

2024 Sharing Information on Progress **(SIP) Report**

Cranfield School of Management

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

Cranfield School of Management demonstrates its commitment to PRME's Principles through the following letter from senior leadership.



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18 October 2024

Statement from the Deputy-Vice-Chancellor

Our **purpose** as Cranfield School of Management is to transform global management through responsible management education (RME), combining theory with practical application to advance sustainable and ethical business practices. Our postgraduate programmes are designed to have a real-world impact, particularly through our part-time students, who apply their learning directly in their roles. A recent development is the establishment of the Responsible and Sustainable Management Education Committee, led by Professor Stephanie Hussels, which meets quarterly to ensure that RME principles are integrated throughout the School, furthering our commitment to shaping a sustainable future.

In this reporting period, I am proud of the contributions Cranfield School of Management has made to the sustainability initiatives of the wider university. Cranfield University has received significant recognition for its sustainability efforts, including ranking in the global top 40 in the Times Higher Education Impact Rankings 2023 for its support of UN Sustainable Development Goal 17, placing in the top 15% globally, and notably ranking in the top 5% for the environmental impact of its research and education in the QS Sustainability Rankings 2024. Additionally, in the Financial Times MBA Global Rankings 2023, our re-launched Transformation MBA ranked 7th for student diversity and 1st in the UK for its commitment to reducing carbon footprint.

Our purpose is underpinned by responsible **values** and activated through campus-wide sustainability goals, driving greater commitment from faculty, staff, and students. We promote sustainability literacy by teaching core sustainability modules across our management programmes while also developing innovative specialist sustainability modules and programmes.

We invest in and support innovation in **teaching** methods. We are developing innovative approaches to teaching which make lifelong learning more inclusive, accessible, and with a lower carbon footprint. We support faculty in developing innovative learning experiences that inform and inspire responsible management practice, including investing in the 'Exploring Sustainable Futures' game, which was showcased at COP26, and the K2 "Against All Odds" simulation. Business simulations are a growing area of expertise within our faculty, supported by our specialist Digital Management Education Group and driven by demand from our executive management education partners.

Our **research** output at Cranfield School of Management has made significant progress, ranking 7th in the UK for impact in the 2021 REF. This progress is guided by our 2023–2030 Research Strategy, which focuses on quality and international partnerships. We host events on achieving research impact and closely monitor industry projects to ensure ongoing success. Cranfield School of Management leads a major university-wide research initiative, bringing together experts in management, engineering, and natural sciences to adopt an ecosystem approach to understanding organisational and systems resilience.

We take a **partnership** approach to our research and teaching, delivering co-produced programmes and customised executive education. Our Executive MBA, in partnership with Grant Thornton, ranked in the top ten in the UK in the Financial Times EMBA 2023 rankings. This close-to-practice approach ensures we prioritise teaching and research that address the skills gaps and challenges faced by businesses.

We engage with local businesses and civic organisations to deepen our regional influence and contribute to responsible economic growth through the Bettany Centre for Entrepreneurship. This is exemplified by the Ready for Net Zero Growth programme launched in 2022, and the Climate Action Programme launched in 2023. As a result, we were awarded the Small Business Charter accreditation in 2023, recognising our substantial support for small businesses and our commitment to entrepreneurship. This accolade underscores Cranfield's integral role in the Bedfordshire business ecosystem and reinforces its dedication to sustainability and responsible management practices.

Led by our Energy and Environment Committee, we continue to improve our university's own sustainability performance in our organisational **practices**. We have set new 2030 targets on carbon, waste and water management, travel, biodiversity, pollution control and climate adaptation, and signed up to the UN University and College SDG Accord. We have also made progress on our objective to be a net zero campus by 2030, supported by significant investment in our energy infrastructure and a newly formed team of energy champions.

Through our efforts and partnerships with other university schools, businesses, and the wider community, we apply the PRME principles to help achieve a more inclusive and sustainable global economy. We **share** our successes and challenges internally to continuously improve on our mission to transform the practice of management.

Yours faithfully



Professor David Oglethorpe
Dean, Cranfield School of Management
Deputy Vice-Chancellor, Faculty of Business & Management,
International & Student Recruitment

Institutional Mission, Vision, and Strategy

The following outlines Cranfield School of Management's institutional mission, vision, and strategic approach to responsible management education.

Mission, Vision, Strategy or Purpose

Cranfield University corporate plan, Ambition 2027 - creating impact together, is an ambitious, five-year plan that outline focus and shared goals.



Relevant Stakeholders

PRME, Cranfield School of Management

Purpose

Ambition 2027 - creating impact together, is an ambitious, five-year plan that sets Cranfield University focus and aligns shared goals.

Cranfield Corporate Plan Ambition 2027

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Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

RME Leadership Accountability

At Cranfield School of Management, accountability for responsible management education is structured as follows:

Formalized Senior Leadership Role

Cranfield School of Management's newly established Responsible and Sustainable Management Education (R&SME) Committee

The R&SME Committee was established in 2024 to integrate Responsible Management Education (RME) principles across Cranfield School of Management (SoM). Led by Professor Stephanie Hussels, the committee unites faculty and staff to promote ethical, sustainable, and accountable management practices.

The committee drives the adoption of responsible and sustainable business principles throughout the School, shaping teaching, research, and outreach. Its efforts ensure that future business leaders are equipped to address global challenges through ethical, long-term sustainability strategies.

Chapters

Summary- Cranfield School of Management's newly established Responsible and Sustainable Management Education Committee

In early 2024, Cranfield School of Management established the Responsible and Sustainable Management Education (R&SME) Committee, under the leadership of Professor Stephanie Hussels, to promote the integration of Responsible Management Education (RME) across the faculty. Bringing together representatives from all six centres and professional staff, the committee convenes quarterly to discuss and coordinate efforts to embed responsible and sustainable practices throughout the School. At its inaugural meeting, the committee developed a working definition of responsible and sustainable business, emphasising ethical, transparent, and socially accountable practices alongside long-term sustainability goals. This definition underscores the interconnectedness of responsible business, focused on fairness and accountability, and sustainable business, which balances environmental, social, and economic needs for future generations. The committee aims to refine this approach as it evaluates the School's continued commitment to Responsible Management Education.

Cranfield School of Management Establishes Responsible and Sustainable Management Education (R&SME) Committee to Drive Faculty-wide Integration of RME Principles

To ensure Responsible Management Education (RME) is effectively integrated across the entire faculty, Cranfield School of Management (SoM) appointed Professor Stephanie Hussels as the executive lead of the newly established Responsible and Sustainable

Management Education (R&SME) Committee, which was formally created in the first quarter of 2024 to spearhead the faculty's commitment to responsible and sustainable management practices. This committee plays a pivotal role in driving the integration of RME principles by bringing together faculty representatives from all six centres within the School of Management. Additionally, professional staff are included in the committee to enable comprehensive input from across the School of Management, thereby ensuring that the dialogue surrounding RME is inclusive and ongoing.

The committee convenes on a quarterly basis, with a structured agenda circulated to members in advance to facilitate focused and productive discussions. These meetings serve as a platform for representatives to collaborate on the latest developments in RME, share insights, and coordinate efforts to embed these principles throughout their respective areas. Following each meeting, representatives are responsible for communicating key discussions, decisions and action points to their colleagues within their centres. This process is designed to ensure that the outcomes of the committee's work are effectively disseminated, fostering a cohesive approach to RME across the entire faculty.

Defining Responsible and Sustainable Business for Cranfield School of Management (SoM)

In the inaugural meeting of the Responsible and Sustainable Management Education (R&SME) Committee, each faculty representative brought their centre's perspective on responsible and sustainable management. Together, a working definition was assembled to help us make focused and sustained progress on embedding Responsible Management Education (RME) through our respective teaching, research and outreach.

Responsible business refers to an organisation's commitment to ethical, transparent and socially accountable practices. It emphasises fairness in dealings with employees, suppliers and stakeholders, ensuring that operations are conducted in a way that aligns with environmental, social and economic responsibilities. It goes beyond Corporate Social Responsibility (CSR) by embedding accountability and transparency into the core of business strategies, often through Environmental, Social and Governance (ESG) metrics. Sustainable business focuses on the long-term viability of business activities by balancing the needs of present and future generations. It emphasises minimising environmental impact, conserving resources and fostering social equity. Sustainable businesses seek to align with the triple bottom line: people, planet and profit. Sustainable practices include reducing carbon footprints, promoting renewable energy and ensuring responsible consumption and production.

The relationship between responsible and sustainable business lies in the fact that responsible business practices are often essential components of sustainable business strategies. By acting responsibly, companies can mitigate risks, build trust with stakeholders

and establish a foundation for long-term sustainability. Conversely, sustainable business practices often require a responsible approach to governance, operations and stakeholder engagement to be effective.

In essence, responsible business practices are a key enabler of sustainability, and sustainable business strategies typically incorporate responsible practices as integral elements of their approach to creating long-term value for all stakeholders.

Our mission is to transform the practice of management around the world by creating and disseminating applied knowledge. We envision ourselves as a world-leading management school that promotes **responsible management thinking and practice**. As part of the committee, we reflect on whether we need to evolve the definition we have created above and evaluate if we are upholding these principles.

R&SME Committee Organisation Chart

Responsible and Sustainable Management Education Committee Organisation Chart

Relevant Stakeholders

Cranfield University

Purpose

R&SME Committee Organisation Chart

REMSEC Org Chart

[View document](#) [Download document](#)

Organizational Structure for RME

The following organizational entities at Cranfield School of Management are responsible for RME:

- ❖ The Responsible and Sustainable Management Education (R&SME) Committee, which is accountable and responsible for Responsible Management Education (RME) on behalf of Cranfield School of Management (SoM), is involved in research, teaching and engaging communities and businesses.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

RME Elements in Degree Programs

Cranfield School of Management integrates responsible management education into its degree programs through 6 different approaches:

Guest Speakers and Showcase Events

Enhancing the Student Experience: Integrating Practical Experience and Multidisciplinary Understanding at Cranfield School of Management

Cranfield School of Management (SoM) transforms learning environments by integrating responsible management concepts and practices into the curriculum and pedagogy through hosting guest speakers and showcase events.

Cranfield School of Management (SoM) reinforces Responsible Management Education (RME) elements across its portfolio of taught degree programs, executive education and apprenticeships by providing co-curricular experiences.

Chapters

Bringing Practice into the Classroom through Guest Speakers

Cranfield School of Management (SoM) regularly hosts industry speakers to provide students with valuable real-world insights into operating and leading responsible businesses. This commitment ensures that students grasp the principles of responsible management practices. Various course-specific speaker series are also open to other university students, fostering partnerships and encouraging external and local participation. Notable examples during the reporting period across the academic centres in Cranfield SoM:

- - **Strategy, Entrepreneurship and Sustainability:** Over the last few years, MSc in Management and Entrepreneurship, a specialised MSc supported by the Bettany Centre, offered a series of Fireside Chats with investors and early-stage and established entrepreneurs operating across various contexts such as social, family business and tech entrepreneurship. Further external speakers were invited to MSc in Management and Entrepreneurship's curricular and co-curricular events. These included professionals from the entrepreneurial ecosystem (accelerators, venture builders, investors, tech scale-up leaders, etc.). These interactions allowed the students to discuss the speakers' entrepreneurial journeys, obstacles faced, strategies adopted to overcome or circumnavigate those and recommendations for their own entrepreneurial and professional journeys and their potential impact. This intimate setting allows students to discuss in more detail the tools for success and challenges faced by the speakers. The Sustainable Business Group welcomed 27 guest speakers

with sustainability expertise across nine modules, including Lucy Parker (co-author of 'The Activist Leader'), Sandy Rodger (former director at Diageo and former VP at Unilever), and Priya Satish (Corporate Sustainability Business Lead, Gatehouse Bank). See Principle 5: Partner for more examples of speaker series.

- **Strategic Marketing and Sales:** This group hosted several guest speakers, including a representative from Lush, who discussed 'Ethical and Fair Trade, Sustainability, and Animal Welfare' in the Retail Marketing module, and a speaker from the Institute for Advertising Ethics, who presented on 'The Importance of Studying Ethics in Advertising' in the Integrated Marketing Communication module.
- **Leadership and Change:** The **MBA Speaker Series** provides full-time MBA students and graduates with insights from a diverse group of industry leaders who share career experiences and offer new perspectives. One of the speakers was alumna Debra Charles, Founder and CEO of Novacraft, who discussed integrating people, processes and technology to transform organisations and make a meaningful societal impact.

Training Ethical Leaders in the MBA Leadership Week

As part of the MBA program, Cranfield's MBA Leadership Week is dedicated to ethical leadership. In 2023, the theme was "Ethical Leadership in the 21st Century," featuring workshops, speakers and events designed to build leadership capacity with a focus on ethics and sustainability. Diverse speakers from around the world contributed to the sessions, and students engaged in sustained peer coaching to build empathy, frame values, and understand responsible leadership in real-world scenarios.

Encouraging Multidisciplinary Understanding of Sustainability

Cranfield School of Management (SoM) promotes multidisciplinary understanding by facilitating learning from other schools, including the School of Water, Energy, and Environment (SWEE). The SWEE Research Leadership Networking Series fosters an engaging research culture and promotes scholarly discussion. Management students are encouraged to attend these sessions, and connections are established through shared modules, such as the Leading Corporate Sustainability module, which is available to both management and technical students.

Incentivising Students to Engage in Responsible Management Education Extra-Curricular Activities

As a postgraduate-only university, Cranfield School of Management (SoM) has limited time with students, as most stay on campus for only one year. To maximise their exposure to Responsible Management Education (RME), the university offers a range of extracurricular activities focused on responsible and sustainable business. For example, the Entrepreneurship Speaker Series offers students firsthand insights from successful

entrepreneurs and investors, emphasising responsible and sustainable business practices. One recent speaker was James Bidwell, owner and Chair of Springwise and co-founder of Re_Set, who discussed innovation and sustainability, drawing on his experience as the founder of a sustainability consultancy and an impact investment fund. To recognise their extra-curricular learning journey, in September 2023, digital badges were also introduced. The Entrepreneurship suite of badges incentivises students to participate in extracurricular activities featuring external speakers. This initiative engages the broader university community, promoting responsible education through interdisciplinary dialogue on sustainability-related topics.

"I have four badges from the Bettany Centre's Venture Programme, which I have showcased on my LinkedIn profile. When people go through your profile, they ask you 'oh, what are these badges? Have you done this? Have you gained perspective on this?'. So, I've found them to be a great conversation starter."

Yash Mantri, Management and Entrepreneurship MSc (2024)

SoM students actively enhance their practical skills through diverse competitions and industry engagements. In the [2023 Hult Prize Challenge](#)- Launch an innovative social venture in the clothing and fashion industry to make it more sustainable, MSc in Management and Entrepreneurship students reached the finals, securing \$100,000 for their sustainable venture, Innovious. The annual Cranfield-Colworth Innovation Challenge saw over 270 students tackle industry challenges from Unilever's Ice Cream Business Group and Lipton Teas and Infusions, with nine teams presenting their solutions. The 2023 winning team, Mindit (Thomas Drescher, Shubham Pandey, Anushka Sawarkar, Subhramanian Srinivasan Rangamani, Andrei Boitcev) won the first prize of £5,000 for their innovative idea on reducing the impact of hail on tea estates.

"We are absolutely over the moon after winning the challenge! The competition was intense with strong runners-up. We put in all our skills and passion to create the comprehensive approach we presented in the pitch. The long working hours united our team while promoting our skills in research, creative thinking and presenting. We are overwhelmed by the support we received from key people from both institutions throughout the competition. The challenge was a great opportunity for networking and beyond that to make friends." Thomas Drescher, MBA student and 2023 Winner

Embedding Responsible Management Education Through Specialist Sessions and Cross-Disciplinary Modules

Cranfield School of Management (SoM) integrates responsible management concepts through module topics, case studies, specialised sessions within general modules and Responsible Management Education (RME) - focused assessments at the discretion of each professor.

Cranfield School of Management (SoM) faculty prioritises Responsible Management Education (RME) by actively addressing sustainability, ethics and Sustainable Development Goals (SDGs) across various management disciplines and assessments, ensuring quality education in responsible management.

Chapters

Summary on Embedding Responsible Management Education Through Specialist Sessions and Cross-Disciplinary Modules

Besides offering specialised modules on sustainability, Cranfield School of Management (SoM) integrates Responsible Management Education (RME) into the curriculum rather than treating it as a standalone subject. Since the last PRME report, the faculty has intentionally further embedded RME throughout various modules by adding specialist sessions focused on RME and creating cross-disciplinary integration through joint assessments. The Responsible and Sustainable Management Education (R&SME) Committee, the governing entity at SoM that oversees RME, tracks and encourages the inclusion of RME topics across all modules. Examples from 2022-2023 demonstrate how lecturers have consistently emphasised RME in module topics.

Specialist Sessions Highlighting Responsible Management Education in Modules

In line with Cranfield School of Management (SoM)'s vision to be a world-leading management school in responsible management thinking and practice, significant efforts have been made in recent years to embed Responsible Management Education (RME) across the various modules offered by the School. Below are some examples that demonstrate how this is being achieved. Several compulsory modules within the Marketing and Leadership MSc programme address PRME issues. For example, 'Evaluating Marketing Effectiveness' provides students with the knowledge and skills to develop and assess strategic marketing plans while considering financial and ethical outcomes. This module includes strategic marketing planning with a systems-thinking approach, evaluating high-performance strategies, developing Corporate Social Responsibility programs, and understanding marketing ethics and their impact on stakeholders and society. The module 'Understanding Markets and Competitors' provides students with the knowledge and skills to evaluate how markets and competition affect an organisation's ability to develop and

deliver marketing strategy. This is achieved by using analytical frameworks, tools and techniques to responsibly inform decision-makers. Students also gain knowledge on ethical issues concerning markets and competitors to support responsible behaviour.

