



UNIVERSITY OF
BIRMINGHAM

BIRMINGHAM
BUSINESS
SCHOOL



BUILDING THE FOUNDATIONS **FOR CHANGE**



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It's Lloyds Banking Group's belief that restoring trust with the public remains a critical task for us as a bank and for the industry as a whole; and we believe it is in our own hands to rebuild this trust. This can only be achieved through a healthy corporate culture in which every individual is valued for the skills, enthusiasm and dedication they bring to the business. Engraining a healthy corporate culture across the industry and beyond should be a priority. We are looking forward to working with the University of Birmingham and the Centre, to address the many issues of embedding responsible business practice.

Martin Dodd
Lloyds Banking Group Ambassador for the Midlands

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DIRECTOR'S WELCOME

OUR MISSION:

We will create robust, authentic, responsible business solutions based on high-quality evidence and theoretically informed research, engage and communicate effectively with business, policy-makers and change agents and, through our education programmes, develop individuals with the capacity to deliver change for the common good and a sustainable future.



PROFESSOR IAN THOMSON

Director, Lloyds Banking Group
Centre for Responsible Business

Welcome to the first Annual Report of Lloyds Banking Group Centre for Responsible Business. This report covers the foundational stages of this exciting collaboration between Lloyds Banking Group and the University of Birmingham. It has been a period of transformation for the

Centre and all those involved in it, as we have moved from an idea, to a

memorandum of understanding, to a formal contract, to a set of offices, to a research centre with staff, a strategy, an innovative work programme, an external advisory board with great experience and insights, wonderful set of associated faculty, new educational modules, series of engagement events, emerging partnerships with external organisations, some research grants and on-going research projects. It has been some journey so far, laying down the foundations for future success. This report attempts to capture some of the key events in making the Centre come alive and I hope you find it useful.

We have come up with a working definition of responsible business to help frame the development of our work, and perhaps the work of others.

‘Responsible businesses create value without exploiting others or nature while avoiding inequitable distributions of risks, hazards, cost and benefits.’



PROFESSOR CATHERINE CASSELL

Dean, Birmingham Business
School

On behalf of everyone at Birmingham Business School, I can say that we are delighted to have this collaborative centre with Lloyds Banking Group and it is a pleasure for me personally to be writing this introduction to the first annual review of the Centre's activities. As a School, we are committed to promoting curiosity and thought leadership in national and international debates about responsible business. This is manifested in a number of ways. Through our programmes we seek to instil in students the critical skills to question how business works and the impact of that on a range of different stakeholder groups. Through our research, we aim to focus upon the key challenges around responsible business that face our economy and our society both regionally and globally. Our staff contribute to our understanding of a number of the relevant challenges that companies face, including those of responsible finance, the development of sustainable business models, the furtherance of workplace inclusion strategies and environmental sustainability. Further details of this research are provided within this annual review.

Going forward, the School aims to position the understanding of responsible business at the core of all our activities. We aim to institutionalise responsible thinking in everything we do. This may be a considerable challenge, but as colleagues in the Centre say, we need to see responsible business at the heart of every decision, every day.

I hope you enjoy reading about the Centre's activities and that you are inspired to further pursue your interest in responsible business.



FIONA CANNON OBE

Director, Diversity and Inclusion,
Head of Responsible Business,
Lloyds Banking Group

In the wake of the global financial crisis and amid ongoing corporate scandals, responsible business is high on business, policy and public agendas globally.

At Lloyds Banking Group, our mission is to help Britain prosper. Our helping Britain prosper plan is core to our strategy; an investment in our collective long-term success. It supports our strategy to become the best bank for customers and it's fundamental to rebuilding trust in our brands and sector.

And that's why we partnered with the University of Birmingham to establish the Lloyds Banking Group Centre for Responsible Business.

This partnership is already contributing to the process of transforming responsible business practice in the banking industry and beyond; through engaged research, agenda-setting thought leadership and innovative and accessible responsible business education.

I'm confident we will become a leading European centre for responsible business research – as well as informing and shaping the development of responsible business practice by translating cutting-edge academic thinking for multiple audiences.

And with the plans already in place to introduce responsible business into the Business School's teaching programmes, we will also have an impact on the diversity and ethical good-standing of prospective new entrants to the banking sector.

As I write this contribution to the Centre's first Annual Report, I'm delighted by the progress that has been made in this first year. There's some really interesting research underway, great work with organisations like Business in the Community and the United Nations to change the agenda and some fascinating ideas for gamifying the teaching of responsible business practice.

Enjoy reading this report, and thank you for playing your part in moving the responsible business agenda forward.

www.lloydsbankinggroup.com/Our-Group/responsible-business/prosper-plan

responsible

FOUNDATIONS FOR CHANGE

The creation of Lloyds Banking Group Centre for Responsible Business, in July 2017, was the result of a unique partnership of Birmingham Business School academics, the University of Birmingham Business Engagement team and Lloyds Banking Group. This partnership shared a desire for positive change, the need for collective, creative thinking, sharing insights and debating the complex issues associated with responsible business.

