* Topic: ethics

*Strategy Technology and Operations;* Topic: Ethical and social implications of information and communications technology use.

*Managing Across Borders;* Topics: Labour relations, postcolonialism, outsourcing, economic development

*Arts Marketing;* Topics: ethics of corporate sponsorship, migrant labour standards

*People and Technology;* Topics: Privacy and Surveillance, ICT for Development, Social Media and the Filter Bubble, Social Media and Collective Actions

**STUDENT VIEW**

Andrea Piizza-Becerra
MSc Sustainability and Management

“I believe the programme gives you a broader picture of all connections behind social, economic and environmental issues. It is necessary to understand those connections to start tackle problems strategically. The lectures with students from different backgrounds help develop a critical vision of different problems.

I like that my vision about different problems is wider. I think that a broader picture also enables you to think about non-traditional solutions.

The masters programme complements my bachelor studies in Finance and gives me a different professional profile. I think that in the finance or banking sector, it is difficult to find a candidate who is interested to conciliate business with ethics.”
Our Teaching Methods

Throughout our undergraduate and postgraduate degrees, we employ a wide range of teaching methods. Moreover, we continuously review our approaches to teaching and experiment with innovative teaching methods. Overall, we employ the following methods:

- Interactive workshops
- Case Studies
- Gamification
- Experiential Learning
- Reflective exercises
- Role playing
- Debates
- Story-Telling
- ...

The following section will showcase some of our innovative approaches.

Using TV shows and movies in class
Integrating the Si-Fi TV series Black Mirror into the seminar component of the course. Each week two students present an episode from Black Mirror that they selected themselves, and lead the discussion of the topic being explored in that particular episode, e.g. social rating system, data memory chip embedded in the brain, etc.

WikiRate pilot
In 2017, the School of Management was proud to be on e of ten international pilot instutions to use the WikiRate plattform in two undergraduate classes.

Bringing the world into the classroom
In our workshops, students learn how to conduct HR interviews, how to write emergency press releases, ad-hoc feedback others' work or developing sound business models.

Ethical Tribunal
Students take on the roles of key stakeholders in the 2010 BP Gulf of Mexico oil spill case. They serve on an ethical tribunal on the day before disaster struck to discuss investment in Health & Safety on the Macondo exploration well.
Using ICT

In classes, we use ICT in many different ways. We ask students to create their own videos for health policy issues, wiki-based group projects, developing twitter campaigns and more.

Kinaesthetic Methods

Students learn differently. Sustainability problems need diverse views to find solutions. To facilitate this process, we make use of all senses by e.g. using LEGO® bricks to visualise.

Integrating research into teaching

All of our academics integrate their research insights into their classrooms. We aim to teach our students critical thinking and reserch methods e.g., through ethnographic case studies.

Excellence in Teaching Awards

Six members of CRIS who are responsible for much of the sustainability-related teaching in the School of Management have won all three college excellence in teaching prizes awarded to staff in the School in 2016.

The two individual excellence awards went to Dr Katharina Husemann and Dr Anica Zeyen whereas the team award went to Dr Stephanos Anastasiadis, Prof Laura Spence, Dr Diego Vázquez-Brust and Dr Sigrun M. Wagner. The prizes award teaching across all levels, postgraduate and, mostly, undergraduate teaching. The courses cut across several pathways of the BSc management programmes – marketing, entrepreneurship and sustainability – and also include courses mandatory for all students.

Supporting Students outside Class

£379,200 aggregated value of new PHD scholarships 2016/2017 & 2017/2018

In 2018, Royal Holloway reached the semi-finals of the national UBC competition.

19 Number of new PhD scholarships 2014-2016
Sustainability is about creating change. To this end, we consider it important to support students in practical pursuits of sustainability. Here, they can gain insights and experiences that complement the skills and knowledge they acquire in the classroom. Moreover, students are then not just learning about change but are actual part and drivers of change. We see this as a crucial element in enabling our students to become future leaders for sustainability. Thus, we support multiple Student Societies.

Enactus Chapter Royal Holloway

Their Background

Enactus students have made a productive trip to Ghana funded by the School of Management. During the trip, students learned and received help in developing a new project around the “imperfect produce”, which is damaged unusable fruits and vegetables that are thrown away because farmers cannot sell them. Their project seeks to produce juice and smoothies out of these crops. Students partnered with Olive International Konsult, a Ghanian NGO, and have also met up with Enactus University of Ghana to discuss how they can contribute to the project’s market research.