The 'Integrated Marketing Communication' module leader invited the Director of Curriculum and Assessment of the Institute for Advertising Ethics to present a session on "The Importance of Studying Ethics in Advertising." This module also adopts several case studies which have a strong RME focus, including a case study on the Pan Norway "StopTheWedding" campaign, which explores gender equality issues (SDG 5), a case study on the United Colours of Benetton's "UNHATE" campaign and the AIDS David-Kirby campaign, which addresses "Marketing Communications Targeting Vulnerable Groups" (SDG 10).

The Organisational Behaviour module introduces students to key concepts in organisational behaviour, psychology, and sociology to understand how people influence the success of organisations and address several Sustainable Development Goals (SDGs). For instance, the stress and well-being sessions relate to SDG 3 (Good Health and Well-being), while the Equality, Diversity, and Inclusion (EDI) session addresses SDG 5 (Gender Equality). Ethical leadership and personal development sessions support SDG 8 (Decent Work and Economic Growth), and the ethics session aligns with SDG 16 (Peace, Justice, and Strong Institutions). Sessions focus on understanding human behaviour, interpersonal relationships, and organisational dynamics, which are critical for fostering ethical and sustainable practices. By teaching concepts like leadership, diversity, emotional intelligence, and organisational change, the module encourages managers to make decisions that consider the well-being of employees, promote inclusivity, and respond effectively to external challenges. This understanding helps leaders create more responsible, people-centric management strategies that benefit both the organisation and wider society, aligning with principles of responsible management.

The 'Family Business Management' module is a compulsory course in the MSc in Management and Entrepreneurship program, focusing on managing and growing established family businesses. Although RME is not explicitly mentioned in the module's intended learning outcomes, it includes several case studies to explore the role and importance of governance and responsible management within family businesses from business ownership and family perspectives. Additionally, students are required to apply various theoretical models to their family businesses, discuss these with their peers, and then reflect on the implications and the steps they should take moving forward.

As part of the 'Leadership in Action' module, the full-time MBA students have worked with the Chair of a high-tech environmental and civil protection technology business. Using a "detective story" format that combines story-telling, role-play and discussion, students experienced the different stages of a severe bribery crisis - from discovery to management to resolution. At every stage, they were challenged to reflect not just on the threat to the firm

and its commercial situation but also on the environmental consequences, the political, social and economic effects on the global community of countries served by the business, and the human dilemmas around governance and decision making.

Cross-Disciplinary Responsible Management Education Integration through Joint Assessments

Responsible management education (RME) topics often span different management areas, and Cranfield School of Management (SOM) integrates RME across modules through joint assessments. For instance, the module leaders for 'Strategic Operations Management' and 'Leading Sustainable Business' collaborated on a joint assessment for the Executive MBA. This assessment requires students to analyse the current operations of a selected organisation and propose improvements or innovations that align with its sustainability and operations strategy. Students can choose organisations from around the world, including non-profits with product sales. They then prepare a professional report for the board, examining the organisation's operations and sustainability strategies, followed by recommendations for improvement.

This assignment encourages students to apply real-world scenarios, bridging theory and practice to understand how sustainability integrates into business operations. By evaluating operations and sustainability strategies, students develop critical analysis skills, enhancing operational efficiency while considering environmental and social impacts. They learn to emphasise the strategic role of operations in achieving competitive advantage and sustainability, ensuring that improvements align with broader business goals. This joint assessment fosters collaboration hones professional reporting skills and provides practical experience in making recommendations that balance economic, social and environmental considerations.

Course-Level RME Learning Goals

Integrating Responsible Management Education in Modules Through General Programmes and Specialist Programmes

To embed Responsible Management Education (RME) into Cranfield School of Management (SOM)'s graduate programs, equipping future leaders with the skills to address global challenges through sustainable and ethical business practices.

Cranfield School of Management (SoM)'s curriculum integrates Responsible Management Education (RME) across both specialist and general management programs, with a focus on embedding sustainability and ethical leadership through compulsory modules, innovative courses and ongoing audits to ensure alignment with current industry needs and sustainable practices

Chapters

Summary

Courses in this section refer to modules within degree-bearing programmes at Cranfield School of Management (SOM). At Cranfield SOM, accredited modules typically consist of 100 hours of learning with 16-20 hours of face-to-face or online teaching. As part of the actions taken by the Responsible and Sustainable Management Education (R&SME) Committee, an audit of modules was conducted across the graduate education portfolio to assess and track the role of Responsible Management Education (RME) in the curriculum. Upon reviewing all 212 modules, at least 36% explicitly included RME or sustainability in their intended learning outcomes (ILOs) and/or syllabus content. Over the next year, the R&SME Committee will continue this project to identify further opportunities for explicitly integrating RME.

Compulsory Responsible Management Education Modules Across General Management Programmes: Integrating Sustainability and Ethical Leadership at Cranfield School of Management (SOM)

Responsible Management Education (RME)-specific modules are compulsory not only in specialist sustainable management programmes but also in general management courses. This allows every single Cranfield management graduate to have a high standard of understanding of their role as responsible managers.

For example, the '*Leading Sustainable Business*' module was introduced as a compulsory component for over 150 students in the full-time and executive MBA programmes. This module equips business leaders to tackle pressing issues such as climate change, biodiversity loss and social inequality. Students learn to identify challenges and opportunities, analyse business responses, assess stakeholder collaboration and understand the role of personal leadership. Additionally, they critically evaluate sustainability strategies, propose improvements and identify barriers to change.

Some student feedback includes:

"A great breadth of content and ideas, some informative and inspiring guest speakers and lots of opportunity to relate our learnings back to our own workplaces."

"I really enjoyed that the module addressed challenges I am facing with influencing change within the organisation now and provided me with skills to immediately tackle some of these issues. The module leader's understanding of the reality of the corporate world made the module's content applicable to real life and sparked some interesting debate in the breakout sessions."

In addition, the 'Investing for Environmental and Social Impact' module is now compulsory in the MSc Finance programme, with 85 students enrolled during the reporting period. This module integrates ESG criteria into financial decision-making, focusing on how impact investors achieve both environmental and social goals alongside financial returns. Aimed at students pursuing careers in financial services, it covers finance, public policy and investment management, exploring traditional and alternative risk management approaches, green finance and the impact of sustainability on investment decisions.

In the 'Supply Chain Management' module for the MSc Management and MSc Management and Leadership programs, students gain insights into supply chain principles, strategies and performance, with a strong focus on sustainability. Two of the five intended learning outcomes are specifically dedicated to evaluating and improving sustainability in supply chains. Students learn to assess the role of technology in competitive strategy and sustainability, as well as how to enhance supply chain integration to improve performance in terms of time, cost, quality, resilience and sustainability.

The 'Organisational Behaviour: Application' module is taught in the Management MSc programme, as well as in more specialised programmes. It is based on the premise that organisational success depends on understanding and managing diverse interpersonal dynamics. The module explores key concepts from organisational behaviour, psychology and sociology, with a focus on inclusion and diversity. Students learn to apply these theories to foster inclusive work environments, assess the impact of diversity on team dynamics and develop strategies for personal and professional growth.

"The pre-assignment was good, it allowed group members to brainstorm, learn more about each other in return strengthening relationships and fostering teamwork."

"Very interesting content about the importance of organisational politics and how pivotal it is to be politically engaged in the future of students' careers. The different leadership theories explained, with their upsides and downsides, made it clear that there is not a single 'type' meant to be a leader."

A new module, 'Global Business Environment (GBE)', taught on the MBA, is now part of the MSc in Accounting and Finance program and plays a crucial role in advancing the Sustainable Development Goals (SDGs). This course provides insights into how businesses operate within and influence broader socio-economic and ecological contexts. By exploring international markets, corporate governance and ethical business practices, it directly contributes to SDG 8 (Decent Work and Economic Growth) by promoting sustainable economic practices and inclusive growth. It also supports SDG 9 (Industry, Innovation, and Infrastructure) by encouraging innovative solutions and resilient infrastructure development. Understanding global supply chains and corporate social responsibility fosters responsible consumption and production (SDG 12) and emphasises environmental

stewardship (SDG 13). Additionally, the course addresses the role of businesses in reducing inequalities (SDG 10) and promoting gender equality (SDG 5), highlighting how ethical and sustainable business strategies can create more equitable and inclusive economic systems. Overall, the module prepares future business leaders to integrate the SDGs into their strategic decisions, fostering a sustainable global economy.

Innovative and Current Curriculum: Cranfield School of Management's New Sustainability Specialist Modules for Specialist Programmes

Cranfield School of Management (SoM) keeps courses up-to-date and current, which requires constant innovation and change. The modules offered reflect the needs of business and industry, and the research interests of staff.

The 'Green and Sustainable Finance' module ran for the second time in 2022 on the MSc in Management and Corporate Sustainability. The aim of the 'Green and Sustainable Finance' module is to develop students' awareness of the ways in which finance and financial services are increasingly integrated into and central to Environmental, Social and Governance (ESG) criteria and in supporting sustainable economic growth. In particular, the module is designed to deliver insight into the role finance can and must play in the transition to a more sustainable economy, as well as the wider national and international regulatory and enabling frameworks.

Some student feedback:

'The size of the cohort was perfect for the discussion and having the lead of the course in each module allowed continuity and open discussion. Also, the lecturer's knowledge was clear and very dynamic during the four-hour session. Having speakers helped a lot in the conversation and knowing the industry perspective was very fascinating.'

'Great experience, (module tutor) she did her best to introduce the topics to us and invited many guest lecturers for a better view of how green finance actually works from the industry perspective.'

Together with academics from our technical school, Cranfield SOM has developed several new sustainability-focused modules for the MSc in Sustainability. One such module, led by the School of Water, Energy and Environment, is 'Principles of Sustainability'. This module explores frameworks for managing global ecosystems, including the Sustainable Development Goals, Natural Capital, Ecosystem Services and the Circular Economy. Students critically evaluate these approaches and their real-world applications, with a focus on resource use, ecosystem services and sustainability strategies. Upon completing the module, students will critique key sustainability concepts, assess natural capital and ecosystem service approaches for decision-making and evaluate strategies to

enhance system resilience. They also explore how the circular economy presents commercial opportunities and apply a per capita approach to analyse resource synergies in case studies.

Some student feedback:

"The first day of lectures was amazing! Starting to understand all the principles of the system was such a great start to the course."

"The content was really insightful, and I really liked the use of examples and book references. I appreciated how the conversation in the chat was embraced by the lecturers, and the content was adapted to accommodate the questions and applications from different students' industries."

Another newly launched specialist Responsible Management Education (RME) module is 'Economics of Sustainability'. This module equips senior managers with the skills to build effective business cases for sustainability initiatives. It focuses on economic appraisal techniques, such as cost-benefit analysis and discount rates, to demonstrate the value of sustainability projects. Students learn how to communicate sustainability, assess risks and influence stakeholders effectively.

Some student feedback:

"Amazing lecturer. Made the course really interesting, engaging and relevant to us in our roles! The course was taught at a good pace, with plenty of time for discussion and examples. I can't believe how much I enjoyed economics!"

"For me, this subject is one of the most important in being able to engage with my business. The course content matched my high expectations and hopes for this course!"

Program-Level RME Integration

Cranfield School of Management (SOM) degree programs with Responsible Management Education (RME) in the program-level learning goals and assessment rubrics

To embed Responsible Management Education (RME) into Cranfield School of Management (SOM)'s graduate programs, equipping future leaders with the skills to address global challenges through sustainable and ethical business practices.

Cranfield School of Management (SoM)'s integration of Responsible Management Education (RME) into its curriculum ensures that all graduates are prepared to advance sustainability and ethical leadership in their professional roles, driving positive change in business and society.

Chapters

Summary

Our programmes are split into award-bearing and non-award bearing education portfolios: Full-time graduate programmes; part-time graduate (including apprenticeship) programmes; open and customised (including apprenticeship) executive education and digital stackable programmes. These portfolios are underpinned by our fifth core business activity – research and scholarship – which is delivered across six administrative discipline-based centres. Cranfield School of Management (SOM) has integrated Responsible Management Education (RME) into 37% of its degree programs, using program-level learning goals and assessment rubrics. The Responsible and Sustainable Management Education (R&SME) Committee will review these findings and collaborate with the remaining 14 Programme Directors over the next academic year to further enhance RME integration and highlight more explicitly RME learning goals.

Transformation MBA Redesign Enhances Focus on Responsible Management Education; Cranfield's Program Achieves Top UK Rankings and Global Recognition

The redesign of the Transformation MBA has increased the focus on Responsible Management Education (RME) at the program level. Cranfield's Full-time MBA was recently relaunched as the Transformation MBA under the leadership of Professor Leila Alinaghian, Director of the Full-time MBA and Professor of Business Relations and Impact. Cranfield School of Management (SOM)'s Full-time MBA program has been ranked 9th in the UK, 27th in Europe, and 88th globally in the 2023 Financial Times rankings. The program also ranked number one in the UK for sector diversity, reflecting the diverse industry backgrounds of its students and for its carbon footprint and net-zero achievements. The carbon footprint ranking placed Cranfield's Full-time MBA 17th globally.

The redesign placed a stronger emphasis on RME, with one of the eleven intended learning outcomes being: *"Demonstrate a critical understanding of social, environmental, and ethical issues affecting businesses, and the ability to develop innovative and effective solutions related to environmental sustainability and social impact in a business context."*

Growing master's-level apprenticeship portfolio unlocks more flexible professional development with a Responsible Management Education focus

Cranfield School of Management (SoM) is proud to offer a portfolio of master's-level apprenticeships that support both individual and organisational development. Aimed at individuals already in, or planning to move into, strategic roles within their organisations, a Level 7 apprenticeship represents the highest level of apprenticeship available in the UK. Studying for an apprenticeship offers working professionals a unique opportunity to gain higher-level education, practical experience and career advancement in a structured and supportive environment.

Cranfield SoM recently launched apprenticeship programs, including the 'Senior Investment and Commercial Banking Professional Apprenticeship' through the MSc in Sustainable Banking and the 'Senior People Professional Apprenticeship' through the MSc in Strategic Human Resource Management. A recent Ofsted report rated Cranfield University's apprenticeship offerings as 'good' in all areas during a full inspection. The report commended the University for its high-quality teaching, impactful industry connections, excellent facilities and strong support for apprentices. Cranfield SOM has expanded executive education opportunities through apprenticeships, enabling direct influence on business and management practices via its executive students.

Cranfield School of Management and School of Water, Energy, and Environment Launch Inclusive Part-Time MSc Sustainability, Bridging Disciplines and Enhancing Work-Based Skills

In March 2022, Cranfield School of Management (SoM) partnered with the School of Water, Energy, and Environment (SWEE) to launch a 2 ½ year part-time MSc in Sustainability designed to equip learners with work-based skills and competencies to create more sustainable organisations. The course aligns with the Institute for Apprenticeships and Technical Education's master's-level Sustainability Business Specialist apprenticeship standard. It fosters sustainability competencies through an inclusive and diverse teaching environment, recognising that such diversity is key to developing sustainability skills. Since its launch, the course has attracted over 165 learners from a wide range of backgrounds: more than half are female, their ages range from 22 to 55, and they bring between 2 and over 20 years of workplace experience. These learners represent diverse disciplines, from engineering to finance, and work in sectors ranging from defence to social housing across private, non-profit and government organisations.

The course is designed to be inclusive and accessible, with live online teaching sessions every other Friday, complemented by annual residentials. The part-time nature of the course and eligibility for apprenticeship-levy funding make it possible for those who might not have been able to access, afford, or take time off for postgraduate study to pursue higher education, including those with parenting or caregiving responsibilities.

Learners collaborate in diverse learning sets, applying their learning to their specific work challenges. Diversity in teaching is enhanced by bridging disciplinary silos, drawing on expertise from both the SOM and the SWEE. This course is the first at Cranfield University to be co-owned and co-delivered by two schools, fostering collaboration between diverse faculty members to bridge knowledge gaps, share resources, and offer different perspectives on sustainability challenges and solutions.

Diversity, equity, and inclusion are central to the course curriculum, linking the Sustainable Development Goals (SDGs) to a holistic view of sustainability. Topics include social equity, workplace diversity and inclusion, economic prosperity, and long-term environmental health

and well-being. This integrated view of sustainability extends and contextualises the knowledge, skills, and behaviours outlined in the apprenticeship standard, particularly concerning diversity and inclusion.

The course's assessment strategy is designed to align with the learners' diverse backgrounds, teaching methods, and intended learning outcomes. The strategy emphasises practical application, with regular checkpoints for self-reflection, peer and tutor reviews, and continuous feedback. Assessments are diverse, including group presentations with peer feedback, quizzes, case study reflections, reflective reports, client briefs, innovation proposals, risk assessments, cost-benefit analyses, videos or podcasts, and future scenario development.

Nine out of fourteen module assessments require learners to apply their knowledge to their own organisations. The course concludes with a 60-credit work or practice-based thesis, allowing learners to address sustainability-related challenges or opportunities within their organisations.

Executive Education (non-award bearing programmes)

Executive Education is a vital pillar for the School of Management (SoM) and is run by a dedicated team - Cranfield Executive Development (CED). Initially primarily focused on SoM based programmes, more recently, CED has developed a pan-University value proposition, leveraging Cranfield's technical expertise across various disciplines. A prime example is Centrica, where initial training for the top 100 senior leaders expanded to include Cranfield's expertise in hydrogen and energy. The executive non-award bearing programmes are split into three areas: open programmes, customised programmes, and apprenticeship programmes. In the 2023/24 financial year, 500 delegates attended open programmes, with 20% in C-suite positions and the remainder in mid-senior roles. Over 880 delegates have participated in customised programmes.