The partnership between the University and Lloyds Banking Group enables the development of an interdisciplinary body of work, informed by high-quality research and extensive practice engagement. This body of work will inform, shape and energise what has been referred to as the 'Responsible Business Revolution'. We are looking to understand and critique irresponsible businesses, map the challenges of responsible business transformation, understand the obstacles to change and develop robust, authentic solutions based on high-quality evidence and theoretical evaluation.

The Centre is a unique opportunity for Birmingham Business School to work with businesses and research centres to lead on responsible business research, education and knowledge partnership, and answer questions such as:

- Can businesses be successful enterprises and contribute to the achievement of the UN Sustainable Development Goals?
- Is it enough for businesses to choose whether to and where to deliver positive impacts?
- Should businesses transform their culture, strategy and operations so that responsible actions are the norm?
- Are there any new and innovative ideas from research and business, with the potential to radically change this field?
- How do we overcome the obstacles to businesses becoming responsible and offer authentic, long-term solutions?

It was Lloyds Banking Group's long-term commitment to responsible business, demonstrated by their pioneering initiative 'Helping Britain Prosper' www.lloydsbankinggroup.com/Our-Group/responsible-business/prosper-plan, which underpinned the initial discussions around the creation of the Centre. The Centre owes its existence to the hard work and commitment of key individuals whose vision and inspiration made it happen, including António Horta-Osório, Benedict Brogan, Rob Hailey, Steve Brammer, Simon Collinson, Saul Becker, Andy Newnham and Christine Attfield.

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Today, all around the world we see inspiring examples of farsighted individuals, entrepreneurs and businesses that dare to think anew and take bold decisions to invest in solutions that can improve the lives of millions. Never before have we had the capacity, the knowledge and the resources to shape the future we all want... a change in course is needed, and the global business sector is encouraged to play a key role.

2017 United Nations Global Compact Progress Report, Business Solutions to Sustainable Development

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ROB HAILEY

'It has been a real pleasure to see the Lloyds Banking Group Centre for Responsible Business at the University of Birmingham's Business School come to fruition in 2017. Our rationale for partnering with the Business School to establish the independent research centre was to provide a demonstration of how Lloyds Banking Group is committed to long-term change in banking, but also to challenge us and other businesses – not just in the financial services sector – on how to become more responsible businesses. It is also a reflection of Lloyds Banking Group's close association with both the University and the city of Birmingham, having been founded here just over 250 years ago. We look forward to contributing to the development of impactful research on responsible business in the years ahead.'

Rob Hailey
Head of Public Policy at Lloyds
Banking Group – Centre Co-Founder



ANDY NEWNHAM

'When Steve, Rob and I first started out on this journey it was clear we all saw the tremendous potential in what our two organisations could achieve – by working together we could change not only academic research in responsible business, but more importantly how Lloyds Banking Group could ultimately improve responsible business practice, and how the sector (and sectors beyond banking) could conduct business more responsibly in the future.'

'Strategic partnerships such as this only work when there is a shared purpose and shared trust – we found both of these with Lloyds Banking Group, but making it happen was another matter. We spent a while considering and carefully constructing the framework for the Centre and the key strategic objectives – to change research, to change teaching and learning and to change practice.'

'It is amazing to see it all coming to life, and the Centre is truly a first for the University (and in many ways, for the sector). It is an innovative collaboration with knowledge exchange and engagement at its heart, and I am exceptionally proud to know I played a small part in making it happen.'

Andy Newnham
Strategic Business Engagement Partner,
University of Birmingham

BUILDING ON A

responsible business tradition

Corporate and academic engagement is nothing new at the University of Birmingham, which was the first UK university to have a business school. The relationship between Lloyds Bank and the University of Birmingham stretches back over 100 years, and the link between Lloyds and the city of Birmingham dates back to the bank's origins in the 18th century. Lloyds has been the University's banking partner for the entirety of the institution's history.

The University's present-day partnership with Lloyds Banking Group remains strong, based on mutual aims to support social mobility and inclusion. For example, the Lloyds Scholars programme at the University has successfully supported 46 scholars from disadvantaged backgrounds since 2013 and our first cohort of Lloyds Scholars graduated in July 2016. Other examples of this partnership include senior Lloyds Banking Group staff giving lectures and contributing to key initiatives that positively influence University life.

The £2.5 million funding over five years from Lloyds Banking Group complemented with resources from Birmingham Business School created the Centre for Responsible Business, which echoes the University's civic mission and is aligned with the shared mission to positively influence society through innovative research, agenda-setting thought leadership, business and policy engagement and transformative responsible business education.

The Centre is one of many successful research centres in the College of Social Sciences and wider University. It is through working within this dynamic, interdisciplinary network of researchers that new ideas can flow freely and interact unrestricted by arbitrary subject divisions. Through our challenge-based research agenda, the Centre creates a space for different experts to collaborate to make a difference. Initial discussions with non-business academics have also revealed an appreciation of how business is essential to solving many of the world's big challenges as outlined in the UN Sustainable Development Goals. The Centre's strategy is to encourage and value intellectual contributions from all relevant disciplines in order to achieve its objectives. These include:

Leadership	Accounting	Organisational psychology
Culture	Economics	HR management
Trust	Education	Risk and resilience
Life and environmental sciences	Regional planning and development	Industrial development
Energy and climate change	Research methodology	International development
Business strategy	Taxation and governance	Diversity and inclusion
Social policy	Well-being	Gender studies
Procurement and supply chain	Entrepreneurship	Alternative business models
Law and political science	Finance and financial inclusion	Strategy
Ethics and values	Marketing	Philosophy

THE RELATIONSHIP BETWEEN **LLOYDS BANK** AND THE **UNIVERSITY OF BIRMINGHAM** STRETCHES BACK

OVER 100 YEARS

AND THE LINK BETWEEN LLOYDS AND THE CITY OF BIRMINGHAM DATES BACK TO THE BANK'S ORIGINS IN THE

18TH CENTURY

£2.5 MILLION

FUNDING OVER FIVE YEARS FROM LLOYDS BANKING GROUP

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Our first Chancellor was Joseph Chamberlain and his vision for the University of Birmingham as a civic university still guides us today.

Professor Sir David Eastwood, Vice-Chancellor, University of Birmingham

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reputation

SETTING A RESPONSIBLE

business research agenda



People don't appreciate just how creative business is. I wish more people understood how business can be a positive force.

Lord Karan Bilimoria
Chairman and Founder of Cobra Beer and
Chancellor of the University of Birmingham



Not all businesses are inherently bad or intentionally irresponsible. There are many examples where responsible businesses have made positive contributions and a growing recognition that responsible business equates to business excellence. Feasible alternatives to business irresponsibility have existed for centuries and have been successful in different contexts. Pragmatic responsible business solutions are available that would allow businesses to transcend the limitations imposed by the hidden or unspoken logic of business irresponsibility. There is a growing movement for change, driven by the growing visibility of the cumulative impact of the consequences of irresponsible actions and the benefits accruing from responsible businesses.

Finding solutions to stop and reverse this trend is one of the pressing challenges of our time. Irresponsible businesses break the implicit covenant between society, business and nature, creating unacceptable social, environmental and economic impacts. Irresponsible businesses exploit marginalised communities, damage our ecosystems and unfairly distribute benefits, costs, risks and harm. The causes of irresponsibility are complex, deeply embedded within social and economic structures that have co-evolved with changing ideologies, forms of governance and social norms. The challenges associated with responsible business transformation cannot be underestimated.

SETTING OUR RESEARCH AGENDA

Informed by the UN Sustainable Development Goals, we reviewed the current research into responsible business informed by popular criticisms of business in the media, contemporary political discourses and reflections by leading business practitioners. From this review, we mapped the terrain of irresponsibility and possibilities for transformation. We initiated a series of conversations with academics and practitioners through a variety of engagement activities with NGOs, charities, businesses, policy-makers and politicians. This process defined the key issues for further research exploration. These priority areas shaped our research philosophy and agenda. Our research philosophy of interdisciplinary, challenge-based research was made possible due to the quality of disciplinary research undertaken by academics in the Business School, College of Social Sciences and wider University of Birmingham.

This research strategy creates the potential to use the Centre's resources to try something different, to bring together subject experts in new configurations to develop collective solutions to problems that have proved difficult to resolve. This challenge-based strategy allows new

combinations of research methods that will create new insights into understanding why irresponsibility persists and create more compelling evidence to justify and legitimate change. More holistic research methods and expertise are considered necessary to build the foundations of responsible business transformation.

In order to develop our research agenda, we held a Responsible Business Challenge Mapping Workshop. This workshop brought together leading Business School researchers from different disciplines in order to integrate insights from a range of perspectives and build on our collective research experiences. At this event, we developed the scope and content of the Centre's programme of research and engagement and produced an interdisciplinary map of the challenges to be addressed by the Centre over our first five years.

Our research challenges and design principles are outlined below, and we would welcome any feedback that will keep the Centre producing relevant, impactful research of the highest quality possible.



RESPONSIBLE BUSINESS REVOLUTION

five-year research plan

RESPONSIBLE BUSINESS CHALLENGE AGENDA

Effective responsible business education	Diversity and inclusion in the workplace
Responsible business transformation	Embedding SDGs in governance and management
Responsible business and community transformation	Innovative responsible business accountability mechanisms
Building sustainable business models	Eliminating modern slavery
Responsible businesses and environmental sustainability	Developing responsible performance measures
Responsible finance for responsible businesses	Designing responsible products/services

RESEARCH PROGRAMME DESIGN PRINCIPLES

Addressing each of the above responsible business challenges will incorporate the following principles:

- Explore leading-edge practice and research
- Use best practice research methods and methodologies
- Interdisciplinary approach
- Solutions oriented including engagement and action research
- Create a value case for responsible business
- Aware of emerging megatrends with strong future orientation
- Make visible irresponsible business practices
- Appreciative enquiry of best practice looking at authentic responsible innovations
- Explore drivers, shapers, resistance and obstacles
- Identify key actors and map the transformation topology
- Evaluate within configurations of laws, regulations, certifications and conventions
- Incorporate dimensions of risks, resilience and opportunity
- Explore micro-foundations of problematic practices and change
- Develop responsible business materials and change recommendations



REBA – RESPONSIBLE BUSINESS

award scheme

Our ReBA grant scheme is one way we will harness the potential of Birmingham Business School academics, particularly early- to mid-career academics, to meet the Centre’s objectives. We offered a research pot of £25,000 and invited academics to come up with innovative research proposals from a breadth of disciplines that will contribute to new understandings of responsible business; investigate cutting-edge practices; evaluate problematic business practices to change the field of responsible business, and increase capacity for future external funding applications.