Students were keen to get a taste and understand about the local competitors, so they also visited supermarkets. Moreover, they conducted questionnaires and interviews with farmers in the Volta region, in order to gain a better understanding about the issue and quantities of the wasted produce.

Students also received support for their project from local executives in the region of Somanya, one of the the main producers of Mango. Executives were very keen about the project and its impact, and have therefore offered land and resources for a small processing plant.

Enactus students also visited schools and delivered presentations on the importance of sustainable consumption, as well as offered local students the chance to sample the smoothies produced. The feedback provided from schools were positive and they were willing to purchase the product.

The trip was an overall success and the Enactus’ EcoResist team is working to push this project forward and create an impact towards sustainability.

Their Achievements

Fundraising more than £3000 between University Grants, Fundraising Events, University Awards and from Enactus sponsor
companies that wanted to invest in one of our projects (E-Fugee).

Increasing the number of active members from 40 to 65 and adopting an effective retention strategy promoting Enactus events like the World Cup, which took place in September 2017, and the Training Weekend in Grantham where they were the biggest team attending out of 59 Enactus societies in the UK.

In the Enactus Nationals Competition, Enactus Royal Holloway students won 5 awards:
- Most Improved Team
- Winners of Development League
- Winners of the Commercial Competition with Royal Bikes (one project on our portfolio that won £500)
- Marco Benedettelli won the Kelly OCG Competition reserved for STEM students about the future of the job market.

**Their Projects**

In addition to EcoResist, Enactus Royal Holloway is active with the following projects.

**Second Chance**: A project that aims to reintegrate ex-offenders into society, providing job opportunities and constant support. Thank to Enactus’ contacts with the Dean of Sciences and Enterprise in Royal Holloway, Professor Paul Hogg (new second University advisor for Enactus), the project may be able to secure some vacancies in the university for ex-offenders.

**E-Fugee**: A project based in Slough (a town close to Royal Holloway) aiming to provide refugees with employability skills and connect them with companies that can enrol them into their Apprenticeship Programmes. This project has already conducted 3 workshops with Refugees in Slough providing IT skills that refugees needed. The project has established a close relationship with Slough Refugee Support (SRS) where they plan to conduct proper classes from September. The future plan for the project is to broaden its work with more refugees and therefore be able to impact and enhance the lives of more people.

**Royal Bikes**: A project that aims to provide a bike scheme on campus. This new born commercial venture won the college favourite Entrepreneurship Award organised on campus early 2018, and achieved the second place for the non-tech venture competition.
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.

Our research in the School of Management is interdisciplinary, methodologically varied and international in nature, and covers a very wide range of topics. The core research activity comes under the auspices of the Centre for Research into Sustainability (CRIS). While the research on sustainability related topics is predominately done in CRIS, similar to our teaching, many colleagues at the School of Management touch upon responsible management research topics in their work.

CRIS defines itself as a multidisciplinary, internationally-leading group of researchers and educators at Royal Holloway, University of London, UK. We are actively engaged with the understanding of organizational and consumer responses to the multiple facets of sustainability. Our research activities focus on advancing scholarship and contributing to positive social change of contemporary challenges defined within three UN Sustainable Development Goals: Gender Equality (SDG 5), Responsible Consumption and Production (SDG 12), and Peace, Justice and Strong Institutions (SDG 16). These three focus areas encompass the strengths that CRIS is known for: accounting for sustainability, CSR and consumer ethics.

We have held major research symposia on the sharing economy as well as gender and sustainability, tied to high profile research handbooks and special issues. We have also hosted an impact event, where we discussed how CRIS researchers and professionals can work together on pressing sustainability issues.

Professor Giana M. Eckhardt,
Director CRIS
Developing the Research Environment for Sustainability

With colleagues at a wide range of stages in terms of publishing on sustainability-related topics, we actively engage in developing the research culture and supporting sustainability research. Some of our initiatives include an informal research exchange, article discussions, staff seminars, funding application discussions, mentoring and research seminars.

Research Seminar & Workshops

With the change in leadership, CRIS has changed its event strategy. Rather than putting on many smaller research events spread over the year, CRIS now offers full-day workshops on topics that are highly relevant to its members and the wider research community.

CRIS Sharing Economy Workshop

Our first full-day workshop was on the Sharing Economy

The day had an interdisciplinary focus and included talks on accounting, marketing and operational aspects of the Sharing Economy.