Open programmes are short courses designed to enhance the skills and knowledge of professionals from various industries and backgrounds. These programmes are open to individual participants or employees from different organisations rather than being tailored for a specific company. They cover a wide range of topics, including leadership development, strategic management, finance, marketing, and sustainability. The top open programme clients are Jaguar Land Rover, Expro, Wood plc, Master Innholders, and NFU Mutual.

New additions to the open programme portfolio during this reporting period include 'Leading Sustainability' and 'THRIVE: Passion, Purpose, Performance'. The Leading Sustainability programme equips delegates with the skills to drive effective sustainability initiatives, while THRIVE offers leaders a reflective and forward-looking experience to enhance their impact and fulfilment.

Moreover, a new portfolio of online open programmes with micro-credentials has been introduced, focusing on sustainable learning solutions and utilising technology and inclusivity over three levels - bronze, silver, and gold. Cranfield delivers transformative personal and professional development. Cranfield Online's stackable courses in business and management enable individual self-study to advance personal career progression, support organisations with employee development, and build in-house capability and expertise. By the end of 2023, the bronze-level 'Sustainable Business' module was launched. The course covers various aspects of sustainable business practices, including strategy development, implementation, and impact measurement, aiming to enhance participants' expertise in creating and managing sustainable business solutions.

Customised programmes are bespoke executive education courses explicitly designed to meet the unique needs and objectives of individual organisations. Unlike open programmes, which are available to professionals from any company or industry, customised programmes are developed in close collaboration with a single organisation to address its specific challenges, goals, and strategic priorities. CED's largest customised clients by revenue are HRDF, Centrica, Qatar Energy, and Shell, each contributing over £500,000 annually. Other significant clients include Urenco, Kier, Qatar Gas, ADNOC, BAE Systems, EDF Energy, and Dole.

One recent client example is Kier Group, a leading provider of infrastructure, construction, and property development services in the UK. Cranfield provides leadership development programmes across middle and senior management within Kier. The programmes focus on enhancing fair and ethical leadership practices, supporting Kier's goal of becoming a great place to work with purposeful jobs for their employees. Kier is focused on becoming a more diverse organisation, and currently, 100% of participants from ethnic minority backgrounds who have been through Cranfield's 'Building Leaders' programme have been promoted. Additionally, 47% of women who have completed Cranfield's 'Raising Leaders' programme have also been promoted. Within the 'Building Leaders' programme, there is a focus on personal, environmental, and social sustainability. Participants take part in Cranfield's 'Exploring Sustainable Futures' simulation. Following this powerful exercise, they are challenged to apply their learning by implementing more sustainable and ethical solutions to strategic challenges, which are presented to the Kier CEO at the end of each programme.

In the apprenticeship segment, a new blended, non-award-bearing programme, the Senior Leader Executive Programme (SLEP), has been created. The SLEP at Cranfield SoM is a comprehensive apprenticeship designed for experienced professionals aiming to advance their leadership capabilities. The programme combines academic learning with practical application, focusing on strategic leadership, change management and organisational transformation. It is tailored to develop high-level leadership skills and is delivered through a blend of face-to-face and online sessions, enabling participants to apply their learning directly to real-world challenges within their organisations. A new 'Sustainable Business'

module has been added that supports apprentices in their role as change agents in the context of the sustainability agenda, including connections to strategy, marketing, and organisational resilience. This also features the experiential learning tool, the 'Exploring Sustainable Futures' simulation.

The signatory's pedagogical approach, which includes RME in all degree program design and pedagogical innovations

Pedagogical Innovations to Create Engaging Learning Experiences

Cranfield School of Management (SoM) takes a diverse approach to learning, catering to a wide range of learners and learning styles. This emphasis on diversity supports Cranfield University's vision of creating a distinctive Cranfield learner.

Faculty are encouraged to develop and implement both physical and digital learning innovations to foster an engaging learning environment.

Chapters

Summary

Cranfield University's vision is that its learners will be renowned and valued for their distinctive skills and capabilities. The supporting education strategy, which informs Cranfield School of Management (SoM)'s school-specific goals, outlines how specialised courses, innovative academic practices, an excellent learning environment, and a connected learner journey make this vision a reality. In our mission to 'transform the practice of management around the world by creating and disseminating applied knowledge', Cranfield SoM uses different pedagogies that tend to be applied and experiential to address the diversity of its learners.

A broad range of physical and digital tools, along with different teaching materials, are used by lecturers to make learning more accessible, engaging, and suited to various learning styles. These include interactive glossaries, images, videos, case studies, simulations, and games. Learners' suggestions are also being considered, such as incorporating audio-only materials (e.g., podcasts) that can be accessed while travelling or walking. Asynchronous learning tools include discussion boards, where students can comment on pre-learning resources, share ideas, and ask questions about module content. Synchronous learning incorporates live polls, quizzes, and Q&A sessions to check understanding and encourage a wider range of learners to engage and contribute.

Enhancing Student Experience Through Simulations: The K2 'Against All Odds' Exercise in Developing Resilient, Responsible Managers

A priority area of our education strategy is to improve the experience of all our students, enhance the quality of education, and develop an inclusive learning environment that suits a diversity of learners. These are delivered to our students on graduate and executive programs, and the Cranfield Executive Development team to clients. Cranfield Business Simulations offer experiential learning solutions to enhance strategic thinking, decision-making, leadership, and collaboration in a risk-free environment.

One example is the K2 simulation, developed and run by Professor Elmar Kutsch and Dr Kate Davis from the Action, Execution and Implementation, and Organisational Resilience and Change Leadership Centre. The K2 "Against All Odds" simulation is an immersive, action-based team-building and organisational development exercise. It is inspired by the real-life tragedy of 31 July 2008, on K2, where 11 out of 32 climbers lost their lives. This simulation recreates the intense challenges and critical decision-making scenarios the climbers faced, offering a powerful learning experience. It is particularly effective for organisations operating in volatile, uncertain, complex, and ambiguous (VUCA) environments. Participants navigate high-stakes situations, making strategic decisions under pressure while working cohesively as a team. This fosters resilience, enhances problem-solving skills, and builds stronger, more adaptable teams capable of thriving in unpredictable environments.

From September 2022 to December 2023, the K2 simulation was conducted with 56 teams of project managers in the civil service sector, involving 280 participants. The simulation helps students become more responsible managers by immersing them in a realistic, high-stakes environment that requires critical management skills. It contributes to their development in several key areas:

1. Decision-making under pressure: Students learn to make informed decisions quickly, an essential skill for responsible management.
2. Team collaboration: The simulation emphasises the importance of teamwork, teaching students how to communicate effectively, delegate tasks and support team members.
3. Risk management: Participants face scenarios that require them to assess risks, weigh options and balance short-term gains with long-term sustainability.
4. Leadership skills: Students step into leadership roles, guiding their teams through complex challenges and building confidence and leadership acumen.
5. Ethical considerations: Ethical dilemmas in the simulation encourage students to consider the broader impact of their decisions, promoting responsibility and integrity.
6. Adaptability and resilience: By navigating unpredictable situations, students develop the adaptability and resilience essential for managing real-world challenges.

Another example of our simulations is the Exploring Sustainable Futures game, an immersive experience to accelerate learning through an experiential, transformational journey to the future. This game has been played with over 2,000 post-graduate students, executives and academics since 2018, has been recognised by the Financial Times as an impactful learning experience and showcased at COP26. The simulation encourages players to take a more responsible approach to work and life through interactive role-playing, encouraging a systems-thinking approach and a long-term perspective. Participants assume different societal roles, addressing sustainability challenges and working together to create collective value. This approach fosters critical reflection, empathy, and emotional engagement, helping managers better understand the connection between business and society. The experience builds their capability to lead sustainable change in their organisations, equipping them with essential skills for promoting sustainability.

In Company Projects: Applying Workplace-based Pedagogy to Bridge the Gap between Academic Learning and Professional Practice

Cranfield School of Management (SoM) connects students with companies to address real workplace challenges and opportunities. Workplace-based pedagogy aims to bridge the gap between academic learning and professional practice, preparing students for the realities of their chosen careers.

In the 'Creating Sustainable Organisations' module, for example, British retailer Pets at Home tasked students with critically evaluating their sustainability strategy and proposing research-informed improvements. Both executives from Pets at Home and participating students found the experience "inspiring" and "beneficial."

Every year, marketing module leaders collaborate with companies to help solve real marketing problems. For example, this year, students worked with Heineken, while last year, they partnered with Tefal. Module leaders also identify non-profit institutions annually to help solve marketing problems. In the past, we have supported Surfwell and MIND BLMK. The 'Social Entrepreneurship' module, part of MCS/MENT and the MSc Sustainability apprenticeship, hosts charity workshops where charities set challenges for the students. In 2023, Cranfield SoM invited a charity to challenge students with securing fundraising and growth in the current economic climate. Students presented their proposed solutions back to the charity.

During the recent reporting period, Cranfield MBA students engaged in a diverse range of internships and consultancy projects. These initiatives spanned various industries, including fintech, sustainable energy, supply chain management and healthcare. Key projects included developing strategies for CSR and ESG funding with ZeroPA, advancing sustainable facilities management with Serco and enhancing e-waste recycling practices with Lambda Energy. Interns also focused on social impact reporting with Colab-8 Consulting and sustainability reporting with Cubico Sustainable Investments. Consultancy projects addressed issues such as consumer patterns for Harry Specters, the impact of carbon

emissions on airline pricing with Cirium, and optimising service delivery for Check Ups Med. Additionally, interns worked on reducing CO2 emissions at Bureau Veritas Nigeria and developing a social impact model for the construction sector. These projects collectively highlight Cranfield's commitment to impactful, real-world problem-solving and sustainable business practices.

Participatory Learning Interventions

In addition to the simulations and industry projects, Cranfield School of Management (SoM) offers diverse participatory learning interventions that actively engage and challenge learners. The 'Sustainable Value Creation' tool (Yang, Vladimirova, & Evans, 2017) encourages students to challenge the status quo and harness their collective diversity of thought to propose solutions that create environmental, social and economic benefits. As part of the 'Sustainable and Circular Supply Chain' module, students participate in an innovative web-based business simulation game called 'The Fresh Connection', developed by game-based learning provider Inchainge. This game responds to the growing demand for businesses to transform their operations. In the simulation, the fictional e-bike manufacturer Blue Connection hires a new management team to transition its linear value chain to a circular model. Teams face real-world dilemmas where cross-functional understanding and collaboration are key to success as they work to move the company from a 'take-make-dispose' production model to a circular one.

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

Cranfield School of Management's Commitment to Responsible Management Education: Driving Our Educational Vision and Business Model

At Cranfield School of Management (SoM), Responsible Management Education (RME) is central to our educational vision and serves as a foundational element of our business model. This commitment ensures that all our educational efforts—including courses, programs, degrees, and non-degree offerings—are designed to equip future leaders with the knowledge and skills necessary to make ethical, sustainable, and socially responsible decisions in a complex global landscape.

By integrating Responsible Management Education (RME) principles into every aspect of our educational framework, Cranfield School of Management (SoM) empowers graduates to address pressing global challenges with a focus on sustainability, ethics, and social responsibility.

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Key elements of Cranfield SoM's vision for responsible management

Cranfield School of Management (SoM)'s educational vision around RME centres on developing leaders who are equipped to make ethical, sustainable, and socially responsible decisions in today's complex business environment. The university integrates RME principles into its curricula, research, and institutional practices, aiming to foster a culture of sustainability and ethical leadership among its students and faculty.

Key elements of Cranfield SoM's vision for responsible management include:

- **Sustainability focus:** Embedding sustainability concepts across all programs ensures that future leaders understand the importance of environmental stewardship and sustainable business practices.
- **Ethical leadership development:** Promoting ethical decision-making and integrity, preparing students to navigate moral challenges and foster ethical cultures within their organisations.
- **Social responsibility:** Encouraging a commitment to societal well-being by integrating social responsibility into learning outcomes and encouraging community engagement.
- **Integration with global frameworks:** Aligning with international initiatives such as the United Nations' Principles for Responsible Management Education (PRME) and the United Nations Sustainable Development Goals (SDGs) to incorporate universal values into education and research.
- **Global business school accreditations:** In its other global accreditations, particularly AACSB and EQUIS, social responsibility and ethics, responsibility, and sustainability serve as central pillars. These accreditations specifically evaluate the program content, learning goals, course management, and overarching strategy. Through this accreditation, the school is recognized as a global leader in developing educational strategies that advance these key principles of social responsibility, ethics, and sustainability.
- **Research and innovation:** Conducting cutting-edge research on topics like corporate responsibility, sustainability, and ethical management to contribute to global knowledge and inform teaching.
- **Experiential learning:** Offering practical experiences, such as simulations and projects, where students apply responsible management theories to real-world scenarios.
- **Interdisciplinary approach:** Leveraging Cranfield's expertise in technology and engineering to address complex challenges at the intersection of business, society, and the environment.

By prioritising these elements, Cranfield SoM aims to produce graduates who are proficient in management skills and deeply committed to positively impacting society and the planet. Cranfield recognises that RME is essential for long-term business success and global sustainability.

'Our Education Strategy' video

Video ' Our Education Strategy' explaining how Cranfield's values feed into its Education Strategy

Author

Cranfield University

Published Date

October, 2022

Degree Of Recognition

National

Media Name

YouTube

Media Type

Video

Duration

2 minutes 21 seconds

[Supporting Links](#)



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

RME Elements in Research

Cranfield School of Management incorporates responsible management education into its research endeavors through 7 different methods:

Research Conferences

Examples of responsibility-related conferences that Cranfield School of Management engages with

Faculty across the Cranfield School of Management (SoM) actively participate in responsibility-related conferences by organising committees, presenting papers and leading professional development workshops. Some notable examples from the reporting period are outlined in this section.

Cranfield SoM conducts research into more responsible management and educational practices, sharing its findings and best practices with educators and practitioners through conferences.

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Summary

Cranfield SoM actively demonstrates its leadership in Responsible Management Education (RME) through its involvement in organising and hosting impactful conferences and workshops. Notably, Dr Deirdre Anderson contributed to the 9th International Community, Work and Family Conference in Rio de Janeiro, focusing on inclusive communities, work, and family dynamics. Additionally, Cranfield hosted the 25th Anniversary Conference of the Agile Supply Chain Research Club, featuring expert speakers discussing vital supply chain themes, including sustainability and resilience. The institution also supports professional development in RME by conducting workshops for educators and executives led by Professor Emma Parry. Moreover, Cranfield SoM scholars present their research at prestigious conferences, addressing key topics in entrepreneurship, sustainability, and supply chain management. Through these initiatives, Cranfield underscores its commitment to fostering a culture of ethical leadership and promoting sustainable practices across various sectors.

Showcasing Cranfield School of Management leadership in organising and hosting conferences with a Responsible Management Education focus

Dr Deirdre Anderson, Director of the Gender, Leadership and Inclusion Research Centre, Cranfield School of Management (SoM), was a member of the organising committee for the 9th International Community, Work and Family Conference, held in Rio de Janeiro, Brazil. This conference brought together a global multidisciplinary community of scholars and practitioners to contribute to debates in the community, work and family fields while

stimulating further research towards a more inclusive future. The conference theme was *"Inclusive Community, Work and Family: Imagining Global Futures Through Local Contexts."* Dr Anderson had specific responsibility for organising the doctoral sessions in collaboration with several other universities worldwide.

On 27 November 2023, Cranfield SoM hosted the 25th Anniversary Conference of the Agile Supply Chain Research Club, which aims to improve supply chain practices by sharing Cranfield University's research outputs and providing a cross-sector collaborative forum for the exchange of promising supply chain practices. The conference focused on 'Supply Chain Challenges and Opportunities' and featured an impressive line-up of speakers, including Emeritus Professor Martin Christopher (Cranfield), Dr Thomas Schulte (Bosch, Senior VP, Head of Governance Supply Chain Management and Procurement), and Kieron O'Connor (Sony PlayStation, Senior Supply Chain Risk and Security Manager). The conference addressed themes such as supply chain risk and resilience, the importance of people, digitalisation, sustainability and decarbonisation, and collaborative supply chains and relationship management. The conference was well attended by 75 representatives, and an evening Gala Dinner was held, where awards were presented to those who had made significant contributions to the club over its 25-year history: Emeritus Professor Martin Christopher OBE, Emeritus Professor Richard Wilding OBE, Visiting Professor Alan Waller OBE, and Sean Culey (Head of Value Chain at the Manufacturing Technology Centre).

Cranfield School of Management's Contribution to Advancing Inclusive Education and Professional Development

A chapter has been accepted in the British Academy of Management's Compendium of Knowledge on Inclusive Learning and Teaching Practice in Business Schools. Course Directors Dr Rosina Watson and Dr Kenisha Garnett reflect on how to deliver interdisciplinary and inclusive professional education for sustainability, drawing on their experience in designing and running Cranfield's part-time MSc in Sustainability. By iterating between their reflections, supported by evidence from learners, faculty, staff, and employers, and existing literature, they developed a multi-level framework for embedding inclusive learning and teaching at the individual, course, institutional and societal levels. Their focus on meeting the needs of professionals attracts learners who are representative of society and capable of creating immediate positive impacts within their organisations. They emphasise that institutional enablers are crucial for enhancing diversity through interdisciplinarity while considering the societal level, encouraging educators to think about their programmes' broader context and impact. The team identifies key lessons and best practices for the future development of inclusive professional learning experiences at Cranfield and beyond.