2018 Reba awards



Think before you spit! An examination of irresponsible business practices and corporate hypocrisy within marketing communications for direct to consumer genetic tests

Ethical norm in fast fashion industry: the paradox of fashion design piracy and accountability of fast fashion retailers

Visual representations of sustainable agriculture

Sustainability certification as a device for enabling responsible business transformation: the case of 'sustainable golf'



DR SARAH FORBES
Lecturer in Marketing

Direct to consumer (DTC) genetic testing is a growing industry with organisations vying for consumers to pay a fee and submit a DNA sample to learn about their health or family ancestry. Marketing communications, via both traditional (eg, TV) and new media (eg, social media), are used to persuade consumers to use such services, but omit the potential risks surrounding use of the service. For example, providing health information to health insurance companies, sharing health records with employers and neglecting to disclose how the consumer's DNA data may be used or distributed by the organisation.

This project will combine business ethics and marketing communications to better understand the 'responsibility' of the business practices used in the DTC genetic industry, identifying the use of irresponsible business practices and exploring how these companies use concepts such as survival, kinship and reproduction to persuade consumers. Other issues to be addressed will include consumers' general perceptions, levels of trust and intentions to use genetic testing and how consumers react to irresponsible business practices in this industry. This research will look to inform the development of policy and regulations in order to ensure responsible business practices in this industry.



DR CHARIKA CHANNUNTAPIPAT
Lecturer in Accounting

The unsustainability of the fast fashion industry has been in the spotlight. Prior studies have addressed issues relating to human rights; environmental impacts; copyright infringement and the lack of concrete intellectual property protection, and consumers' perceptions of ethical issues in this business. However, limited academic attention has been directed to the ethics of plagiarism of ideas and designs. This plagiarism is not exclusive to small designers copying the designs from well-known brands, but also includes large retailers copying designs from small designers. It appears that this exploitation of ideas and innovations seems to be acceptable, or tolerable, in the industry.

This research project aims to explore issues relating to plagiarism of designs as a business norm in fast fashion and the factors contributing to the acceptance of plagiarism. The findings will look to provide a framework to draw the line between inspirational designs and blatantly copied designs, and to reshape the norms of this industry.



DR JANE GLOVER
Research Fellow

This project is a novel approach to research food security and promotes sustainable agriculture, as well as responsible production and consumption. This project explores how we can sustainably produce and consume food in ways that minimise issues such as violating human rights, ecological damage, waste and destruction of rural communities. There has been an abundance of research exploring the environmental aspects of agriculture and food production, with less attention on sustainable livelihoods, and negative impacts on well-being.

Little work has explored how agriculture and, more importantly, sustainable agriculture are represented in wider society through different forms of visual media. Through critically assessing these representations in a series of visual workshops, the project aims to explore how these representations affect people's views on sustainable agriculture to develop responsible food production and consumption. This project takes a more humanistic view through critically exploring visual representations, collecting and disseminating research through visual methods.



DR THOMAS CUCKSTON
Lecturer in Accounting

Golf courses are socio-ecological systems primarily managed to provide spaces that will serve leisure and entertainment needs. However, some golf courses are now becoming certified by the Golf Environment Organization (GEO) as 'sustainable' on the basis that they also provide spaces for biodiversity conservation. This research project evaluates how this certification is able to act in ways that enable such conservation. How does certification create the capability to act within golf businesses to conserve biodiversity? By investigating this example of sustainability certification, this project will analyse and create new insights into how certification schemes can enable responsible business transformation.





Bankruptcy resolution: responsible, misery-inducing or strategic business?

Shared parental leave: driving the take up to improve gender equality in the workplace

The process of sustainability performance rating: actors, numbers and flexibility

Licence to deal: did deregulation of mortgage brokering lead to risky lending?



DR JAIRAJ GUPTA
Lecturer in Finance

There is scant literature on the abuse of bankruptcy laws by firms and individuals. What research there is, predicts that a few years before bankruptcy, firms/individuals are expected to maximise their external borrowings to maximise their gain from subsequent bankruptcy filing. However, in this research, it is assumed that this upward debt adjustment is an option limited to strategic bankruptcy filers to abuse the bankruptcy laws and make financial gains at the expense of their creditors. This research will explore whether this assumption is valid by creating a unique data set, undertaking statistical analysis and propose solutions to ensure responsible bankruptcy practices.



DR HOLLY BIRKETT
Lecturer in Management



DR SARAH FORBES
Lecturer in Marketing

In an attempt to increase gender equality in the workplace, and the boardroom, the UK government introduced a Shared Parental Leave Policy (SPL) in April 2015. HMRC data indicates that as few as 1% of parents eligible for the policy access it. It is difficult to imagine a less 'successful' policy. Our research aims to explain this pattern, uncover and understand the mechanisms that underpin it and help government and policy-makers to increase take up.