Date: November 2017
When? 16th May 2018
Who? Prof. Maja Tampe, ESADE
Title: "The Governance Interactions in Practice: How Perceptions Create Hyperlocal Compliance from (Trans)National Rules"

When? 15th November 2017
Title: "Research Impact. How to influence policy-making in the field of sustainability and responsibility"

When? 27th May 2017
SDG and Sustainable Supply Chains in the post-global economy,
International Symposium jointly organized by The Centre for Research into Sustainability (CRIS) at Royal Holloway University of London, University of Twente & Greening of Industry Network (GIN)

When? 24th January 2017
Who? Prof. Joseph Sarkis, Worcester Polytechnic Institute
Paper Development Workshop for Staff and PhD students

When? 24th January 2017
Who? Prof. Markus Beckmann, FAU Erlangen-Nuremberg
Title: "RSustainability Management Quo Vadis? Reflections on the Evolution of a New Corporate Functio
Annual CRIS Research Away Days

Since 2016, CRIS holds an annual research away day in our Bedford Square location. To these events, we invite all CRIS members to submit abstracts for presentation. We further invite external academics to showcase their work.

These events have been very successful. They both support the development of individual research projects as well as have fostered more intra-CRIS collaborations.

CRIS Research Away Day 2017 - Programme

Keynote Speaker:
Alan Bradshaw (Royal Holloway)
"The Mad Hatter's Guide to Sustainability, or Sustainability Sabotaging Sustainability, or How We All Came To Love the Bomb"

Paper presentations:
"Feminist organizing and corporate responsibility: New organizing for new governance“ by Lauren McCarthy (Royal Holloway) & Kate Grosser (RMIT, Melbourne, Australia)

“Anyone Can Make Change Happen’: #NoMorePage3 and Online Feminist Organising” by Lauren McCarthy and Sarah Glozer (Royal Holloway)

“The governance of CSR initiatives in the Brazilian pulp industries’ by Roberta Souza and Mary Fernanda de Sousa de Melo (Polytechnic School, Production Engineering Department, University of São Paulo, Brazil)

“Sustainability Educators as Creative Subjects”, by Jose-Rodrigo Cordoba-Pachon (Royal Holloway) and Francesca Mapelli (Politecnico di Milano, Italy)

CRIS Research Away Day 2016

Keynote Speaker:
Robert Caruan (Nottingham University Business School)
"Modern slavery: the role of prototypes in categorizing extreme labor exploitation“

Paper presentations

“Measuring Environmental Performance and Analysing the Role of Targets on Environmental Performance: The Case of Greenhouse Gas Emissions“ by Nana Zhao (royal Holloway) and Christian Stadler (Warwick Business School)

“Unipolarity, legitimacy and organizational pathology: The case of the International Olympic Committee“ by Stephanos Anastasiadis (Royal Holloway)

The function of sustainability management“ by Anica Zeyen (Royal Holloway)

“Tell me who you eat it with and I will tell you who you are: performing gender in food advertising” by Daniela Pirani (Royal Holloway)
Our Team and Research Areas

We are very proud of our interdisciplinary and international research team. Below you can find their main research areas as well as the Sustainable Development Goals they address in their

Prof. Gloria Agyemang
Professor of Accounting

My research focus on accountability and sustainability has led me to engage substantially with small and medium sized companies and NGOs based in the UK and internationally. My work has had a powerful impact within these groups and has enabled several organisations to achieve sustainability through improving their understanding of relevant performance measurement and management practices.

I study the intersection of social phenomena and consumption with a particular focus on place, social organising, tourism, international marketing, and social theory.

Dr. Mikael Andehn
Lecturer in Marketing

Dr. Stephanos Anastasiadis
Lecturer in Sustainability
Deputy Director MSc Sustainability and Management

My research interests centre on the responsible use of organisational power, keywords being corporate social responsibility, sustainability, and business-government relations. One example of my research is an ongoing project on governance and the Olympics, with colleagues.
Dr. Alice Byer  
Lecturer in Accounting and Finance

I am developing a research impact case study that explores how regular discussions of budgets can help co-operatives (based in Toronto, New York City, and Manchester) to pursue wider social and environmental objectives. It builds on previous field studies that examined multiple case studies of cooperatives in Argentina and Spain.