A book chapter setting out the theoretical underpinnings and design and features of the Exploring Sustainable Futures game (Read more in Principle 3), and presenting data and analysis on the early evaluation of its impact on players, entitled "Teaching Sustainability: More than Just a Game" was published in the Handbook on Teaching and Learning in Operations Management (Edward Elgar) (Watson R, Adams G & Borrelli R., 2024). Another way Cranfield SoM contributes to responsibility-related conferences is through leading professional development workshops for educators and executives. Professor Emma Parry, Head of the Changing World of Work Group, is a recognised expert in Human Resource Management (HRM) and plays a leading role in several global research projects in this area. A few notable workshops she has led include the "*Understanding the Future Workforce*" workshop for the Ministry of Defence (26 September 2022), the "*Future of Work*" session for the CIPD Police Forum HRM Head of Profession Workshop (26 October 2022), a workshop on "*Innovation in Managerial Education*" at SIMA (Italian Academy of Management) 'Festival of Work' (2-3 February 2023), and a keynote on the Future of Work for the ACEDE Spanish Academy of Management (26 June 2023).

Showcasing Impactful Research: Cranfield School of Management Scholars at Leading Conferences on Entrepreneurship, Sustainability and Supply Chain Management

The presentation of research papers plays a pivotal role in disseminating knowledge and fostering discourse. The following narrative encapsulates the diverse array of research topics presented by Cranfield SoM scholars at esteemed conferences, particularly highlighting their contributions to fields such as entrepreneurship, sustainability, innovation, and management. We have highlighted notable examples where our academics presented at conferences with a focus on Responsible Management Education (RME):

- **Entrepreneurship:** Richard Adams presented "An Adapted Dilemma Game for Social Enterprise Pedagogy" at the Responsible Management Education Research Conference. This innovative approach emphasised experiential learning through dilemma-based scenarios, equipping future leaders with the skills to navigate complex ethical and managerial challenges. At the ISBE (Institute for Small Business and Entrepreneurship) conference, Zimu Xu presented a compelling paper titled "Entrepreneurial Resilience in Times of Crisis: Evidence from China in the Era of COVID-19". This research explored the adaptive strategies and resilience demonstrated by Chinese entrepreneurs during the pandemic, offering valuable insights into crisis management and recovery. At the BAM (British Academy of Management) conference, Richard Adams and Zimu Xu co-presented "Entrepreneurs and the Climate Emergency: Exploring the Micro-Foundation of Pro-NetZero Actions Among SMEs," investigating grassroots initiatives by SMEs to combat the climate crisis.

- **Sustainable Business:** At the 75th Anniversary Conference of Human Relations held in London, Annette Yunus-Pendrey presented "Going Back to My Roots: Stability Despite Liminality in the Search for Meaningful Work", which examined career stability amidst transitions. Rosina Watson discussed "The Role of Sustainable and Responsible Management Education in Training Responsible Future Leaders in an Age of Uncertainty". Miying Yang provided insights with "Insights from History on the Parallel Digital and Sustainable Transitions", drawing lessons from past industrial transitions to inform current practices.
- **Logistics, Procurement and Supply Chain Management:** The Logistics team participated in the 27th Annual Conference of The Chartered Institute of Logistics and Transport (UK) – CILT(UK), where they presented research on sustainability in supply chains, focusing on workers' rights, tax tariffs, and emission regulations. At the 31st Euroma Conference, they redefined social sustainability in response to recent supply chain disruptions, examining supplier development decisions that enhance sustainability performance.

25th Anniversary Conference of the Agile Supply Chain Research Club

Event aiming to improve supply chain practice through sharing the output of Cranfield University's research and providing a cross sector, collaborative forum where promising supply chain practices could be shared. The conference focussed on 'Supply Chain Challenges and Opportunities' and covered the following themes: Supply chain risk and resilience, People are our most important asset, Supply chain digitalisation, Sustainability and decarbonisation, Collaborative supply chains and relationship management.

Date

November, 2023 - November, 2023

Location

Cranfield University Campus

Speakers

Emeritus Professor Martin Christopher (Cranfield), Dr Thomas Schulte (Bosch, Senior VP, Head of Governance Supply Chain Management and Procurement), Kieron O'Connor (Sony Playstation, Senior Supply Chain Risk and Security Manager)

[Supporting Links](#)

Event aiming to improve supply chain practice through sharing the output of Cranfield University's research and providing a cross sector, collaborative forum where promising supply chain practices could be shared. The conference focussed on 'Supply Chain Challenges and

Opportunities' and covered the following themes: Supply chain risk and resilience, People are our most important asset, Supply chain digitalisation, Sustainability and decarbonisation, Collaborative supply chains and relationship management.

Human Relations 75th Anniversary Conference

Human Resources conference held in London in April 2023

Date

April, 2023 - April, 2023

Location

London

Speakers

Gianpiero and Jennifer Petriglieri

[Supporting Links](#)

The main purpose of the event was to bring together a diverse group of scholars who share an interest in social relations at work, broadly defined. Most of the conference consisted of paper presentations in streams convened by Associate Editors of Human Relations.

Research Awards Program

Wiley - Top Downloaded Article

Award for one of the top downloaded articles from the Wiley Online Library

Author

Wiley Author Services

Published Date

December, 2022

Degree Of Recognition

National

Media Name

Wiley Author Services

Media Type

Press Release

Duration

1 page

BSE_Top Downloaded_MY

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Honouring Excellence in Responsibility-Related Research: Highlights of Recent Award-Winning Contributions

To recognise and celebrate the contributions of Cranfield School of Management (SoM) researchers whose award-winning work advances sustainability, innovation, and responsible management practices.

Recent awards received by Cranfield SoM faculty recognise and elevate the visibility of these scholars' efforts, demonstrating the real-world impact and academic recognition their research has garnered

Chapters

High Impact Award for Innovation in Sustainable Business

Dr Rosina Watson, Head of the Sustainable Business Group and Associate Professor of Sustainability at Cranfield School of Management (SoM) won the 2023 Abbie Griffin High Impact Award for a research article on environmental innovation in business. The paper, "Harnessing Difference: A Capability-Based Framework for Stakeholder Engagement in Environmental Innovation", was co-authored with Emma K. McDonald, Hugh N. Wilson, and Palie Smart and published in 2017 in the *Journal of Product Innovation Management* (JPIM). The Abbie Griffin High Impact Award is presented to the authors of a JPIM article that has made the most significant contributions to the theory and practice of innovation management. The JPIM is an interdisciplinary, international journal that advances theoretical and managerial knowledge of innovation management and product development.

Commenting on the accolade, Dr Watson said: *"As a former sustainability practitioner turned academic, the impact of my research on encouraging more sustainable management practices, particularly through innovation, is very important to me, and I am delighted that this paper is being read and used by so many other academics."* The award was presented during the 2023 PDMA (Product Development and Management Association) conference in New Orleans, held from 16-17 September 2023.

Award-Winning Research on Sustainability in Supply Chains

Dr Enrico Fontana was awarded the 2023 ISM Best Supply Chain Paper Award. This prestigious recognition, sponsored by the Institute for Supply Management (ISM), highlights Dr Fontana's groundbreaking research in the field of Supply Chain Management. Dr Fontana, in collaboration with Dr Mohammad Atif from EDC Paris Business School, received the award for their outstanding paper titled *"Sub-suppliers' Customer Share of Production and*

Sustainability Compliance in Apparel Supply Chains". The paper was selected from a highly competitive field of entries following a rigorous four-step evaluation process. Dr Fontana's work stood out for its significant contribution to the field, offering valuable insights into sustainability compliance within apparel supply chains. The research addresses critical issues faced by sub-suppliers and their role in sustainability, providing both theoretical advancements and practical implications for industry managers.

Highly Downloaded Research on Digital Technologies for the Circular Economy

Dr Miying Yang authored a paper titled "*A Framework of Digital Technologies for the Circular Economy: Digital Functions and Mechanisms*," which was one of the most downloaded papers during its first 12 months of publication in *Business Strategy and the Environment*.

Sustainability leader wins Abbie Griffin High Impact Award

Sustainability leader wins Abbie Griffin High Impact Award

Author

Cranfield University

Published Date

October, 2023

Degree Of Recognition

International

Media Name

Cranfield University Website

Media Type

Press Release

Duration

1 page

[Supporting Links](#)

PhD-Level RME Courses

Supporting Cranfield School of Management (SoM) researchers to create impact through high-quality and robust research practices

Research integrity and ethics are prioritised in organisational practices and integrated into all teaching and learning provided to research students.

Cranfield School of Management (SoM) is committed to ensuring that every research student is motivated to understand the impact of their research and knows how to conduct it with integrity.

Chapters

Building Ethical Research Excellence: Cranfield University's Comprehensive Induction and Training for Doctoral Researchers

Cranfield University is a research-intensive, postgraduate institution with a mission to develop leaders in technology and management. By partnering with business and government, the university delivers transformational research, postgraduate education and professional development, unlocking the potential of people and organisations.

In line with this mission, all new research students are required to attend a global induction that includes sessions on the Doctoral Researcher Core Development (DRCD), the principles of research, plagiarism, research ethics and integrity, and the progress review process. Cranfield School of Management (SoM) ensures that all researchers receive training in ethics and integrity.

The aim of this training is to develop well-rounded, ethical researchers capable of conducting impactful and respected research, ensuring that Cranfield SoM researchers carry out their work with integrity while making genuine contributions to knowledge.

Empowering Doctoral Researchers: Cranfield School of Management's Enhanced DRCD Programme and New Focus on Equality, Diversity, and Inclusion

All Cranfield researchers are enrolled in the Doctoral Researchers' Core Development (DRCD) programme, which focuses on enhancing essential skills for both research and career growth. It aligns with standards from QAA, UKRI, and Research Councils, offering training in responsible research, data management, problem-solving, project planning, research ethics, professional standards, communication, and impact. The programme is guided by the VITAE Research Development Framework, covering knowledge, personal effectiveness, research governance, and impact. It emphasises personal and professional growth through reflective practices, including creating a Professional Development Plan (PDP) and using the Development Needs Analysis (DNA) tool to identify and address skill requirements throughout the doctoral journey.

From September 2024, a revised DRCD Programme will be launched. Co-designed by Cranfield Library and the Research and Innovation Office (RIO), this programme will support and enhance students' research journeys, equipping them with essential skills and knowledge to conduct responsible and effective research. As part of Cranfield's ongoing commitment to responsible management research, a new session titled "Getting Started" on Equality, Diversity, and Inclusion will be introduced during the first week of the programme.

Ensuring Research Ethics: Cranfield School of Management's Ethics Module and the Path to Ethical Approval

Cranfield SoM's research ethics module introduces researchers to essential ethical principles and standards, ensuring that all research adheres to appropriate ethical guidelines. After completing the module and passing the assessment, researchers are eligible to submit their research proposals through the Cranfield University Research Ethics System (CURES) for ethical approval.

Research ethics extend beyond medical ethics or working directly with humans or animals. It covers a wider scope, ensuring that all research is conducted with integrity and has a meaningful impact. Cranfield SoM researchers strive to produce outstanding work that is widely respected and cited in their field. Ethical behaviour includes following health and safety regulations and reporting results accurately. Even if research does not involve direct work with humans or data collection (such as surveys and interviews), Cranfield University requires all research projects to undergo ethical approval. Additionally, many professional institutions require their members to demonstrate basic ethical awareness. By completing the Research Ethics module, researchers at Cranfield SoM are better equipped to conduct ethical, impactful, and respected research.

Upholding Research Integrity: Cranfield School of Management's Commitment to Ethical Standards and Public Trust

Cranfield SoM ensures that all researchers consider the impact of their work on society and the broader research community. Cranfield University publishes an annual compliance report for its funders and the general public, demonstrating its support for staff and students in upholding research integrity.

Cranfield SoM is committed to making new discoveries, contributing to knowledge and producing results that influence researchers worldwide. The institution recognises its responsibility to the wider research community, the public and its funders to ensure the accuracy and integrity of its research. This commitment requires research to be conducted in a way that others can trust both the methods and the findings.

Maintaining research integrity involves upholding both scientific and professional ethics. Researchers must avoid misconduct such as cheating, plagiarism, data falsification, and involving humans or animals in research without formal ethical approval.

The UK has a longstanding reputation for excellence in research and public trust, but this reputation must be actively maintained. To this end, the UK government, through Universities UK, has published '*The Concordat to Support Research Integrity*'. As a member of Universities UK, Cranfield University and its researchers adhere to the principles and commitments of this Concordat, upholding the highest standards of research integrity. All Cranfield SoM researchers are required to complete an online learning module on Research Integrity via Canvas. This resource covers the importance of research integrity, the five principles of the Concordat, and how to support one another in maintaining honest and professional research practices. This module ensures that Cranfield SoM researchers conduct their work with integrity, making meaningful contributions to knowledge.

Required Research Reporting

Sustainability Related Research Webpage

Webpage highlighting and giving details about sustainability related research being carried out by Cranfield University

Author

Cranfield University

Published Date

December, 2023

Degree Of Recognition

International

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1

[Supporting Links](#)

Enhancing Research Impact: Utilising Platforms for Responsibility-Related Publications and Sustainable Development Goals Mapping at Cranfield School of Management

To enhance the visibility and impact of responsibility-related research at Cranfield School of Management (SoM) by utilising the Current Research Information System (CRIS) and mapping contributions to the Sustainable Development Goals (SDGs).

By encouraging faculty to use the Current Research Information System (CRIS) for updating research activities and mapping Sustainable Development Goals (SDGs) contributions, Cranfield School of Management aims to improve the accessibility, recognition, and global impact of its research through enhanced visibility in rankings and databases like Scopus.

Chapters

Enhancing Research Impact: Utilising Platforms for Responsibility-Related Publications and SDG Mapping at Cranfield School of Management

To report responsibility-related research publications, faculty at Cranfield SoM are encouraged to regularly update the Current Research Information System (CRIS), a platform used to collect, manage, and disseminate research-related information. The CRIS is linked to Cranfield Library Services, and a project is underway to map the Sustainable Development Goals (SDGs) addressed by each piece of research. Cranfield Library Services has issued a Guidance Note on affiliation keywords to ensure that Cranfield's research across the 16 different subject areas is recognised in the rankings. This can be achieved by using the keywords employed by the Times Higher Impact Rankings to identify relevant research within the Scopus database.

Moreover, CRIS helps faculty and researchers maintain their profiles, update research activities, and ensure that their work is accurately represented and accessible both internally and externally. It is often linked to research performance evaluations, rankings, and integration with databases like Scopus, which assists in tracking and enhancing the university's research impact and visibility.

i2i Ideas to Innovation

i2i Ideas to Innovation event

Date

January, 2023 - January, 2023

Location

Cranfield University Campus

Speakers

Stephanie Hussels

[Supporting Links](#)

An event designed for ambitious individuals looking to unlock their entrepreneurial and creative potential. This programme encourages delegates to consider the social and economic relevance of their research.

Driving Research Excellence and Faculty Development at Cranfield School of Management: A Vision for Transformative Management Research

To create a robust support framework that fosters research excellence, career development, and interdisciplinary collaboration, ensuring Cranfield faculty and researchers are empowered to produce impactful, ethical, and innovative research.

Cranfield School of Management (SoM) is committed to becoming a top employer for faculty passionate about advancing management practice. Through initiatives like the Early Career Researcher Network, Research and Innovation Office (RIO), and key annual conferences, Cranfield fosters an environment that promotes impactful research, professional growth, and ethical research methodologies.

Chapters

Summary

Part of Cranfield SoM's vision is to be an employer of choice for faculty who are passionate about transforming the practice of management. Across the University, researchers and faculty are supported at every step of their journey, led by the Research and Innovation Office (RIO), whose mandate is to provide outstanding research and innovation support to Cranfield and our strategic partners. The office also leads initiatives that support research excellence and increase the wider impact of Cranfield's research. Notably, the Early Career Researcher Network and the Cranfield Doctoral Network Annual Conference serve as cross-school initiatives promoting interdisciplinary exchange of ideas while ensuring that ethical methodologies and practices are upheld across the University.

The Research and Innovation Office supports PhD students, researchers and faculty through guidance, development and funding

Cranfield University's Research and Innovation Strategy (2022-2027) aims to position the university as a global leader in applied research and sustainable innovation. It emphasises collaboration with industry and government, enhancing researcher development, promoting diversity, and commercialising research. The strategy seeks to expand Cranfield's influence, aligning with its corporate plan to deliver research with real-world impact.

The Research and Innovation Office (RIO) leads work towards this strategy as it supports researchers by providing expert guidance on securing funding for research projects. They assist with the development of collaborative partnerships, both within the university and with external stakeholders. Additionally, RIO provides support for contract negotiation, financial management, and compliance with funding regulations, ensuring researchers have the resources and tools needed to manage their projects successfully from start to finish. One example of awards dispensed to support Early Career Researchers, in particular, is when, in November 2023, our Research and Innovation Office invited submissions for the Early Career Research (ECR) Exploratory Impact Awards. These awards provide up to £5,000 to support ECRs in forming external partnerships and collaborations, helping to foster long-term impact and knowledge exchange in line with Cranfield's Research and Innovation Strategy. Applicants can engage in activities such as building new partnerships, organising events and developing impact plans. Funded by Cranfield's Engineering and Physical Sciences Research Council (EPSRC) Impact Accelerator Account, these awards target Lecturers and Senior Research Fellows, excluding PhD students and senior academics.

Empowering Early Career Researchers: Development, Networking, and Knowledge Sharing at Cranfield University

The cross-school Early Career Researcher (ECR) Network aims to provide support, development, and networking opportunities for research staff at Cranfield University. All ECRs are encouraged to join the Cross-School ECR Network Microsoft Teams group, which is regularly updated with opportunities and discussions. The network hosts a monthly webinar series showcasing the work being undertaken by ECRs at Cranfield and an annual symposium featuring poster sessions, career development workshops, and sustainability challenges.