As such, we are looking at the motivations, barriers and enablers involved in parents, and particularly fathers and adoptive parents, taking up the new SPL. We have already had significant interest from organisations such as Business in the Community and established links with leading third sector and lobbying organisations as well as policy advisors in the Government Equalities Office.

We believe that improving take up of this policy and encouraging fathers to take a more active role in childcare will help level the playing field for mothers in the workplace, thereby going some way to helping improve gender equality in the workplace. This research is about valuing and celebrating the contributions made by groups in society and at work, in this case fathers and adoptive parents, who are often left out of both academic and public debate.



DR Wafa BEN KHALED
Lecturer in Accounting

This research project focuses on the processes through which analysts reveal and rate the sustainability performance of companies. In this rapidly-evolving sector, rating agencies are competing to provide the best methods and indicators to reveal to their clients the 'true' sustainability performance of companies. However, this performance is proving very hard to define and is further complicated because reporting practices in corporate social responsibility (CSR) are lacking. The link between financial and non-financial performance is difficult to capture by analysts and scholars alike. This research project focuses on a leading firm, Sustainability Intelligence, which uses an innovative methodology for sustainability performance analysis, developed jointly with the Technische Universität München. This project will inform policy and practice developments to better capture sustainable performance and give a more objective account of a company's social and environmental actions.



DR DANNY MCGOWAN
Senior Lecturer in Finance

Mortgage brokers and lenders have competing incentives. Brokers' profits are directly linked to the number of mortgages they sell whereas lenders are concerned with borrowers' credit worthiness and likelihood of default. Mortgage brokering separates the screening of mortgage applications from those who bear a loan's default risk. Evidence suggests that in the lead up to the recent financial crisis, mortgage brokers misrepresented lenders' interests and engaged in falsification of loan documents to ensure applications were accepted and may have manipulated borrowers' credit scores. Despite the importance of mortgage brokers in intermediating loans, there is little evidence surrounding whether they trigger risky lending behaviour. In this project, we ask whether the regulations governing the mortgage brokering industry appropriately affect the riskiness of the loans granted.



NEW DIRECTOR, NEW IDEAS,

same direction

The beginning of any significant initiative often involves the hardest effort. These hard yards were ground out by a small team with a clear vision of the future potential of the Centre. This team included Rob Hailey, Benedict Brogan, Andy Newnham, Simon Collinson, Steve Brammer, Glyn Watson, Elly Witcher and Isabelle Szmigin, who laid the concrete foundations of the Centre, initially led by Andy Mullineux.

It fell to Andy Mullineux to set the Centre up accomplishing the many essential tasks, including negotiating office space and equipment, initial staff appointments, selling the concept of responsible business research, negotiating space for responsible business modules in already crammed degree programmes as well as running the Department of Finance and continuing with his many responsible finance research projects and high-level engagements. This work was critical to the operationalisation of the Centre, creating a sound platform from which to launch our activities.

In September 2017, Ian Thomson formally joined the Centre as the permanent Director and, in partnership with Andy Mullineux, was able to begin to build an ambitious research, engagement and educational agenda for the Centre. Ian did not have to travel far to take up this post, having previously been Professor of Accounting and Sustainability and Director of Faculty at Birmingham Business School. When asked by the new School Dean, Cathy Cassell, if he was interested in taking up this post, it took almost ten seconds before he said yes. And those ten seconds were largely due to the delay in Skyping between Birmingham and Brazil, where he was working at the University of San Paolo on their United Nations Responsible Business Week. This post was seen as a serious opportunity to make a real difference.

Here, Professor Thomson shares with us his experiences and hopes for the future of the Centre.

'As with most academic programmes, the ideas are the easiest part. Fortunately, past experience working with limited resources in a hostile academic environment had prepared me for the challenges of directing the Centre. When I started my academic career, many branded sustainable accounting and responsible business a foolish notion, with dire 'end-of-career-before-it-started' predictions. This tension still exists in parts of the international academic community, but fortunately not in Birmingham Business School.'

'Given the nature of responsible business and responsible business transformation, I think it is important to start from a critical and sceptical stance, but with a desire to bring about change. This involves taking a normative stand to diagnose problems and construct better ways of being. This is a methodological position that not all agree with, nor should they. The research community must remain diverse, sometimes ill-disciplined and always ready to challenge and confront dominant ideas. If the Centre is to be successful, then it must be a vibrant, dynamic space, where different ideas and individuals encounter each other, rubbing up against each other, sometimes grating together, but sometimes blending into something new. That is why the Centre's work programme is necessarily flexible, agile and open to new ideas and ways of working.'

'My research will continue to be driven by things that annoy or confuse me, events that have made a difference, inspired by the work of others and the potential of working with fascinating individuals, combined with an enthusiasm for engagement with organisations committed to making the world a better place.'

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When asked how I came up with so many ideas so quickly, I said it was easy, as these were plans that had been sitting at the back of my mind, scribbled in notebooks and scrawled on whiteboards waiting for the time and resources to be done. Twenty-seven years of inspiration and frustration now could come to life, like rain falling on the desert.