Dr. Benedetta Cappellini  
Senior Lecturer in Marketing


Dr. Andreas Chatzidakis  
Senior Lecturer in Marketing

I am an expert in consumer ethics. I have recently completed an ESRC-funded seminar series titled “Ethics in Consumption: Interdisciplinary perspectives” (with Carrington, Goworek and Shaw) and also co-edited (with Carrington and Shaw) a book in the same subject matter (published by Routledge).

Dr. José-Rodrigo Córdoba-Pachón  
Senior Lecturer in Technology and Information Management

I am interested in looking at complex problems using systems thinking. These problems involve sustainability as a goal as well as an emergent property. Currently in my undergraduate course on creativity and problem solving (2016) I am guiding students to propose innovative solutions to Egham under the lenses of it becoming a smart city and present them to Runnymede Borough Council councillors in the near future.

Prof. Giana Eckhardt  
Professor of Marketing,  
Director CRIS

I am a leading expert on how consumers make ethical and sustainable choices in the marketplace. My work illuminates the barriers for consumers to enact their beliefs when purchasing, and suggests new ways for firms to market themselves as responsible.
**Dr. Elena Giovannoni**  
Senior Lecturer in Accounting

I am interested in exploring the role played by management, accounting and reporting practices in managing the tensions between multiple institutional logics and performance dimensions within organisations. This also entails exploring how the notion of sustainability is constructed and, eventually, becomes embedded into social behaviours and material artefacts. My research builds on longitudinal case studies of SMEs and large companies.

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**Dr. Paul Haynes**  
Lecturer in Marketing

My research interest is focused on “green” technology, and the promotion of sustainable business practices and policies. My core research involves the analysis of networks and networking impact on innovation and the key entrepreneurial and marketing practices they afford, including branding, social innovation and the application of new technology.

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**Dr. Katharina Husemann**  
Lecturer in Marketing,  
Deputy Director CRIS

I organised in cooperation with CRIS and the Royal Marketing Society the event ‘Markets, Morals and Cola - Insights into the Premium Cola Collective and its Alternative Business Model’. I invited Uwe Luebbermann, the CEO and central organiser, of Premium Cola, a German beverage company, to give a talk about how markets and morals can go together.

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**Dr. Mikko Laamanen**  
Lecturer in Marketing

I study subversive everyday politics and collective action in alternative economies and lifestyles. My current projects examine the mobilization of lifestyles, forms of democratic organizing, and interest representation in the sharing economy as well as commons-based approaches to economic transformation.

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**Dr. Lauren McCarthy**  
Lecturer in Strategy & Sustainability,  
Social Media Officer CRIS

My research interests centre on corporate social responsibility and sustainability. Specifically, I research gender and inequalities, often within production in global value chains. To what extent is gender equality exacerbated, or eased, through CSR, or social enterprise? Methodologically, my research promotes participatory, often visual, methods. Finally, I am also interested in contemporary feminism, particularly online feminist activism and social change in digital spaces.
Prof. Pauline Maclaren
Professor of Marketing & Consumer Research

My research uses ecofeminist perspectives to explore the connections between environmentalism and gender. Recent research has critiqued the use of anthropomorphism in marketing, particularly in advertising where images of animals are often given human characteristics. One of the central arguments is that such images lead to animals being positioned as ‘the other’, thus reinforcing a narrative of humankind’s superiority and mastery over nature.

Prof. Christopher Napier
Professor of Accounting

Corporate Governance: the historical roots of corporate governance, looking at differences between businesses and not-for-profit organisations. Charity Accountability: how charitable organisations achieve accountability, comparing Western and Islamic charities; Sustainability Reporting: the preparation of stand-alone sustainability reports.

Dr. Chikako Oka
Lecturer in Asian Business and HRM

My research interest centres on uncovering the antecedents, mechanisms and consequences of better labour conditions in global supply chains. Specifically, I have examined interactions of different actors including buyers, suppliers, unions, government surrounding Cambodia’s garment industry in order to understand what enables and constrains better labour rights and working conditions.

Dr. Susan O’Leary
Lecturer in Accounting

My research primarily relates to the use of accounting and accountability practices within non-governmental organisations (NGOs). I am particularly interested in the monitoring, evaluation and impact assessment tools used within NGOs, and how they are used to derive outcomes as diverse as accountability to financial donors to the fulfilment of social development obligations at a grassroots level.