A few notable sessions hosted by the ECR Network include a talk by Professor Simon Croom, Visiting Professor and internationally respected researcher, advisor, and teacher in the field of supply chain management, titled 'Conscious Sourcing – How social justice and ESG strategies are operationalised through the procurement multiplier'. Another featured session was with Dr Alessandro Giudici, who shared research on 'Orchestrating Inclusive Transformation: Evidence from Social Intermediaries in Sub-Saharan Africa'.

Advancing researchers' careers through internal conferences and seminars

All researchers across Cranfield University are members of the Cranfield Doctoral Network, which looks to enrich the experience of our researchers, including those who are based off-site. Its activities are complimented by extensive resources offered through the Doctoral Researchers' Core Development (DRCD) programme.

During the reporting period, the Cranfield Doctoral Network Annual Conference took place on 11-13 September 2023 as an in-person event in the Vincent Building. Focused on career development, the event provided research students and staff with opportunities to network and engage in professional development. Highlights included a keynote by Dr John Loizou, Director of Jaylambda Ltd and an independent space systems engineering consultant to industry and government, particularly within the satellite navigation systems field. Sessions covered career insights from early career researchers, personal development plans, and academic journeys. The conference facilitated research collaboration and career advancement.

Good Research Practice Week (11–15 September 2023) was a virtual event series aimed at staff and research students, promoting ethical and high-quality research practices. Last year's programme included sessions on research integrity, ethics, and data management.

Key sessions included:

- Collaboration in Research: Focus on partnerships and research security
- Responsible Impact and Innovation
- Getting Research Funded: Practical Tips for Early Career Researchers
- AI in Research: Exploring AI's role in research
- Diversity and Inclusion in Research: Addressing equity and inclusivity

Wider Impact and Career Support

The Bettany Centre for Entrepreneurship hosts an annual programme, *Ideas to Innovation (i2i)*, designed for ambitious final-year PhD and post-doctoral researchers looking to unlock their entrepreneurial and creative potential. This programme encourages research students to consider the social and economic relevance of their research. *Ideas to Innovation (i2i)* originated as 'Enterprisers' from a collaboration between the Cambridge-MIT Institute in 2002 to explore how the entrepreneurial spirit and innovative methods in entrepreneurship education can drive economic development. It has run over 44 times since its inception. This three-day residential programme is designed for second and third-year PhD students and Early Career Researchers, enhancing both their professional and personal development. In 2023, 27 PhD students participated in this extracurricular programme.

Regular Research Seminars

25th Anniversary Conference of the Agile Supply Chain Research Club

Event aiming to improve supply chain practice through sharing the output of Cranfield University's research and providing a cross sector, collaborative forum where promising supply chain practices could be shared. The conference focussed on 'Supply Chain Challenges and Opportunities' and covered the following themes: Supply chain risk and resilience, People are our most important asset, Supply chain digitalisation, Sustainability and decarbonisation, Collaborative supply chains and relationship management.

Date

November, 2023 - November, 2023

Location

Cranfield University Campus

Speakers

Emeritus Professor Martin Christopher (Cranfield), Dr Thomas Schulte (Bosch, Senior VP, Head of Governance Supply Chain Management and Procurement), Kieron O'Connor (Sony Playstation, Senior Supply Chain Risk and Security Manager)

[Supporting Links](#)

Event aiming to improve supply chain practice through sharing the output of Cranfield University's research and providing a cross sector, collaborative forum where promising supply chain practices could be shared. The conference focussed on 'Supply Chain Challenges and Opportunities' and covered the following themes: Supply chain risk and resilience, People are our most important asset, Supply chain digitalisation, Sustainability and decarbonisation, Collaborative supply chains and relationship management.

Responsibility-related Regular Research Seminars

Cranfield School of Management (SoM) regularly hosts research seminars to disseminate research and practitioner-facing research clubs to ensure that research is driven by industry needs.

SoM takes its responsibility to make a positive societal impact through research seriously, and engaging with industry and academics to share this is a core activity.

Chapters

Summary - Responsibility-related Regular Research Seminars

SoM engages in conceptual and empirical research to advance understanding of the role, dynamics and impact of corporations in creating sustainable social, environmental, and economic value. Cranfield SoM hosts research seminars and practitioner research clubs to disseminate this research focused on improving supply chain resilience, sustainability and humanitarian logistics.

Enhancing Resilience and Sustainability: Cranfield School of Management's Seminar Series on Humanitarian Logistics and Supply Chain Innovation

The Centre for Logistics and Supply Chain, one of the six centres within Cranfield SoM, hosts a regular online research seminar series. These webinars and panel discussions focus on improving resilience and sustainability within supply chains. A recent topic was *Humanitarian Logistics*, which explored humanitarian supply chain operations and how they help build efficient system designs for delivering goods and services to regions affected by disaster and conflict. This publicly available webinar gave current students, alumni, and interested individuals insights into the challenges of building humanitarian systems while managing chaos and ensuring survival in resource-scarce, insecure environments. A practitioner offered advice on overcoming barriers in humanitarian relief operations. A key takeaway was the need to shift the discourse around refugee crises and humanitarian relief operations towards opportunities for positive social change. Organised by Professor Emel Aktas, the speakers included both academics and an industry guest speaker formerly with The Office of the United Nations High Commissioner for Refugees (UNHCR).

Practitioner Research Clubs: Driving Innovation and Business Outcomes

Cranfield SoM hosts several practitioner research clubs, which are industry-sponsored forums that enable participants and their organisations to influence the school's research agenda and contribute to the production of reports and articles in professional outlets. Cranfield SoM continues to engage actively and successfully with Research Club members, leading to impressive business outcomes and innovations during the last reporting period.

For instance, the Agile Supply Chain Research Club (ASCRC), founded in 1998, is part of Cranfield SoM's Centre for Logistics, Procurement and Supply Chain Management. The club aims to improve supply chain management practices by creating a collaborative forum where member companies and faculty can share knowledge and experience. The club provides a forum for industry and academic professionals to discuss and address current challenges and innovations in supply chain management. It emphasises themes such as supply chain risk, resilience, digitalisation, sustainability, and decarbonisation. The club aims to foster cross-sector collaboration and improve supply chain practices through shared research findings and best practices. In 2022, *Supply Chain Sustainability* was voted the second most important challenge by member companies, and in 2023, it was voted the top challenge. In June 2023, a full-day collaborative event on sustainability, decarbonisation, and circular supply chains was held, featuring representatives from companies like Nestlé, Systemiq, Climate-KIC, and Circular, alongside Cranfield academics. At the ASCRC conference in November 2023, sustainability remained a key focus, with both Bosch and DHL sharing their progressive approaches. During the reporting period, the number of member companies ranged from 12 to 14.

In 2023, the Strategic Marketing Forum promoted responsible business practices through events addressing topics like greenwashing, employee brand advocacy, and modern advertising's influence on social and cultural behaviours. They also emphasised the importance of strategic communications, stakeholder engagement and managing customer relationships effectively. These initiatives are aimed at helping businesses adopt ethical marketing strategies and avoid misleading claims. Some sessions from 2023 that focussed on Responsible Management Education (RME) topics include: 'Strategy, Stories and Purpose: How do the stories of your organisation help or hinder?' by Professor Kevin Morell, Rowlands Chair in Transformational Strategy at Cranfield SoM, and 'Greenwashing - how "dirty" firms are given an unspoken social license to pollute and to lie about it' by Pavlos A Vlachos, Chair in Sustainability at Alba Graduate Business School.

Dedicated Research Funding

Responsible Management Education-Related Research Projects at Cranfield School of Management (SoM)

Supported by our research strategy, Cranfield School of Management (SoM) has made steady progress in increasing research income. This section provides an overview of funding from various councils, as well as notable examples of Responsible Management Education (RME) focused projects.

Several key projects have been awarded funding to address critical challenges, offering innovative solutions and policy recommendations that drive sustainable development and social resilience.

Chapters

Cranfield School of Management (SoM)'s Research Excellence: Advancing Research Impact and Income Goals

Cranfield SoM's research output has seen notable improvements, ranking 7th in the UK (out of 108 Business and Management Schools submitted) in the 2021 Research Excellence Framework (REF) for research impact. This progress is underpinned by a new Research Strategy (2023–2030) aimed at enhancing research quality and international collaboration. Frequent impact-related events are organised to showcase the requirements for achieving REF4 impact, and activities (e.g. research and consulting projects, applied work with industry and key stakeholders) that could generate impact are continuously monitored.

In addition to improving our research impact ranking, we have set a Key Performance Indicator (KPI) to increase research income per full-time equivalent from €12,000 (2022 baseline) to €18,000 (2027 target). These KPIs have been implemented widely across Cranfield SoM and subsequent targets are developed for each Centre. Substantial progress has been made with this KPI over recent years, as in 2019, Cranfield SoM generated a total research income of €1,225K, rising to €1,444K in 2023. Based on 80 staff members, this research income in 2023 already meets the 2027 target, with an average income per full-time equivalent of €18.05K.

Highlighting Key Research Achievements: New Doctoral Training Programmes and Significant Funding for Impactful Projects

Cranfield SoM is now involved with two Centres for Doctoral Training / Doctoral Training Programmes funded by the Engineering and Physical Sciences Research Council (EPSRC) and the Economic and Social Research Council (ESRC), respectively. These programmes will address contemporary challenges such as sustainability, the climate emergency, digital social sciences, and net-zero aviation. PhD students will be recruited and supervised by Cranfield SoM staff.

SoM has secured significant funding for various research projects over recent years, including large projects supported by UK and European Research Councils such as the Biotechnology and Biological Sciences Research Council (two projects), ESRC (four projects), EU (five projects), EPSRC (two projects), Innovate UK (three projects), as well as the UK Ministry of Defence/DSTL (numerous projects) and DEFRA/UK Government departments. Local stakeholders, such as SEMLEP, have also provided funding in addition to the Doctoral Programmes mentioned earlier. These projects are primarily applied, working

closely with stakeholders and reflecting SoM's research ethos of impactful, interdisciplinary research that addresses societal and business challenges such as sustainability, diversity, and operational efficiencies.

Overview of Key Research Projects Advancing Responsible Management Education: Focus on Supply Chains, Sustainable Food Systems, and Well-being

During this reporting period, several significant research projects have been initiated, addressing crucial issues with a Responsible Management Education (RME) focus, ranging from supply chain resilience to sustainable food systems and employee well-being. These projects collectively address critical challenges, offering innovative solutions and policy recommendations that promote sustainable development and social resilience. Below is an overview of some of these projects, their objectives, and the funding that supports them:

- The *ReSchape* project, awarded £274,000 and active from October 2022 to September 2025, aims to reshape global supply chains by analysing the impacts of social, economic and environmental changes, including those caused by the COVID-19 pandemic. The team addresses challenges such as productivity divergence and strategic supply access, proposing models that emphasise resource efficiency, closed-loop systems, and humanitarian approaches. Additionally, the project aims to develop innovative tools for monitoring and assessing trade patterns, analysing income inequalities, and promoting decent work and social cohesion. The goal is to formulate policy scenarios that ensure fair, inclusive, and sustainable global value chains.
- Another key project is "Realigning UK Food Production and Trade for Healthy and Sustainable Diets," funded at £178,000, which researches how to align food production and trade with public health and sustainability goals in the UK.
- The *ECOREADY* project awarded £735,000, focuses on ecological resilience in Europe's food system, with an emphasis on consumer-driven policies and socio-ecological strategies. The team is establishing an Observatory and a network of 10 Living Labs to develop resilience strategies.
- Meanwhile, the "Co-production of Healthy, Sustainable Food Systems for Disadvantaged Communities" project, funded at £505,000, empowers citizens from diverse backgrounds to co-develop food products, supply chains, and policy frameworks that ensure access to affordable, healthy, and sustainable diets.
- In the "UK Farm Assurance Schemes and Food Production Standards" project, funded by DEFRA, researchers are identifying farm assurance schemes in England and Wales that meet higher environmental standards and assessing their impact at both farm and global levels.
- Lastly, the *Exploring Sustainable Futures Game* project, funded with a £45,000 grant from Research England, examines the game's impact on sustainability education, with research conducted from January to July 2023.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Partnership Approaches for RME

Cranfield School of Management partners with external stakeholders to advance responsible management education through 5 different approaches:

External Community Dialogue

Collaborative Dialogues: How Cranfield School of Management Advances Responsible Management Through Engagement with External Communities

To highlight how Cranfield School of Management (SoM) fosters responsible management by actively engaging in dialogues with external communities, including business, government, civil society and academia.

Cranfield SoM's contributions to practitioner conferences, mentorship programs, SME collaborations, and industry research clubs exemplify its commitment to advancing responsible management. Cranfield bridges the gap between academic insights and practical applications by fostering bilateral and multilateral dialogues, empowering ethical leadership and driving sustainable business practices across diverse sectors.

Chapters

Summary

Cranfield SoM promotes responsible management by engaging in bilateral and multilateral dialogue with external communities, including businesses, government, civil society and academia. Faculty share insights and gain diverse perspectives through practitioner conferences, creating a reciprocal exchange on responsible business practices. Mentorship programmes, such as the Career Mentoring Programme, foster ethical leadership by connecting alumni with students. Furthermore, initiatives like BGP Advisory Boards and the Green Business Network enable SMEs, academics, and industry professionals to collaboratively develop sustainable strategies. These activities promote collaboration, sustainable approaches, and stakeholder engagement across sectors.

Contributing to the Conversation: How Cranfield School of Management Engages with Industry and NGOs Through Panels

Cranfield School of Management (SoM) actively contributes to practitioner conferences as panel members or speakers, engaging directly with industry leaders and NGOs. These bilateral conversations, at an international, national and local level, allow Cranfield to share academic insights while gaining practical perspectives and fostering a mutual exchange of ideas. This interaction is key to promoting responsible business practices, as it helps to

align cutting-edge research with real-world applications, encouraging businesses to adopt more sustainable and ethical strategies. Below are examples of how faculty across Cranfield SoM engage with various external communities.

Dr Chibuzo Ejiogu, Reader (Associate Professor) in Human Resource Management, was the Country Reportage Lead (Nigeria) for the World Health Organization (WHO) Global School on Refugee and Migrant Health 2023: Sustainable Development Goals, Working Conditions and Migrant Health. The aim of the session was to understand the relevance of working conditions to the health of refugees and migrants. The video reportage produced by Dr Chibuzo Ejiogu ("Anna's Story") and Chibuzo's Q&A session highlighted the captivating story of survivors of modern slavery and human trafficking and how these are related to working conditions and health outcomes. This featured high-level partnerships and stakeholders in delivering this session. The session was chaired by Santino Severoni, Director, Department of Health and Migration, WHO headquarters, and the high-level message was delivered by Gilbert Hounbo, Director-General, International Labour Organisation.

Professor Leila Alinaghian, Professor of Business Relations and Impact and Director of the full-time MBA, continues to collaborate with intermediaries and professional bodies such as Social Enterprise UK and Supply Change to evaluate the overall impact achieved to date and to advance the social impact movement in the UK. She was an invited panel member and moderator at the Buy Social Corporate Challenge Peer Learning session, hosted by Social Enterprise UK, in April 2023, and an invited speaker at Procurement Leaders, the world's largest and most valued procurement network and intelligence platform, alongside Johnson & Johnson, in September 2023.

At a more local level, Cranfield SoM is proud to routinely partner with local organisations. One recent example of local engagement is Dr Deirdre Anderson's involvement in International Women's Day 2023. Dr Anderson, Director of the Gender, Leadership and Inclusion Research Centre, was invited to participate in a roundtable on Global Women's Entrepreneurship, a hybrid community meeting hosted at MK. She also spoke at a local Milton Keynes Community and Women in Enterprise event, a public gathering to bring together women in business.

Building Bridges Through Dialogue: The Role of Mentoring and Coaching in Shaping Responsible Leadership

The Cranfield Career Mentoring Programme is a cross-university service that serves as an excellent example of how bilateral conversations with external communities can promote responsible management education and practice. By connecting experienced alumni with current students for personalised mentorship, the programme enables valuable dialogue where mentors share industry insights, career advice, and best practices. This direct interaction provides students with a practical understanding of real-world challenges and ethical considerations. It fosters responsible leadership development as mentees learn to navigate complex business environments with guidance from experienced professionals.

While students across the university are eligible for this programme, the Executive-in-Residence programme is uniquely offered in addition to the MBA students. In this unique experience, senior alumni share their expertise with current MBA students through one-to-one meetings, offering strategic insights across multiple industries. The programme runs annually and is co-led by the Alumni Relations and Development Team and the Careers Team. It provides senior-level alumni with meaningful engagement and face-to-face contact with the current full-time MBA cohort, and it provides students with a chance to gain insight from alumni with significant business experience. In 2023, six new alumni joined, conducting 44 meetings that provided strategic insights across various industries, including Technology, Consultancy, Manufacturing, Financial Services, Energy, Infrastructure, Automotive, Logistics and Supply Chain, Telecoms and Retail. Students praised the experience for enhancing their career perspectives and networking opportunities. This exchange not only enhances the students' career development and networking opportunities but also allows alumni to stay connected and provide meaningful mentorship. Such direct dialogue between experienced professionals and future managers fosters the practical application of responsible business principles and enriches the learning experience.