Professor Ian Thomson

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leadership

RESPONSIBLE BUSINESS EDUCATIONAL AMBITIONS

in a responsible business school

Building on existing teaching excellence within Birmingham Business School, our intention is to become recognised as a leading provider of responsible business education across the world, developing sector-leading educational modules, programmes and learning materials to complement existing educational offers. The Centre's educational programmes are not restricted to those studying at Birmingham Business School and will include a range of innovative delivery mechanisms to those requiring responsible business know-how. The aim of this educational programme is to develop responsible business professionals capable of helping transform an organisation.

Birmingham Business School has nurtured academic expertise in responsible business and sustainable development across all disciplines in the School. Areas of strength include:

- Accounting for sustainable development
- Environmental economics
- Diversity and inclusion in business
- Responsible leadership
- Entrepreneurship
- Sustainable supply chains
- Socially responsible marketing and business communication
- Responsible tax governance
- Corporate social responsibility
- Professional ethics and reflective practice

The Centre looks to become an organising hub for the impressive diversity of innovative responsible business teaching from all academic disciplines across the School. The Centre's mission is to develop world-leading thought leadership on the future of responsible business and management education.

We have identified the United Nations Sustainable Development Goals (UN-SDGs) as a powerful framework for driving responsible business transformation. We therefore recognise the vital importance of business students at all levels becoming fully informed about the UN-SDGs and the implications of these for their future business careers. A first step in achieving this has been the development of pioneering new modules in Responsible Business into our MBA, postgraduate and undergraduate Business Management degree programmes.

In addition to the Lloyds Banking Group Centre for Responsible Business, the Business School incorporates the Centre on Household Assets and Savings Management (CHASM), Centre for Research in Ethnic and Minority Entrepreneurship (CREME), Work Inclusivity Research Cluster (WIRC) and City-Redi. These provide the foundation for our research-led management education, drawing on the world-leading research and scholarly expertise of academic staff across the School.

However, our strategic vision is to go much further, by developing our curricula so as to embed mainstream responsible business principles and the UN-SDGs into all our programmes to meet the University of Birmingham's graduate attributes, which include:

- Enterprising, creative and transformative thinkers
- Effective problem-solvers and communicators
- Globally and locally culturally aware
- Responsible and ethical citizens
- Resilient and effective leaders

The Centre's and the Business School's education strategy is embedded within a learning environment designed to deliver a distinctive, internationally diverse student experience where students have the opportunity to engage with industry professionals and world-leading researchers and feel part of an international learning community.



*Education is the most powerful
weapon which you can use
to change the world.*

Nelson Mandela

education

SERIOUS GAMING

for responsible business transformation

The Centre won funding from the University's Educational Enhancement Fund to develop a serious business game to enhance the learning experiences of students in relation to responsible business transformation.

We are developing a broad curriculum informed by responsible business throughout all our programmes and covering themes such as:

Responsible capitalism	Corporate governance and regulation
Business ethics and trust	Responsible finance and accounting
Environment and energy economics	Responsible supply chain management
Responsible business transformation	Modern slavery
Corporate trouble-shooting	Risk and reputation management
Responsible marketing	Climate change and businesses

Our approach to designing educational programmes seeks to incorporate best practice educational thinking and to push the boundaries in content, mechanisms of delivery, student engagement, research led materials, involvement of external speakers and innovation in assessments.

For example, our proposed compulsory module for our new undergraduate degree programme will adopt a 'flipped lecture' problem-based learning strategy informed by research by Birmingham Business School faculty, input from business and the third sector. Teaching delivery will be built on a series of interlocking problem-based seminars based on over 30 20-minute video lectures produced by staff actively researching or with experience of dealing with the problems of irresponsible business or successful responsible business transformation. These lectures will include: the gender pay gap, the gig economy, irresponsible marketing, problematic sales techniques, 'fat cat' pay, motivation and incentives, workplace discrimination, climate change impact of business, destruction of business trust and brands, business morality and ethics, designing environmentally damaging products, supply chain and logistics problems, modern slavery, taxation evasion and avoidance, global financial crisis, well-being in the workplace, food waste, corruption, industrial accidents, business risk mismanagement, responsible leadership, business transparency and accountability, socially responsible investment, social impact of digital transformation, community engagement, marine pollution, health and safety of workforce, rebuilding reputations, and business culture and strategy.

Problem-based seminars will explore the underlying reasons for these issues and derive solutions. Students will also participate in an online business game developed specially for this module. Students participate in an external business challenge programme – AIM2Flourish, which is a global initiative that aims to develop future business leaders to achieve the UN Sustainable Development Goals and a flourishing world for all. This will involve students working in groups to develop a solution for set challenges. Students will be required to submit their entry as part of the portfolio of assessments for this module as well as producing a short video outlining their solution.

Our game will comprise an online, multimedia story based on realistic events that allows players to alter the story through a series of interactions. This game will be constructed around a complex set of problems based in a future dystopian world where businesses have become the most powerful force in the world, making decisions in their own interest creating massive economic, social and environmental problems. In this world, a secret group of disaffected business professionals are looking to strike back and reclaim the world. This game will be relevant to other subjects across the University of Birmingham such as Social Policies, Philosophy and Ethics or Engineering. The problems to be addressed will include: ethical dilemmas, corruption, diversity and inclusion, remuneration policies and incentives, problematic financing, false marketing claims, environmental problems, energy consumption, excessive waste, irresponsible leadership, problematic supply chain concerns, lack of accountability and human rights abuse.