Dr. Leonardo Rinaldi
Senior Lecturer in Accounting,

I research into how accounting and accountability practices assist organisations to become more sustainable. The focus of my research is governmentality and examines the extent to which accounting has been used as governing means to create, spread and maintain power. My interdisciplinary research work also investigates the relationships between nature and society, stakeholder engagement and dialogue initiatives.
Prof. Laura J. Spence
Professor for Business Ethics

Laura's research interests relate to critical corporate social responsibility, small business social responsibility, supply chain sustainability and a critique of Creating Shared Value. She uses moral and social theory in her research, favouring qualitative and conceptual studies. Laura has a particular interest in the place of gender and feminist perspectives in business ethics and corporate social responsibility research and practice.

Dr. Helen Tregidga
Reader CSR / Sustainability

My research can be defined by an interest in issues related to the interface of business, society and the environment. My primary research has focused on the constructions of sustainable development within the corporate context, its consequences, and more recently, the role of academics and others in resisting this discourse.

Prof. Jeffrey Unerman
Professor for Accounting & Corporate Accountability

My research and public policy work focuses on the use of accounting in making social and ecological impacts of organizational activities more transparent and in encouraging embedding of sustainability within organizational decision-making. I am a member of the Expert Panel of the Prince of Wales's Accounting for Sustainability Project.

Dr. Sigrun M. Wagner
Senior Lecturer in International Business and Sustainability

In 2015-2016 I led and coordinated the first year of the course Integrating Management: Business in Context, a capstone course all final year management students have to take, with a focus on Responsible Management, using a PRME textbook. 2016 will also see the graduation of the first students on the Management with Sustainability pathway, the development of which I was significantly involved in. Teaching the 2nd year course Management and Environmental

Dr. Anica Zeyen
Lecturer in Strategy & Sustainability
PRME Lead

My research focusses on two major areas. The first is linked to the phenomenon of social entrepreneurship and especially looks at its inherent ambivalences. One key area here is the idea of stewardship cost or a shadow of vocational calling. A second focus of my research links to disability and especially how sensory disability is (not) catered for in regards to consumption.
I am interested in the emerging and changing practices, processes and discourses related to information and communication technologies (ICTs) in organisational and social transformation. A core area of my research is ICT for Development which explores the role of digital technology in engendering sustainable and inclusive social and economic development.

Associated Members and Permanently Visiting Scholars

Permanently Visiting Scholars

Prof. Dirk Matten ((Schulich School of Business, York University, Canada) - read the Crane & Matten blog

Prof. Brendan O’Dwyer (Amsterdam Business School, University of Amsterdam, the Netherlands)

Prof. Patricia Werhane (Darden and DePaul Universities, USA: Wicklander Chair in Business)

Ethics and Director of the Institute for Business and Professional Ethics)

Associate Members

Dr John Ahwere Bafo
Lecturer in Accounting

Dr David Bevan
Postgraduate Module Leader

Dr. Donna Brown
Senior Lecturer in Employment Relations & Managerial Economics

Dr Graca Brightwell
Senior Lecturer in Informatino Systems

Dr. Robert Charnock
Lecturer in Accounting, Berringham Business School

Prof. Massimo Contrafatto
Visiting Professor in Accounting and Finance, University of Bergamo, Italy

Prof. Nicole Damall
Professor in Sustainability, Arizona State University

Dr. Mary Dengler

Dr. Mike Dolton
Senior Lecturer in Human Geography

Dr. Sarah Glozer
Associate Professor in Marketing, University of Bath

Prof. Chris Hackley
Professor of Marketing

Dr G. Harindranath
Reader in Management Information Systems

Dr David Haygarth
Royal Holloway Energy and Sustainability Manager

Prof. David Jackman
Chair of The Ethics Foundation

Chair of the, British Standards Institute
Committee on Sustainable Development

Dr. Stephen Jackson
Senior Lecturer

Prof. Catherine Liston-Heyes
Public and International Affairs, University of Ottawa, Canada

Dr. Jeremy Morales
Senior Lecturer in Accounting and Finance

Prof. Chris Rees
Professor of Employment Relations

Dr Vivek Soundararajan

Post-Doctoral Research Fellow, University of Birmingham

Dr Chijioke Uba
Lecturer in International Business, University of Northampton

Dr Nana Zhao
Lecturer in Accounting

Dr. Diego Vazquez-Brust
Professor in Global Business Sustainability and Strategy, University of Portsmouth

A PhD in Management and Sustainability

CRIS regularly welcomes internationally renowned scholars in the field of sustainability, responsibility and ethics. As part of our new PhD programme, we now offer PhD students great opportunities to interact closely with these leaders of their respective research fields. They can present at our workshops, get feedback from incoming scholars and learn how academic publishing works.