SMEs and Academia Partnerships: A Two-way Dialogue

Another way Cranfield SoM influences responsible business practice through dialogue is by engaging with SMEs in meaningful partnerships. For example, the Business Growth Programme (BGP) Advisory Boards provide past participants of the Business Growth Programme, the oldest owner-manager programme in the UK, with ongoing training, support, and mentoring, building on Cranfield's unique approach to owner-managed businesses. These boards consist of a series of regional groups, each chaired and facilitated by an experienced member of the BGP teaching staff. Between September 2022 and December 2023, approximately 27 BGP alumni were members of the advisory board. The BGP Board at Cranfield SoM exemplifies how multilateral conversations with external communities can promote responsible management education and practice. The Board, composed of experienced business professionals and alumni, collaborates with participating entrepreneurs and managers to provide strategic insights, feedback, and guidance. This multilateral dialogue ensures that knowledge is exchanged both ways, with participants gaining practical expertise and the Board benefiting from new perspectives. Such collaboration fosters responsible business growth by combining real-world experiences with academic insights to create sustainable strategies. In 2023, Cranfield SoM was also given the opportunity to take over the Green Business Network to ensure this vital source of knowledge exchange and community engagement was preserved. The Green Business Network is a specialist community that takes a cross-sector approach to addressing sustainability challenges, linking industry, academia, and

policymakers. Funding from Central Bedfordshire Council enables academics, practitioners, and policymakers to network and exchange knowledge around sustainability themes. Approximately 30 people attend the quarterly events.

Co-Creating Knowledge: Cranfield School of Management's Practitioner Research Clubs Driving Sustainable Innovation

Cranfield SoM' practitioner research clubs are industry-sponsored initiatives that enable participants and their organisations to influence the school's research agenda and contribute to the production of reports and articles for professional outlets. SoM continues to actively and successfully engage with Research Club members and, during the last reporting period, has generated a range of impressive business outcomes and innovations (e.g., a White Paper with DHL, a roadmap for introducing hydrogen-powered vehicles for Luxfer Gas Cylinders, and a platform to develop new solutions to improve energy efficiency for Jacobs Engineering Group). There are currently seven active research clubs, and below are updates from two of them.

The Agile Supply Chain Research Club (ASCRC) was founded in 1998 and is located within Cranfield SoM's Centre for Logistics, Procurement and Supply Chain Management. The aim of the Club is to improve the practice of supply chain management by creating a collaborative forum where member companies and faculty can share knowledge and experience. In 2022, supply chain sustainability was voted by member companies as the second most important challenge, and in 2023, it was voted as the most important. In June 2023, a full-day collaborative event was held on sustainability, decarbonisation and circular supply chains, where representatives from different companies, including Nestle, Systemiq, Climate-KIC and Circulor, came together with Cranfield academics and presented their approaches on this topic. At the ASCRC conference in November 2023, sustainability was again a hot topic, with both Bosch and DHL sharing their progressive approaches. During the reporting period, the number of member companies ranged from 12 to 14.

In 2023, the Strategic Marketing Forum promoted responsible business practices through events addressing topics like greenwashing, employee brand advocacy, and modern advertising's influence on social and cultural behaviours. They also emphasised the importance of strategic communications, stakeholder engagement, and managing customer relationships effectively. These initiatives are aimed at helping businesses adopt ethical marketing strategies and avoid misleading claims. Some sessions from 2023 that focussed on Responsible Management Education (RME) topics include: 'Strategy, Stories and Purpose: How do the stories of your organisation help or hinder?' by Professor Kevin Morell, Rowlands Chair in Transformational Strategy at Cranfield SoM, and 'Greenwashing - how "dirty" firms are given an unspoken social license to pollute and to lie about it' by Pavlos A Vlachos, Chair in Sustainability at Alba Graduate Business School.

Partnering to Inform: Knowledge Translation and Dissemination of Responsible Management at Cranfield School of Management

To showcase how Cranfield School of Management (SoM) engages with various sectors to promote responsible leadership through impactful events, commissioned research and knowledge dissemination.

Cranfield SoM actively fosters a culture of responsible leadership by connecting academia with industry, government and civil society through events, collaborative research and practical knowledge sharing. This commitment supports sustainable practices, inclusivity, and ethical governance across multiple sectors.

Chapters

Summary

SoM promotes responsible leadership by hosting key events that connect academia, business, and civil society. Initiatives such as VentureDay and the Alumni Conference emphasise ethical leadership and sustainability, while commissioned reports address challenges related to inclusivity and governance. Furthermore, our short-form content creation, including the Knowledge Hub and external contributions, facilitates the dissemination of research and best practices, empowering professionals to drive positive change within their organisations. Through these efforts, Cranfield actively engages with various sectors to advance responsible leadership.

Advancing Responsible Leadership: Cranfield School of Management's Engagement Through Key Events

Cranfield School of Management (SoM) engages with businesses, government, civil society, and academia by hosting a range of events, both online and on campus. The following examples from the reporting period highlight Cranfield SoM's commitment to promoting responsible and accountable management education and practice.

The Bettany Centre for Entrepreneurship at Cranfield SoM organises the annual Cranfield VentureDay, which connects business leaders and entrepreneurs to explore sustainable and ethical leadership. The event includes panels, workshops, and networking opportunities focused on responsible business models that balance profitability with social and environmental impact. Cranfield SoM academics participate in panels alongside experienced entrepreneurs, blending theory and practice to encourage managers and entrepreneurs to adopt more responsible practices, driving positive change in business operations and leadership approaches. In June 2023, the theme was "Surviving and Thriving in Difficult Times," with an emphasis on sustainability. The Centre also runs a public speaker series, where entrepreneurs share personal insights, offering attendees valuable learning

and networking opportunities. One such speaker was Steve Frost, a local entrepreneur and founder of WorkBuzz, an online SaaS platform that enables companies to gather real-time employee feedback and build positive workplace cultures.

The 2023 School of Management Alumni Conference brought together 130 alumni, faculty, and guests to focus on helping organisations thrive in a rapidly changing environment and society. The theme of the conference was "Resilience," framed around the five capitals (natural, social, human, financial, and manufactured capital). Dr. Chibuzo Ejiogu led the session on Human Capital and Resilience, while Dr. Lyn Lanka presented on Social Capital and Resilience. This conference supports Cranfield SoM's alumni by keeping them connected to current research and academic thinking, which is then translated into actionable insights for their work and businesses.

Cranfield's Professor Sue Vinnicombe CBE (a global leader and advocate for change in women's rights), Dr Deirdre Anderson (Director of The Gender, Leadership and Inclusion Centre at Cranfield SoM) run an annual women leader's event with three other business schools each Spring for potential women leaders. [Women in Leadership](#) (WIL) is a collaboration between four global business schools: Cranfield School of Management (United Kingdom) and Rotterdam School of Management Erasmus University (Netherlands). ESMT Berlin (Germany) and Imperial College Business School (United Kingdom). The event aims to inspire, connect and empower women leaders across industries. It fosters leadership development by providing opportunities for networking, learning, and sharing experiences. The event encourages women to excel in leadership roles, highlights key challenges they face, and offers strategies for overcoming barriers. With a focus on personal and professional growth, WIL strives to build a supportive community and advocate for gender equality in leadership positions across various sectors.

The Sustainable Business group runs the Sustainability Network Speaker Series, a public platform that allows Cranfield students, faculty, staff, alumni, industry partners, and sustainability enthusiasts to learn from thought leaders across all sectors. The series explores hot topics in sustainability and the challenges and opportunities of embedding sustainability in various industries. Sessions held between September 2022 and December 2023 covered topics such as "The Sustainable Business Imperative: Turning Concern into Action" and "Can Marketing Save the Planet?". "CITIZENS: How the Key to Fixing Everything is All of Us", "The Chain Reaction: Are Sustainable Solutions in Short Supply?", "How are Sustainability and Net Zero Driving Innovation in the Food Sector?" and the "Green Week Launch Event: How Can Entrepreneurship Help Drive Sustainability?" Since the last PRME submission, the Sustainable Business LinkedIn group, which connects with this community, has grown from 1,000 to 2,000 followers and serves as a touchpoint for sustainability practitioners, professionals, students, and alumni.

Reports Commissioned to Foster Inclusivity, Sustainability, and Ethical Leadership in Business

This chapter covers examples of reports commissioned by bodies that aim to create practical, research-backed solutions to foster inclusivity, environmental sustainability and improved corporate governance across their respective sectors, ultimately advancing ethical and strategic leadership in the business community.

Part-time working after the pandemic report led by Professor Claire Kelliher was published in January 2023. In collaboration with the Confederation of British Industry, the research team conducted nearly 500 interviews with employers. The report was rewritten for organisational application and shared in an article in [The Conversation](#). The article illustrates how academics at Cranfield University are engaging with external communities to promote more inclusive management practices, particularly regarding part-time work. By working with employers and the Confederation of British Industry, the research informs practical solutions for improving flexible working. This dialogue between academia and businesses helps to address real-world challenges, such as managing workload and multi-skilling. The researchers' findings encourage companies to adopt more sustainable work practices, aligning employee needs with organisational goals, ultimately contributing to the creation of more responsible managers.

In October 2022, Cranfield launched a report commissioned by the Financial Reporting Council on leadership barriers for minority ethnic groups aimed to directly inform strategies for enhancing trust and equity in organisations. "Navigating the barriers to senior leadership for people from minority ethnic groups in FTSE 100 and FTSE 250 companies". Dr Deirdre Anderson, Director of the Gender, Leadership and Inclusion research centre and lead author of the report, said:

"Our research shows that it's essential for organisations to continue to build trust among their employees. Not only will this encourage self-identification against all diverse demographics, it will also provide accurate and complete data for monitoring progress against race and ethnic equality goals. This will help organisations expand on existing good practice and continue to dismantle the existing structural barriers towards greater equity."

CEO of the FRC, Sir Jon Thompson, said:

"With the power of these personal insights and experiences that go beyond the data, I hope this report can help advance the conversation about how to successfully increase diversity in senior positions on boards and create sustainable pipelines of diverse talent to fill both executive and non-executive roles."

Dr Emmeline Cooper, Lecturer in Sustainability, supported the British Fashion Council's Institute of Positive Fashion with the research underpinning ["Designing the Green Transition" report](#) by the Institute of Positive Fashion. It addresses challenges in developing a circular

fashion system, focusing on sustainable design, sourcing, and manufacturing. Recommendations include regulatory actions such as tax incentives, digital product passports, and investing in recycling technology. The report stresses the need for collaboration across the supply chain to minimise environmental impact and meet net-zero targets by 2050, highlighting opportunities for innovation and sustainable growth.

Turning Knowledge into Action: Sharing Research Insights Through Blogs and Multimedia

Cranfield SoM has produced a series of blogs and short-form content based on research and academic thought leadership that is in line with its mission of turning knowledge into action. Below are examples of how knowledge is shared through blogs, podcasts, and other short content to support professional growth and responsible leadership.

During the reporting period, several Cranfield academics disseminated their research through blogs, podcasts, and online articles. Writing for *Developing Leaders Quarterly*, Dr Rosina Watson explored the essential skills managers need to lead effectively towards sustainability, emphasising the importance of systems thinking, long-term strategic planning, and stakeholder engagement in embedding sustainability within business practices. Dr Tamira King, Senior Lecturer in Strategic Marketing and Sales, appeared as a guest on a legal podcast from Gowling WLG, alongside representatives from LUSH, discussing the topic of suburban resurgence and the "15-minute city" trend in retail. Dr Rosina Watson recorded two episodes on "The Evolution of ESG in Business" and "Navigating ESG" as part of leading business services and communication company Paragon UK's "People, Planet, Partners, Prosperity" podcast series.

The Knowledge Hub at Cranfield SoM is a resource platform providing insights, research, and expert commentary on various business topics. It features articles, blogs, reports, and videos from Cranfield's faculty, focusing on subjects such as leadership, management, innovation, sustainability, and business growth. The Knowledge Hub aims to support professionals, entrepreneurs, and academics by offering practical advice, analysis of current trends, and cutting-edge research findings that can be applied in various business contexts. It serves as a valuable tool for staying informed about new developments and best practices in the field of management and business.

The Business Growth Programme (BGP) at Cranfield SoM is designed for owner-managers and entrepreneurs aiming to scale their businesses effectively. It provides a structured approach to help participants develop growth strategies, improve profitability, and achieve sustainable business expansion. Participants benefit from a community of practice, sharing their stories at various events, which are recorded and shared online. Entrepreneurs sharing their experiences actively promote responsible leadership by allowing others to learn from real-world challenges, including how to handle ethical dilemmas, successes, and setbacks. This sharing fosters a supportive community, motivating leaders to focus on long-term social, environmental, and ethical goals. Successful examples demonstrate that

responsibility and profitability can coexist, challenging misconceptions about business trade-offs. Moreover, public storytelling fosters accountability and provides practical tools, encouraging other entrepreneurs to adopt responsible leadership and drive collective societal progress.

For example, Tim Hopkins shared his vision for Land App, a business he founded in 2015 to transform the understanding and valuation of agriculture globally. His aim is to align the global land economy for a prosperous future, emphasising the use of technology to support nature as a means of mitigating risk against climate change. People are attracted to the company because of its strong sense of purpose and vision, which were strengthened by Tim's participation in the BGP.

Venture Day 2023

Annual event connecting entrepreneurs, SME owners, investors, and academia for a day of learning and networking.

Date

October, 2023 - October, 2023

Location

C

Speakers

Jerry Ejikeme, Mary McKenna, Denise McQuaid

[Supporting Links](#)

Surviving and Thriving in Difficult Times Celebrating its 15th year, VentureDay is Cranfield University's annual entrepreneurship conference connecting entrepreneurs, SME owners, investors, and academia for a day of learning and networking. This unique conference brings together key stakeholders in the entrepreneurial ecosystem to discuss topics including how to embed innovation in the business, supporting mental health, fundraising under challenging times, and keeping ahead in digital.

Cranfield Alumni Conference

Cranfield Alumni Conference - A Resilient Future: Building organisational and societal resilience

Date

May, 2023 - May, 2023

Location

Cranfield University Campus

Speakers

Lord Karan Bilimoria, Paul Williams, Richard Archdeacon, Anita Mendiratta, Lord Toby Harris

[Supporting Links](#)

A Resilient Future: Building organisational and societal resilience

Global Women's Entrepreneurs Roundtable 2023 #EmbraceEquity

Global Women's Entrepreneurs Roundtable 2023 #EmbraceEquity

Date

March, 2023 - March, 2023

Location

Milton Keynes Innovation Hub MK: U

Speakers

Dr. Akintoye Akindele, Chairman of Platform Capita

[Supporting Links](#)

Cranfield University joined the world to commemorate International Women's Day through a Global Women's Entrepreneurship Roundtable #EmbraceEquity. The hybrid event which was jointly organized by the Gender Leadership and Inclusion Research Centre (GLIC) and Bettany Centre for Entrepreneurship held at the Milton Keynes Innovation Hub MK: U and alongside virtual participation from individuals from various countries including the USA, Nigeria, Switzerland, and Uganda.

Women in Leadership

Four leading European business schools joined forces to host the second virtual 'Women in Leadership' event, giving practical tips to help women navigate their careers into leadership positions.

Date

February, 2023 - February, 2023

Location

Online

Speakers

Professor Sue Vinnicombe CBE, Dr Deirdre Anderson, Hetty Brand-Boswijk, Professor Gianluca Carnabuci, Dorothy Grandia, Lisa Umenyiora

[Supporting Links](#)

Four leading European business schools have again joined forces to host the second virtual 'Women in Leadership' event, giving practical tips to help women navigate their careers into leadership positions.

Collaborative Problem Solving

Hult Competition Press Release

A group of innovative Cranfield University students, The Innovious team, reached the final six of the Hult Prize.

Author

Cranfield University

Published Date

September, 2023

Degree Of Recognition

International

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[Supporting Links](#)

Joint Problem-Solving for Responsible Business: How Cranfield School of Management Engages External Partners to Address Real-World Challenges

By integrating academic expertise with real-world challenges, the Cranfield School of Management (SoM) fosters innovation and problem-solving that addresses societal needs while promoting sustainable business practices.

Through joint research, internships, and consultancy projects, Cranfield SoM empowers students and partners to develop actionable solutions that enhance operational efficiency, improve sustainability and promote ethical practices.

Chapters

Summary

A distinctive feature of Cranfield University's technology-management focus, combined with its emphasis on post-experience education, is that its schools are deeply practice-oriented and centred on understanding real-world problems. At Cranfield SoM, there is a deliberate emphasis on being not just about business but for business. The School's essence lies in engaging with the world beyond academia to create a positive impact on both business and wider society.

Cranfield SoM adopts a partnership approach to its research and teaching, delivering co-produced programmes and customised executive education, where clients' needs are embedded in the curriculum and programme design and are often co-delivered. This approach ensures the School remains exceptionally close to practice in what it delivers to students, particularly through student company projects. Additionally, the research conducted at Cranfield SoM is highly applied and impactful, achieved through Knowledge Transfer Partnerships (KTPs) and research projects.

Solving Business Challenges: Cranfield's Research and Innovation Office Drive Innovation and Sustainability through Collaborative Partnerships

The Research and Innovation Office (RIO) at Cranfield University provides support throughout the research lifecycle, focusing on collaboration with external partners to solve problems and innovate. It facilitates funding, commercialisation and partnership opportunities and ensures compliance and governance. RIO engages with external partners through knowledge exchange, joint research projects, and innovation activities, fostering purposeful relationships to maximise research impact and business growth.

RIO runs the Knowledge Transfer Partnership (KTP) at Cranfield- a UK program that links businesses with academic institutions and graduates to drive innovation, improve efficiency, and develop new products. Projects are typically 12-36 months long, partly funded by government grants, with businesses contributing the rest. Cranfield University supports businesses through the KTP process, from idea development to project management. The program aims to transfer knowledge and foster business growth.

During the reporting period, 13 Knowledge Transfer Partnership (KTP) projects were live, and five new KTP projects were awarded to faculties across the university. These KTPs focus on enhancing business sustainability and responsible practices by introducing innovative technologies, improving operational efficiency, and reducing environmental impacts. Examples include the development of predictive maintenance systems for corrosion management, reducing obsolescence risks, and enhancing digital capabilities for more efficient resource use. Projects such as the collaboration with Yara UK on sustainable fertiliser directly support eco-friendly practices. These initiatives demonstrate a commitment to responsible, future-focused business operations through advanced technology and sustainability.