The use of serious games has been found to improve real live problem-solving and to be a transformative social learning tool. The multiplayer online gaming format creates an innovative learning space that can bring together students from different disciplines together to tackle complex problems in a collaborative environment. Gamification as a form of learning enables students to experience, understand, actively engage and analyse diverse and different challenges. The development of a multiplayer game that encompasses all the interdisciplinary challenges of responsible business transformation process will play a valuable role in achieving our aim of making all our graduates responsible business professionals.

This game will be made available to external organisations for the development of their staff or other stakeholders. A prototype is expected to be available by December 2018 – watch for developments on the Centre's webpage and we welcome anybody interested in being involved in the game design!



development

ENGAGING FOR TRANSFORMATION

10 ways we're transforming business

In collaboration with the University Business Engagement team, we are creating engagement programmes that encourage open dialogue among academics, students, business practitioners, civic society, policy-makers and transformation agents.



One measure of our success will be the impact we have on business transformation and an effective engagement strategy is critical to this. Part of our role is to become a critical interface between the business, policy, NGOs and academic worlds where knowledge can flow freely across different boundaries, constructing new possibilities for action. The aim of our knowledge partnership and engagement activities is to collect, inform, integrate and disseminate responsible business possibilities to inspire and guide business transformation.

The list of businesses and organisations interested in engaging with the Centre and the list of business engagement activities grows daily. For example, Andy Mullineux was a panellist on the British Academy Bank Culture workshop alongside representatives from Financial Conduct Authority (FCA), Banking Standards Board, UK Finance, Financial Times, Finance Watch and TSB. Andy also responded to a consultation by the Banking Standards Board on 'What do good banking outcomes look like to consumers?' and has met with representatives from major international financial institutions including the Bank of England.

This year, Ian Thomson has presented at mixed academic and professional conferences across the UK and overseas in Brazil, Hong Kong, Abu Dhabi and Italy, as well as speaking at non-academic events organised by CBI, Greater Birmingham Chamber of Commerce, Business and Professional Services in Birmingham, RICOH Customer Advisory Board and Business in the Community.

There is inherent value in spirited debate to test and refine the best ideas. To find those ideas, we are developing a diverse, collaborative community, starting with key businesses and companies in the region who are leading the responsible business revolution, such as Catapult Energy Systems, Ricoh and Capgemini.

It is through sharing ideas with innovators and change makers that will help us to align specific research streams with specific business needs. To achieve this, we are sharing ideas with risk and compliance managers, brand builders, board members, sales managers, HR managers, community relations, public affairs and CSR leaders – and many more in between. There's a shared realisation that small impacts are not enough. The exponential growth of digital technologies, the increasing impacts of climate change, impending Brexit and looming social pressures are going to drive massive shifts in the way we live and work.

We have co-organised and participated in a series of engagement events in the past year, including:

- Curry, Chat and Corporate Change evening
- University research panel: 'Does Business Exist for the Good of Society?'
- Cross-disciplinary well-being day
- Birmingham Business School Advisory Board Lecture by Jane Cordell, Result CIC
- Being Human Conference
- Centre for Tax Governance conference: 'Taxation of society: A responsible view of tax compliance?'

We have an ambitious engagement programme planned for the next year, including:

- Building Responsible Brands, in collaboration with the responsible marketing group
- Birmingham Professional Services
- Responsible Leadership Living Laboratory in collaboration with Institute of Leadership and Management
- Food for Thought, a series of hosted, dinner discussion events with policy-makers and business leaders
- Centre for Social and Environmental Accounting Research workshops and conference
- Developing and delivering the well-being strategy for the College of Social Sciences
- University Business Club breakfast briefing
- Birmingham Project
- Sustainable Food Visual Workshop
- Interdisciplinary Perspectives on Trust Event
- Lloyds Banking Group Centre for Responsible Business Annual Conference
- Shared Parental Leave Workshop
- Fashion Piracy Workshop
- CBI Annual Conference
- Sustainable Supply Chains and Human Rights in collaboration with Marie Curie Fund
- Accountability, Business and Nature workshop
- Responsible Business Performance Measurement events, in collaboration with Business in the Community
- Living Wage Foundation Collaborative Event
- The CityUK National Conference

We will be hosting our inaugural conference, Conversations for Responsible Business, in September 2018, alongside a new academic platform to showcase innovative responsible business research. Our academics and Centre team colleagues will also be out and about at conferences, lectures, workshops and seminars to raise the profile of the Centre and its work and we will be assessing the impact of early research and reporting progress through our website www.birmingham.ac.uk/responsible-business and through social media, blogs and vlogs. #UoBResponsible.

TRANSLATION REQUIRED

The Centre is looking for new ways to engage with business to enhance the impact of our research. One approach is to offer a business-academia translation service. Our feeling is that business-people and researchers are concerned with the same issues and operate in the same space but use very different language and terminology and communicate using different media. Solutions may well exist that could make a difference, but are unable to be accessed, understood and implemented.

There is a need to bridge this communication gap and to do this the Centre will select key research articles published by Business School academics and translate them into formats that can be more easily assimilated into business contexts.