Our PhD Students

Ghadah Alarifi
“Social entrepreneurship challenges and sustainability in the context of Saudi Arabia”

Rabih Aridi
“Tracing an organisation's CSR decision through the supply chain”

Bernie D'Angelo Asher
"CSR and Business Ethics in SMES in developing countries"  

Shilpi Banerjee
“An institutional perspective of CSR practices in the Indian oil and gas sector: An institutional perspective”

Darla Dore
"Can Clusters Create Shared Value? A Case Study of a Food and Drink

Agricultural Cluster"

Shabnam Emani
"CSR walk and talk in SMEs"

Farahiyah Haji Kawi
"Management accounting and new public management"

Peter Hambrecht
"Exploring Ethical Consumption Discourses and Consumer Empowerment"

Adrian Hawley
"'collaborative' or 'sharing' economy and the impact of public policy responses of EU member states"

Jongsou Kim
"Corporate Political Reactions by Business-Government Relations: A comparative case study on establishment process of microcredit system"

Simon Oldham

Divya Patel
"Social responsibility in co-preneurship"

Daniela Pirani
"The Mulino Bianco Family: Italian consumers and gender representations in food advertising"

Zoe Raven
"An exploration of the organisational opportunities and challenges for social enterprises in the UK childcare sector"

Joshua Sandin
"Mining is Money: Towards Sustainable Microfinance of Small-Scale Mines in Africa"

Niki Vlastara
"Caring Consumption Practices of the Ethical Everyday"

STUDENT VIEW

Daniela Pirani
CRIS PhD representative

“Becoming part of the CRIS group has been really meaningful to me. It allowed me to network with scholars and students from different groups and disciplines. On one hand it strengthened the understanding of the research my colleagues are working on, opening room for possible collaborations. On the other it offered me a space of discussion around sustainability; a topic I feel close to as a PhD student and as a person.”
Journal, 36(2), 129-156.


Compassionate Care in an Acute Hospital: Experiences and perceptions by ethnic group. Ethnic and Racial Studies.


O'Toole, M., & Grey, C. (2016). "We can tell them to get lost but we won't do that": Cultural control and resistance in voluntary work. Organization Studies, 37(1), 55-75.


Society, 1-36.
Principle 5: Partnerships

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.

It is a privilege for us to work in partnership with other organisations. We have experience working with small and medium sized enterprises, social enterprises, multinational corporations and the public sector. Our work is always rooted in our internationally renowned scholarship.

At the Centre for Research into Sustainability we view partnership as a long term strategic process based on the value of our independent high quality research. This takes the form of knowledge sharing, collaborative research and education and training.

Director of Research Impact

To further increase our level of partnership with outside organizations and to improve the impact we have on management practices, we created the post of Director of Research Impact in September 2015. As part of this new approach, academics of the School of Management now receive more structured support in their outreach activities as well as receive training on issues of designing impact cases and policy briefings. We are confident that these initiatives will help us to further increase the quantity and quality of our partnerships.

The Academy of Business in Society

The School of Management is continuously engaging with the International Academy of Business in Society. At this year’s Knowledge to Action meeting in Brussels, Dr. Anica Zeyen actively discussed new areas of research with fellow academics and business leaders.

We are currently in the process of developing a more formal partnership with the International Centre for Corporate Social Responsibility (ICCSR) at Nottingham University. In addition to many research ties, we intend to cooperate on teaching CSR in the future.
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.

We cultivate opportunities to enable dialogue across disciplines and students, with business, policy makers and the local community as well as other academic institutions. Our flagship event is the Annual Sustainability Lecture, but we enjoy many opportunities to discuss ideas across boundaries and borders. These range from practitioner guest speakers in our courses to cross-country research with multiple universities and business partners. We also make use of our ESRC seminar series to engage with stakeholders (for details see Sections on Principle 4)

Annual Sustainability Lecture

Our Annual Sustainability Lectures provide an ideal opportunity for students, academics, politicians, business representatives and interested members of the community to come together to address current trends and issues in the field of sustainability. The resulting discussions are thought-provoking and help to shape our initiatives thereafter.