A recent example from Cranfield SoM was in 2023 when Professor Ying Xie, Professor in Supply Chain Analytics, became the Principal Investigator and Academic Supervisor in a KTP to develop a novel Events Environmental Sustainability Platform. This focusses on creating an environmental sustainability platform for events management, helping companies verify their greenhouse gas emissions and recommending ways to reduce them. In partnership with Julia Charles Event Management Ltd and funded by Innovate UK, the project aims to promote responsible business practices by aligning emission verifications with sector standards, ultimately reducing the environmental impact of events.

Empowering Responsible Business: How Cranfield School of Management Uses Internships and Consultancy Projects to Solve Real-World Challenges in Partnership with Industry

Several of Cranfield's general management programmes place significant emphasis on internships to enhance the student experience by providing practical, real-world exposure. These internships enable students to apply theoretical knowledge to solve actual business problems. They help develop critical skills such as problem-solving, communication, and teamwork while also expanding professional networks and improving employability. This hands-on learning approach ensures that students are better prepared for their future careers, making their education more impactful and closely aligned with industry needs.

The recent projects completed by full-time MBA students highlight this focus on practical learning. The 'Transformation' MBA encourages problem-solving through experience-based learning. Students engage with real-world challenges from the outset by working on live projects. Key projects, such as the Business Analytics and Consulting Project and the International Consultancy Project, involve collaboration with client companies like EY, Siemens Gamesa, and the NHS. These projects immerse students in real business problems, enabling them to develop innovative, actionable solutions, fostering critical thinking, and sharpening problem-solving skills essential for navigating complex business environments.

The consultancy projects and internships associated with Cranfield's MBA focus heavily on responsible management practices. Examples from the reporting period include ZeroPA's internship, which explored how to leverage corporate social responsibility (CSR) and environmental, social, and governance (ESG) budgets for financial inclusion, as well as projects with Serco on sustainable facilities management, Lambda Energy on e-waste recycling, and Syngenta on reducing carbon footprints. Other initiatives, such as those with Crosslight Debt Advice and Check Ups Med, addressed financial literacy and healthcare access for vulnerable populations. These projects encourage MBA students to develop practical solutions that prioritise social impact, sustainability, and ethical business practices.

Cranfield's Level 7 apprenticeships are another example of problem-solving through partnerships, as they align academic programmes with industry needs. These apprenticeships involve collaboration with organisations to create tailored curricula that address specific challenges. By combining workplace learning with academic theory, apprentices can apply their knowledge to real-world issues, fostering innovation and improving business practices. This partnership approach ultimately enhances the skills and effectiveness of the workforce. More information about the Management Apprenticeship programmes can be found in *Principle 3 Teach*.

Each module on these professional apprenticeship programmes is directly related to the student's role within their organisation, and work-based projects are designed to encourage students to solve the specific challenges faced by their companies. For example, the MSc in Sustainable and Digital Banking equips professionals with expertise in the rapidly evolving retail banking sector. It focuses on sustainable finance, digital innovation, and regulatory requirements, emphasising the integration of digital tools and strategies with responsible banking practices. The programme prepares students to tackle global challenges in finance, such as ESG factors and fintech developments. By bridging theory with practical application, this course empowers banking professionals to drive impactful change in the financial industry. As part of the MSc Retail and Digital Banking apprenticeship, the teaching team has supported apprentices in implementing work-based projects at various banks across the UK.

During the reporting period, some of the topics addressed included:

- Improvements to serving customers in financial difficulty.
- The use of behavioural science and alternative communication channels to encourage customers experiencing financial difficulty to engage with the bank and improve customer outcomes
- How the bank can increase its reach and better support financial capability in school-age children in the UK.
- How gambling activities can be reduced using customers' transactional and behavioural banking data relating to gambling
- How can the bank improve its efforts in providing financial literacy
- How can the bank improve its efforts in supporting the financial capability of young people?
- The impact of branch closures causing financial exclusion of certain factions of customers especially the old, vulnerable and people in remote areas.

Similarly, the Sustainability Business Specialist Apprenticeship with Sustainability MSc requires students to deliver a work-based project. The work-based project is defined and delivered in collaboration with the employer and academic supervisor, allowing the demonstration of sustainability principles in solving a business challenge. It involves applying knowledge, skills, and behaviours learned within the workplace and should align with the individual's role and work context. Projects vary but may include developing a

sustainability plan to enhance business efficiency by reducing waste or pollution, creating an integrated environmental management system, implementing continuous quality improvement, or leading a sustainability vision and fostering staff commitment to best practices. The first cohort will submit their projects in 2024.

Collaborative Research for Societal Impact

Several research groups at Cranfield SoM conduct research in collaboration with a range of external partners. While all research aims to address societal challenges, there are notable examples of collaborative research endeavours with various organisations. One key example is the Changing World of Work group, which examines the evolving work context and its implications on managing people and organisations. During the reporting period, the group undertook a significant number of research projects focused on human capability within the defence sector, though these remain anonymised for security reasons.

Richard Kwiatkowski, Professor of Organisational Psychology and Head of the Applied Psychology and Organisational Behaviour Group, led a cross-disciplinary team from SoM commissioned to produce a report on loyalty for a governmental organisation. This involved a rapid evidence assessment of the literature, guided by a steering group, and a series of focus groups using personal construct methodology with representatives from key populations. The final report is being utilised by the government and provides a more sophisticated analysis of the substrates, antecedents, modifiers, promoters, and consequences of loyalty in a complex, multivariate context. The report highlights that loyalty cannot be viewed in binary terms and has led to a more nuanced understanding of human, organisational, managerial, temporal, and interpersonal factors in this domain.

Emma Parry, Professor of Human Resource Management and Head of the Changing World of Work group, completed two pieces of research conducted in late 2022 and early 2023 that directly contributed to the Hawthornthwaite Review of Armed Forces Incentivisation (HRAFI). These studies broadly focused on improving the terms and conditions for military personnel, including aspects of Equality, Diversity, and Inclusion (EDI) and Decent Work. One of the studies explored the "moments that matter" in military careers, identifying critical stages where enhanced support could be provided. Additionally, Professor Parry has been involved in a NATO working group over the past few years, including the 2022-23 period, which focuses on Meaningful Human Control in AI and Autonomous Systems (AS), relating to the responsible use of AI and AS.

For a comprehensive overview of Cranfield SoM's research projects, many of which are conducted in partnership with societal actors, please refer to Principle 4.

Cranfield nominated innovator reaches Earthshot Prize finals

UK company ENSO, nominated by Cranfield University, which creates tyres for electric vehicles that are more sustainable and reduce pollution, reaches 2023 Earthshot Prize finals.

Author

Cranfield University

Published Date

September, 2023

Degree Of Recognition

International

Media Name

Cranfield University Website

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Press Release

Duration

1 page

[Supporting Links](#)

Cranfield University announces funding for six green technology projects

Cranfield University announced the first six successful applicants to its Green Future Investments Ltd (GFIL) Technology Accelerator Fund, a programme designed to support technical and prototype developments of innovative technologies that address climate change challenges.

Author

Cranfield University

Published Date

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Media Type

Press Release

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[Supporting Links](#)

Partnerships and Programmes: Driving Change for SMEs, Green Innovation, and Regional Growth

To foster sustainable growth and innovation among SMEs, support entrepreneurship through tailored programmes, and leverage external partnerships to address environmental challenges

Cranfield University's collaborative initiatives provide targeted support for SMEs, foster green technology innovations and enhance entrepreneurial capabilities. By offering scholarships, delivering growth-focused programmes and co-developing funding opportunities with partners, Cranfield empowers businesses to integrate sustainability, achieve commercial milestones and contribute to a greener future.

Chapters

Summary

Cranfield University is leveraging external partnerships to drive change both regionally and globally. Initiatives include SME-focused executive education programme scholarships funded by local councils, redesigned programmes such as Ready for Net Zero Growth, and collaborations with philanthropic organisations like Green Future Investments Ltd. to support green technology innovations. The Bettany Centre for Entrepreneurship has also delivered impactful programmes such as Help to Grow, a UK government programme for SMEs that increasingly integrates mental health and sustainability throughout the modules. Grants and funds are supporting technology innovators, fostering commercialisation and decarbonisation efforts. These initiatives highlight Cranfield's commitment to sustainability, economic growth, and entrepreneurial support.

External partnerships to enact change within the region and beyond

A novel scholarship programme was launched, funded by local councils, to provide places for SMEs on a variety of Cranfield executive programmes. In response to local needs, the Ready for Scale programme was redesigned, and new programmes such as Ready for Net Zero Growth and Climate Action were introduced to help businesses integrate Net Zero into their growth strategies.

Following Cranfield School of Management's (SoM) Small Business Charter accreditation in late 2022, the Bettany Centre for Entrepreneurship, in partnership with the Small Business Charter and the UK government, has delivered two cohorts of the government-funded Help to Grow programme, with three more already scheduled. There has been an increased

awareness and focus on the mental health of entrepreneurs, and the mental health and wellbeing of founders/owners, as well as sustainability and responsible management, are embedded across the 12 key topics covered in the programme.

Additionally, Cranfield SoM secured a capital grant scheme from Central Bedfordshire Council, offering 74 grants totalling £211k to support SMEs focused on growth and decarbonisation, running until March 2025. In this financial year, 333 SMEs have already participated in Cranfield SoM's executive programmes. The Small Business Charter Accreditation Panel praised Cranfield SoM and the Bettany Centre for their extraordinary and wide-ranging impact on Bedfordshire's SME infrastructure.

External Partnerships to Drive Green Technology Innovation among SMEs

In the past, entrepreneurship education and support for SMEs was mainly confined to the SoM, with limited promotion throughout the wider University. Recognising Cranfield's closeness to industry and its extensive expertise in technology, it was deemed ideal to rectify this by fostering the ideation and scaling of technical businesses. Over the past 1.5 years, the University has made significant strides and, in collaboration with Green Future Investments Ltd. (GFIL), has developed a three-stage process supporting businesses that positively impact the global climate through technological innovation. Cranfield and GFIL began collaborating in 2022 through their shared passion for addressing the climate emergency and environmental degradation.

A three-stage initiative was co-designed to support technology innovators along the entire commercialisation pathway.

The first stage, the GFIL-Future Frontiers Fund (FFF), is open to entrepreneurs with early-stage, game-changing ideas. A £10,000 grant, plus mentoring, supports progress towards 'proof of concept'. Thirty-five projects have received awards (more than 175 applications) during the reporting period. One recent example is Jess Redgrave from ClimaFibre, who worked on a sunflower fibre biorefinery for the fashion and textile market. As a result of accessing the fund, ClimaFibre's technology has progressed from experimental proof of concept to commercial lab validation, achieving key milestones such as optimising the enzymatic process and developing replicable methodologies ideal for future development.

"My experience with the GFIL-FFF award has been invaluable in advancing my innovation to commercialisation, with the funding enabling me to elevate my work Technology Readiness Level from 3 to 4. The well-matched support and resources provided have significantly enhanced the project's scope and potential impact." Jess Redgrave- Founder, ClimaFibre

The second stage, GFIL-Technology Accelerator Fund (TAF), provides £50,000 to take ideas from PoC to prototyping/demonstration through access to Cranfield's academic expertise and pilot-scale test facilities. Twelve SMEs have received grants (more than 70 applications). A year on, Cohort 1 (six SMEs) has raised more than £4.5m in grants, more than £5.5m in investment and hired 21 new staff!

A participant in Cohort 2, James Dunce, connected with Frederic Coulon, Professor of Environmental Chemistry and Microbiology at Cranfield, as part of his application. His company, BravelyCultured, focuses on elucidating the structure of novel biosurfactants produced by marine microorganisms. Using Cranfield's Environment Analytical Facility, Forensic Institute Laboratory, and Nuclear Magnetic Resonance (NMR) spectrometer facility at Shrivenham, the project successfully gathered detailed data on these natural products. This technical support has helped advance BravelyCultured's work towards commercialising their biosurfactants, highlighting the value of academic-industrial partnerships in fostering innovation.

"The TAF has really helped us by connecting us with an academic group within Cranfield University who have a really good technical expertise in the chemical characterisation of a wide range of different molecules." James Dunce- CEO, BravelyCultured

The third stage, GFIL-Cranfield Seed Fund (CSF), makes investments in early-stage cleantech businesses. Applicants for these funds must be seeking funds to develop a green product or service, and their businesses be aligned to the Sustainable Development Goals. Fifteen companies have received a share of £405,000, typically £25,000 convertible loans. They have gone on to raise over £5m in venture capital, and several investees are co-located at the University.

SAGES London, a start-up exploring how natural, food-waste derived dyes can be refined to produce dyes that are more vibrant and have commercial uses in other industries, accessed the Technology Accelerator Fund, and went on to be awarded funding from the Seed Fund.

"The Cranfield Seed Fund has been a game-changer for SAGES. Emerging from Cranfield's TAF program, the Seed Fund support allowed us to acquire critical equipment, propelling our innovative dye project closer towards commercialisation. Beyond the funding, it symbolises validation and confidence in our business and provides us with an invaluable network of expertise. We're extremely grateful for the support of Cranfield's Seed Fund and it will play an instrumental role in our journey, accelerating our path toward sustainability and success." Emily Taylor- CEO, SAGES

Empowering Change Through Collaboration: The Cranfield Executive Development Custom Programmes

Cranfield Executive Development, the professional learning arm of Cranfield SoM, delivers custom programmes that exemplify collaborative efforts to enact change by co-creating tailored leadership development initiatives with clients. This partnership allows organisations to address their unique challenges through targeted training, fostering skill development that aligns with their strategic goals. By working together, Cranfield and its clients ensure that the learning experiences are not only relevant but also impactful, facilitating sustainable transformation within the organisations involved.

A recent example of how this initiative has contributed to enacting change is the Cranfield and Dole plc programme on Sustainability and UN Principles. Since 2018, Cranfield University has partnered with Dole plc, a global leader in fresh produce, on the 8-month Key Talent Programme. Over five years, Dole has enrolled 75 participants from all divisions across 15 countries, strengthening its leadership pipeline and organisational engagement through sustainability and ethical leadership projects.

The programme outcomes include advancements in Sustainable Farming Practices, Waste Management & Packaging Innovation, Water Stewardship, Climate Action, Responsible Sourcing and Transparency & Food Safety, all aligned with the United Nations Sustainable Development Goals (SDGs). The programme design also embeds Equity, Diversity, and Inclusion (EDI) principles, which are supported by senior management and, as a result, influence the decision-making in the business. Diverse learning methods, including a real-world interactive business simulation demonstrating the importance of sustainability for business success, provide a safe space for participants to experiment and learn from failure, driving innovations aligned with Dole's sustainability objectives.

In a 2023 Key Talent Programme survey, the number of participants demonstrating increased impact on Focus Area Goals were:

- Climate Action: 63%
- Waste Management and Packaging Innovation: 76%
- Support People and Communities: 67%
- Be An Employer of Choice: 77%
- Develop a Safe, Inclusive, Equitable and Diverse Work Environment: 87%
- Responsible Sourcing: 86%

Leveraging National and Global Prizes to Foster Sustainable Futures: Cranfield's Contributions to Recognising Innovative Solutions that Enact Change

National and global prizes and awards play a crucial role in fostering a sustainable future by recognising and supporting innovative solutions to environmental challenges. These awards connect visionary projects with essential resources and recognition, creating a platform for collaboration among academia, industry and grassroots initiatives. Through these initiatives, groundbreaking ideas are amplified, encouraging collective action and sustainable practices. Here are some examples of faculty contributing to change by using their expertise to recognise these groundbreaking ideas and achievements.

Professor Sue Vinnicombe CBE, Professor of Women and Leadership, plays a key role in numerous judging panels and committees focused on leadership and diversity. She is a core judge for The Sunday Times Best Non-Executive Directors (NEDs) Awards, assessing criteria such as contribution to ESG, D&I and corporate governance. She also judges the Managing Partners Forum, focusing on environmental impact, and the Education section of "We Are The City" for recognising women leaders in the community. Additionally, Professor Sue Vinnicombe CBE is a member of the Parker Steering Committee, reporting on ethnic diversity in top UK boards, and serves on the Steering Committee for the Women in Finance Charter, which tracks women's progress into leadership roles in finance.

Cranfield University plays a vital role as a nominator for the Earthshot Prize, collaborating with a global network to identify and support innovative solutions addressing environmental challenges. Cranfield SoM contributes to this university-wide initiative through faculty judging. This involvement exemplifies active collaboration for a sustainable future, as it bridges academia, industry and grassroots initiatives, amplifying impactful ideas and encouraging collective action. By connecting visionary projects with resources and recognition, Cranfield contributes to a broader movement toward sustainability and positive environmental change. Among the 15 global finalists for the 2023 Earthshot Prize was ENSO, a UK company nominated by Cranfield University for creating sustainable tyres for electric vehicles that reduce pollution. The Earthshot Prize seeks to scale innovative environmental solutions, with ENSO competing for the Clean Our Air category.

Formalized Partnership Governance

Cranfield Governance and formalised rules of engagement that govern the type of resources exchanged, the desired outcomes or impacts

This chapter articulates Cranfield University's governance framework and collaborative approach, designed to foster sustainable partnerships and drive mutual benefits among diverse stakeholders, enhancing the university's role as a leader in education and research.

Cranfield University has established formal governance structures, policies, and committees to regulate resource exchange and ensure alignment with its strategic goals, academic standards, and legal requirements.

Chapters

Overview of structure

Cranfield University's ambition is to be at the heart of a national and international collaborative network in which all partners mutually benefit. The aim is to become the partner of choice for all stakeholders, including academic institutions, industry, policymakers, charities, funders, and regional bodies.