Who? Baronesse Diana Warwick
When? 21st March 2017
What? Social Infrastructure

Baronesse Diana Warwick considered the sustainability of our social infrastructure and the implications for public policy in relation to two specific areas, higher education and social housing, in the context of the referendum decision to leave the European Union, and the divisions within the country which the vote exposed.
Over the last two years, we have greatly improved our digital presence. As Twitter is one of the most interactive forms of social media, we are proud that our handle @RHUL_CoRIS gained over 600 followers in less than two years.
Sustainability at Royal Holloway is integral to what we do and how we operate. We are providing leadership on sustainability through our facilities, our campus, our education and research and through a culture of sustainability at the College. Sustainability is about bringing sustainable thinking into the core of organisations and businesses. For a university this means embedding sustainability in our core business of providing education. However, we also strive for sustainable organisational practice. Over the last two years, we have made tremendous steps forward by identifying our key (environmental) sustainability areas and developing high-level policies. For two of our six core areas – energy and biodiversity – we have already started implementing multiple initiatives and plan to enhance these further while at the same time pushing forward in the other areas as well. Below are just some highlights of our activities over the last two years. Our sustainability team also assists with teaching and offers experience based learning opportunities to our students, which has helped improve both knowledge and provided career opportunities.

Environmental Sustainability

Our Six Focus Areas

- Biodiversity
- Energy
- Procurement
- Transport
- Waste
- Water

"As custodians of a unique and historic campus, we recognise the need to protect and enhance our built environment and diverse open spaces for the next generation. Because we have this unique learning environment, we also focus on accessibility for those who cannot physically make it to the campus."

Royal Holloway creates campus habitats for two of UK’s rarest beetles

We promote Fair Trade

We aim to protect our woodlands, ponds and meadows on campus
SocialSustainability

On top of environmental issues, we - as a College - are very dedicated to social issues. As our activities are very diverse, we only highlight some of our major achievements of the last two years.

- Royal Holloway at the forefront of efforts to support women in STEM subjects
- Research carried out by StuRents.com has found Egham is the safest area for students to live in.
- Royal Holloway hosts conference to celebrate blindness and challenge stereotypes
- We launched a social media campaign to tackle voter apathy #votebecause
- We were awarded the Alcohol Impact accreditation for cultivating a safe and responsible drinking culture.
- Royal Holloway was one of just eight universities to be awarded the new higher education Race Equality Charter Mark.
Economic Development

We also want to highlight our contribution to the local and national economy.

- **£481.2m** is what we contribute to the UK economy.
- **£167m** is what we contribute to the Runnymede Borough.
- **3,400 jobs** supported by Royal Holloway.
- **1,400 jobs** directly supported by Royal Holloway.
- **£60.7m** overseas income attracted by Royal Holloway.
- **£58.5m** is estimated amount our employees spend in the UK.
**Our Objectives - 2016 and now -**

<table>
<thead>
<tr>
<th>In 2016, we set the following objectives:</th>
<th>We have now run two additional CRIS away days. Due to these and other initiatives research collaboration within CRIS has increased.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance research exchange within CRIS</td>
<td>Our PhD students are highly integrated into our core CRIS activities. We have kept our number of PhD students steady.</td>
</tr>
<tr>
<td>Further strengthen our Sustainability PhD programme</td>
<td>The numbers of the MSc stayed the same but were unfortunately not increased as much as we had hoped for. More measures taken.</td>
</tr>
<tr>
<td>Further strengthen our MSc Sustainability and Management</td>
<td>Most of our members have taken research impact training. We are in the process of developing various impact case studies.</td>
</tr>
<tr>
<td>Increase our Research Impact through partnership and collaborations with external stakeholders</td>
<td>We have incorporated innovative initiatives such as WikiRate. We have further taken students on field trips, included live case studies and similar activities.</td>
</tr>
<tr>
<td>Introduce further action and experiential learning based activities into our sustainability teaching</td>
<td>we have increased our biodiversity efforts</td>
</tr>
<tr>
<td>Increase our efforts in biodiversity and energy</td>
<td></td>
</tr>
</tbody>
</table>

**Our objectives for 2020**

- Develop research project and grant application within CRIS
- Further strengthen our Sustainability PhD programme
- Further strengthen our undergraduate and postgraduate offers
- Further develop our Research Impact through partnership and collaborations with external stakeholders
Contact Us

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