To support this vision, Cranfield has formalised governance structures at the university level, established through frameworks, policies, and committees that dictate the rules of engagement for the exchange of resources and the desired impacts. These rules align with the university's strategic objectives, academic regulations, and legal requirements.

Key elements include:

- **University governance structures:** Cranfield operates under the oversight of its Council and Senate. The Council is responsible for financial, property, and human resource matters, while the Senate governs academic issues. These bodies ensure that resource allocation aligns with the university's goals and standards.
- **Research and education committees:** Various committees manage academic and research activities, such as the Research Committee and the Academic Practice and Education Excellence Group. These committees have formal guidelines for resource exchange, including funding allocation for research projects, academic collaborations, and staff development. The newly formed Responsible and Sustainable Management Education Committee in Cranfield SoM closely collaborates with other committees across the university, including the Energy and Environment Committee and the Athena Swan Charter Committee, amongst other sustainability and Equity, Diversity, and Inclusion (EDI) initiatives.
- **Energy and Environment Committee:** The Energy and Environment Committee at Cranfield University plays a key role in shaping and overseeing the university's environmental and sustainability strategies. The committee develops and monitors sustainability strategies related to energy use and environmental compliance, ensures adherence to legislation, oversees audits and reporting, and promotes awareness and best practices in energy conservation and sustainability within the Cranfield community.
- **University Environmental Policy:** Cranfield University's Environmental Policy commits to the sustainable management of environmental risks, impacts, and opportunities, in line with their ISO 14001:2015-certified Environmental Management System. The University aims to protect the environment, prevent pollution, and promote sustainability across research, education, and facilities management. This involves integrating environmental considerations into decision-making, adopting a lifecycle approach to address significant issues, and setting measurable objectives. The policy emphasises compliance with environmental legislation, fostering a culture of environmental excellence, continuous improvement, and preparedness for incidents. All staff, students, and stakeholders are encouraged to minimise resource use, report incidents, and contribute to pollution prevention and energy conservation. See our latest policy statements in the Practice section.
- **Sustainable Procurement:** Purchasing decisions have a significant impact on both people and the environment. These decisions involve considering where products come from, what they are made of, the conditions under which they are produced, and

their disposal at the end of their life. The University's Environmental Policy guides all purchasing activities, aiming to support environmental protection and sustainable practices through teaching and research. This policy requires identifying social and environmental issues from the outset, integrating sustainability into supply chain processes, and minimising environmental harm where possible. Responsible procurement focuses on achieving long-term value, assessing the necessity of products or services, reducing packaging and transport, ensuring ethical production, and working with environmentally and ethically responsible organisations.

- Policies on resource exchange: These cover intellectual property rights, ethical standards, data protection, and collaboration agreements. Formal contracts govern external collaborations, ensuring that resource exchange leads to desired outcomes, such as innovation, knowledge transfer, and impact. One example is the environmental checklist for new research proposals, which is published on the intranet and supports researchers in assessing the environmental impacts of their projects and signposts on how to use the EEC to support them.
- Desired impacts: The resources exchanged are expected to result in measurable impacts, such as enhancing teaching quality, promoting research excellence, and contributing to industry collaborations. This is typically assessed through performance metrics, research outcomes, student satisfaction, and external recognition.



Practice

We adopt responsible and accountable management principles in our own governance and operations.

RME Policy Implementation

Cranfield School of Management has implemented 8 policies to support its commitment to responsible management education:

Greenhouse gas emissions

Energy Code of Practice

Energy Code of Practice

Scope

Greenhouse gasses and energy

Enforcement Date

April, 2023

Revision Date

September, 2025

Number Of Pages

7

Publisher

Cranfield University

Media

Document

Policy Energy Code of Practice

View document  Download document 

Energy Policy Statement

Energy Policy Statement

Scope

Greenhouse gasses and energy

Enforcement Date

November, 2023

Revision Date

November, 2024

Number Of Pages

2

Publisher

Cranfield University

Media

Document

Policy Energy policy statement (1)

View document  Download document 

Carbon Management Plan

Carbon Management Plan

Scope

Carbon Management

Enforcement Date

March, 2023

Revision Date

March, 2024

Number Of Pages

10



Publisher

Cranfield University

Media

Document

Carbon Management Plan

View document  Download document 

Water

Water Management Policy

Water Management Policy

Scope

Water Management

Enforcement Date

July, 2023

Revision Date

November, 2023

Number Of Pages

2

Publisher

Cranfield University

Media

Document

Policy Water Management Policy Statement
(2)

View document  Download document 

Water Management Webpage

Water Management Webpage

Scope

Water Management

Enforcement Date

July, 2023

Revision Date

July, 2024

Number Of Pages

1

Publisher

Cranfield University

Media

Website

[Supporting Links](#)

Buildings/real estate

Energy Code of Practice

Energy Code of Practice

Scope

Greenhouse gasses and energy

Enforcement Date

April, 2023

Revision Date

September, 2025

Number Of Pages

7

Publisher

Cranfield University

Media

Document

Policy Energy Code of Practice

View document  Download document 

Energy Plan for Buildings

Energy plan for buildings on Cranfield campus

Scope

Energy plan for buildings on Cranfield campus

Enforcement Date

March, 2023

Revision Date

March, 2024

Number Of Pages

14

Publisher

Cranfield University Facilities/Energy and Environment Team

Media

Document

[Supporting Links](#)

Policy Energy Plan

View document  Download document 

Climate Adaptations, Sustainable Buildings and Infrastructure

Climate Adaptations, Sustainable Buildings and Infrastructure Webpage

Scope

Sustainable Building and Infrastructure

Enforcement Date

December, 2023

Revision Date

December, 2024

Number Of Pages

1

Publisher

Cranfield University

Media

Webpage

[Supporting Links](#)

Local staff/student/faculty transportation

Cranfield University Travel Plan

Cranfield University Travel Plan. This Travel Plan aims to increase the travel choice for students, staff, visitors and associated business travel to and from the Cranfield campus, whilst reducing carbon emissions.

Scope

Travel by staff, students and visitors to and from Cranfield Campus

Enforcement Date

November, 2018

Revision Date

June, 2022

Number Of Pages

28

Publisher

Cranfield University Energy and Environment Team

Media

Document

Policy Cranfield University Travel Plan (1)

View document 

Download document 

Sustainable Travel Policy

This policy statement indicates our intent to introduce a culture of sustainable travel to help us achieve our net zero goal. It includes business travel, commuting, and international student travel.

Scope

Business travel, commuting, and international student travel.

Enforcement Date

July, 2024

Revision Date

July, 2025

Number Of Pages

2

Publisher

Cranfield University Energy and Environment Team

Media

Document

Policy Sustainable Travel Policy

View document 

Download document 

Sustainable Travel and Transport Webpage

Sustainable Travel and Transport Webpage

Scope

All travel by staff and students

Enforcement Date

December, 2023

Revision Date

December, 2024

Number Of Pages

1

Publisher

Cranfield University Energy and Environment Team

Media

Webpage

[Supporting Links](#)

Travel**Sustainable Travel Policy**

This policy statement indicates our intent to introduce a culture of sustainable travel to help us achieve our net zero goal. It includes business travel, commuting, and international student travel.

Scope

Business travel, commuting, and international student travel.

Enforcement Date

July, 2024

Revision Date

July, 2025

Number Of Pages

2

Publisher

Cranfield University Energy and Environment Team

Media

Document

Policy Sustainable Travel Policy

View document  Download document 

Sustainable Travel and Transport Webpage

Sustainable Travel and Transport Webpage

Scope

All travel by staff and students

Enforcement Date

December, 2023

Revision Date

December, 2024

Number Of Pages

1

Publisher

Cranfield University Energy and Environment Team

Media

Webpage

[Supporting Links](#)

Employee equity, diversity, inclusion

EDI Annual Report

This Equity, Diversity and Inclusion (EDI) report provides an account of our staff data and actions for the period August 2022 - July 2023

Scope

This Equity, Diversity and Inclusion (EDI) report provides an account of our staff data and actions for the period August 2022 - July 2023.

Enforcement Date

July, 2023

Revision Date

July, 2023

Number Of Pages

24



Publisher

Cranfield University Human Resources and Development

Media

Document

[Supporting Links](#)

Equity Diversity and Inclusion report 2022 23 View document  Download document 

EDI Strategic Plan

EDI Strategic Plan 2022 - 2027

Scope

EDI Strategy for both staff and students

Enforcement Date

December, 2022

Revision Date

April, 2023

Number Of Pages

14

Publisher

Cranfield University

Media

Document

EDI Strategic Plan 2023 View document  Download document 

Equity, Diversity and Inclusion Webpage

Equity, Diversity and Inclusion Webpage

Scope

Equity, Diversity and Inclusion Webpage

Enforcement Date

December, 2023

Revision Date

December, 2023

Number Of Pages

1

Publisher

Cranfield University

Media

Webpage

[Supporting Links](#)

Dignity at Cranfield Policy

This policy therefore aims to: • maintain the dignity of all members of the Cranfield Community
• ensure that differences are respected and valued • demonstrate our commitment to diversity and inclusion

Scope

Dignity for both Staff and Students

Enforcement Date

April, 2017

Revision Date

September, 2022

Number Of Pages

16

Publisher

Cranfield University Human Resources and Development

Media

Document

Policy Dignity at Cranfield Policy (1)

View document  Download document 

Disability Policy For Staff

The aim of this is policy is to promote a positive and supportive working environment and a framework for collaborative dialogue between candidates, staff and their line managers in cases where one or more parties is disabled or has a long-term condition(s).

Scope

To promote a positive and supportive working environment and a framework for collaborative dialogue between candidates, staff and their line managers in cases where one or more parties is disabled or has a long-term condition(s).

Enforcement Date

September, 2020

Revision Date

September, 2023

Number Of Pages

11

Publisher

Cranfield University Human Resources and Development Department

Media

Document

Policy Staff Disability Policy and Procedure
(1)

[View document](#)  [Download document](#) 

Supporting LGBTQ+ Staff and Students Policy

This guidance is intended to equip members of staff/managers with the understanding and expertise they need to support LGBTQ+ members of staff/students and create an inclusive, high-performing team.

Scope

To provide staff/managers with the understanding and expertise they need to support LGBTQ+ members of staff/students and create an inclusive, high-performing team.

Enforcement Date

May, 2021

Revision Date

February, 2022

Number Of Pages

7

Publisher

Cranfield University Human Resources and Development

Media

Document

Policy Supporting LGBT Staff and Students
(1)

[View document](#)  [Download document](#) 

Flexible Working Policy

This policy provides a framework within which Cranfield University can consider how best to enable employees to achieve a balance between work and personal commitments.

Scope

To provide a framework within which Cranfield University can consider how best to enable employees to achieve a balance between work and personal commitments.

Enforcement Date

September, 2019

Revision Date

September, 2021

Number Of Pages



9

Publisher

Cranfield University Human Resources and Development

Media

Document

Policy Flexible Working Policy and Procedure [View document](#)  [Download document](#) 

Student equity, diversity, inclusion

EDI Annual Report

This Equity, Diversity and Inclusion (EDI) report provides an account of our staff data and actions for the period August 2022 - July 2023

Scope

This Equity, Diversity and Inclusion (EDI) report provides an account of our staff data and actions for the period August 2022 - July 2023.

Enforcement Date

July, 2023

Revision Date

July, 2023

Number Of Pages

24



Publisher

Cranfield University Human Resources and Development

Media

Document

[Supporting Links](#)

Equity Diversity and Inclusion report 2022 23 View document  Download document 

EDI Strategic Plan

EDI Strategic Plan 2022 - 2027

Scope

EDI Strategy for both staff and students

Enforcement Date

December, 2022

Revision Date

April, 2023

Number Of Pages

14

Publisher

Cranfield University

Media

Document

EDI Strategic Plan 2023 View document  Download document 

Equity, Diversity and Inclusion Webpage

Equity, Diversity and Inclusion Webpage

Scope

Equity, Diversity and Inclusion Webpage

Enforcement Date

December, 2023

Revision Date

December, 2023

Number Of Pages

1

Publisher

Cranfield University

Media

Webpage

[Supporting Links](#)

Student Disability Policy

Policy to promote an inclusive learning, teaching and working environment in which disabled students are not disadvantaged or treated unfavourably.

Scope

s to promote an inclusive learning, teaching and To ensure that disabled students are not disadvantaged or treated unfavourably

Enforcement Date

September, 2020

Revision Date

September, 2022

Number Of Pages

6

Publisher

Cranfield University

Media

Document

Policy Student Disability Policy (1)

View document  Download document 

Dignity at Cranfield Policy

This policy therefore aims to: • maintain the dignity of all members of the Cranfield Community
• ensure that differences are respected and valued • demonstrate our commitment to diversity and inclusion

Scope

Dignity for both Staff and Students

Enforcement Date

April, 2017

Revision Date

September, 2022

Number Of Pages

16

Publisher

Cranfield University Human Resources and Development

Media

Document

Policy Dignity at Cranfield Policy (1)

View document  Download document 

Supporting LGBTQ+ Staff and Students Policy

This guidance is intended to equip members of staff/managers with the understanding and expertise they need to support LGBTQ+ members of staff/students and create an inclusive, high-performing team.

Scope

To provide staff/managers with the understanding and expertise they need to support LGBTQ+ members of staff/students and create an inclusive, high-performing team.

Enforcement Date

May, 2021

Revision Date

February, 2022

Number Of Pages

7

Publisher

Cranfield University Human Resources and Development

Media

Document

Policy Supporting LGBT Staff and Students
(1)

[View document](#) [Download document](#)

Research Ethics Policy

All research must have appropriate ethical approval, as set out in the Research Ethics Policy before data collection commences.

Scope

Research Ethics

Enforcement Date

September, 2016

Revision Date

January, 2024

Number Of Pages

7

Publisher

Cranfield University Research and Innovations Office

Media

Document

Policy CURIOPOL20 Research Ethics Policy

[View document](#) [Download document](#)

2030 Environment Targets

Webpage detailing Cranfield University 2030 Environmental Targets

Author

Cranfield University

Published Date

December, 2023

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Student Charter

Student Charter

Author

Cranfield University

Published Date

July, 2020

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Our Values Webpage

Webpage about Cranfield University's Values

Author

Cranfield University

Published Date

December, 2023

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Ethical Principles

Webpage detailing the Ethical Principles guiding Cranfield University policies

Author

Cranfield University

Published Date

March, 2023

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Waste Management

Webpage detailing Waste Management measures being taken on Cranfield University campus

Author

Cranfield University

Published Date

December, 2023

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Biodiversity and Grounds

Webpage detailing plans to increase the biodiversity on Cranfield University campus

Author

Cranfield University

Published Date

December, 2023

Degree Of Recognition

Local

Media Name

Cranfield University Website

Media Type

Webpage

Duration

1 page

[Supporting Links](#)

Environmental Policy Statement

Environmental Policy Statement

Scope

Environmental Strategy

Enforcement Date

October, 2022

Revision Date

October, 2023

Number Of Pages

2

Publisher

Cranfield University

Media

Document

Policy Environmental Policy Statement (1)

[View document](#)

[Download document](#)

Climate Change Adaptation Statement

This document sets out recommendation for Climate Change Adaptation planning and actions for Cranfield University up until 2030.

Scope

Climate Change Adaptation

Enforcement Date

November, 2023

Revision Date

March, 2024

Number Of Pages

2

Publisher

Cranfield University

Media

Document

Climate change adaption strategy Feb 2024

[View document](#)

[Download document](#)

University Ethical Investment Policy

Policy to ensure that all University investment decisions are made with a full consideration of social, environmental and governance (ESG) matters.

Scope

Ethical Investment

Enforcement Date

July, 2023

Revision Date

July, 2023

Number Of Pages

2


Publisher

Cranfield University

Media

Document

Policy University Ethical Investment Policy

View document 

Download document 

Institutional Aspiration Targets

Cranfield School of Management has set aspiration targets in 8 different areas:

- ❖ GHG Emission Targets
- ❖ Water Conservation Targets
- ❖ Building and Real Estate Targets
- ❖ Internal Transportation Targets
- ❖ Travel Reduction Targets
- ❖ Employee EDI Targets
- ❖ Student EDI Targets
- ❖



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, Cranfield School of Management operates with the following approach:

Limited Transparency Disclosure

Sharing Information to Advance Responsible Management at Cranfield School of Management (SoM)

To embed responsible management education (RME) throughout Cranfield's teaching, research, and operations.

Cranfield SoM prioritises sustainability, sharing RME progress internally and externally. The Responsible and Sustainable Management Committee will enhance transparency and drive improvements, ensuring a more substantial commitment to ethical and sustainable practices across the school.

Chapters

Overview

At Cranfield SoM, sustainability and responsible management are core values integrated into all aspects of its work. In previous years, the PRME (Principles for Responsible Management Education) statement in progress has been shared both internally, during all-school meetings, and externally, with a short version made accessible in addition to the full report, which is available on the university's website. In addition, the university publishes the [Annual Environmental Review](#) every year, which reports progress on Cranfield's environmental targets, especially focusing on the performance of its estate and facilities in terms of carbon, waste, water and biodiversity.

While successes are publicly shared, challenges and areas for improvement are discussed internally within the relevant committees. These committees are responsible for identifying opportunities and implementing enhancements.

Going forward, the responsibility of presenting the annual PRME report, as well as providing ongoing feedback on performance, will be led by Professor Stephanie Hussels, Chair and Executive lead of the Responsible and Sustainable Management Committee. This initiative aims to accelerate progress towards embedding responsible management education (RME) across all research, teaching, and outreach activities, thereby helping to shape organisational practices in alignment with sustainability goals.

This leadership and governance structure will support the continuous improvement of Cranfield SoM's commitment to responsible management education.

SIGNATORY

Cranfield School of Management



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