One of our first translations will be **'Trust and distrust: Polar opposites, or independent but co-existing?'** by Mark Saunders, Graham Dietz and Adrian Thornhill. This article contains many important lessons for businesses in relation to trust and distrust within organisations. Their findings highlight how employees' trust and distrust judgements are shaped, in part, by managerial actions and policies relating to quality of communication and job security. They also emphasise how, when employees are distrustful, different interventions may be needed to reduce distrust from those used to build trust.

However, the style of communication and formats needed for inclusion in world-leading academic journals is not always conducive to a business audience, see below.

This article provides an empirical test of whether trust and distrust can co-exist in the mind of an employee. Two interrelated questions are considered: firstly, whether trust and distrust judgements are 'symmetrical' or whether they can occur 'simultaneously' as separate constructs; and, secondly, whether trust and distrust judgements entail the same or conceptually different expectations as revealed in their expressions and anticipated manifestations. Using a concurrent mixed-method design incorporating a structured card sort and in-depth interviews, data were collected from 56 participants in two organisations. The card-sort findings offer little support for the co-existence of trust and distrust but suggest they could be separate constructs.

'TRUST AND DISTRUST: POLAR OPPOSITES, OR INDEPENDENT BUT CO-EXISTING?'

Too much valuable information is considered unusable by businesses. This problem is something we are going to address. We welcome input as to what type of research may be useful to businesses, either by emailing us or tweeting using [#translatingbizresearch](#).

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Businesses now operate in a global fish bowl where nothing will remain undiscovered or secret. The massive growth in social media, citizen journalism and citizen accountability means that we are no longer reliant on corporate disclosures. The ability of anyone with a smartphone to independently fact-check corporate disclosures, then mobilise the global twitterati, means that reputation damaging stories spread faster and further than ever.

Professor Ian Thomson,
CBI Conference, November 2017

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BUSINESS IN THE COMMUNITY

and the responsible business tracker project

'Business in the Community asks every company we work with to be the very best they possibly can be at responsible business. We support our members in their journey to integrate responsibility into the heart of their commercial strategy. A cornerstone of this approach is to help our members to see the bigger picture, understand where they are in the journey now, and to develop a clear map for improvement. The Lloyds Banking Group Centre for Responsible Business is helping BITC create the Responsible Business Tracker, a transformational tool for those businesses wishing to track their own progress and enable others to fast-track themselves to responsible business. The Centre's insight and support have been invaluable in creating a cutting-edge approach to supporting companies to bring about lasting change on a wider scale, which benefits both business and society.'

**Maria-Jose Subiela, Head of Benchmarks,
Insights & Innovation, Business in the Community**

What is responsible business? What is good practice? Can we measure responsible business in a way that allows businesses to develop sustainably? These are the challenges that our partnership with Business in the Community (BITC) on developing their innovative Responsible Business Tracker is addressing. While the landscape of sustainability indices, benchmarks and standards is overcrowded, consultations with over 120 companies have identified that there is a clear demand in the market for a tool that measures the impact of integrated responsibility in both strategy and operations with a direct link to the UN Sustainable Development Goals.

The Responsible Business Tracker will support public and private companies, public sector and third sector organisations of all shapes and sizes to enact a comprehensive responsible business transformation. The Tracker identifies the key issues businesses need to address to achieve long-term financial value, enabling both society and the planet to thrive, as well as identifying the actions and outcomes required if businesses are to successfully navigate and contribute to the attainment of the UN Sustainable Development Goals.

The Tracker's primary audience is senior executives with strategic influence and decision-making power. It should help senior executives explain the value of responsible business at board level and make a business case for long-term investment in issues relevant to business, the environment and society. The Tracker will provide an up-to-date definition of responsible business, highlight gaps, change how organisations measure success in being responsible and provide an evidence base for future developments.

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There is an implicit social contract between generations that requires businesses to consider justice across time. However, businesses are poorly designed for considering long-term consequences, with decision-making processes being biased towards the loudest voices in the here-and-now, prioritising the living over those yet to come. It is difficult to consider businesses that don't take account of their long-term social, environmental and economic impacts as responsible.

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Professor Ian Thomson, BBS blog Time Travel,
Responsible Business and Intergenerational Equity, April 2018

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...too many businesses seem to view business success in the same way as slash and burn farmers view virgin rain forests. Responsible business leaders need to nurture their business ecosystem to ensure that when they grow, others grow and flourish as well.

Professor Ian Thomson,
Greater Birmingham Chamber of Commerce, February 2018

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RESPONSIBLE BUSINESS

as part of the pollution solution

The Centre is part of the Institute for Global Innovation's emerging theme project 'Environmental Pollution Solution', with interdisciplinary input from economics, life sciences, engineering, law and geography. The team received two years' funding and is led by Professors Iseult Lynch and David Dickinson, in collaboration with the Nankai Institute in China.

The 'Environmental Pollution Solutions' project will catalyse interdisciplinary cross-campus research interactions to develop an integrated solutions-oriented framework that addresses legacy and emerging pollutants across air, soil, water and waste treatment, and incentivises and economises reduction, remediation and reuse, turning the solutions into green and sustainable business models.

The project will develop a toolbox of approaches, integrating technological and infrastructure solutions, economic, legal and policy instruments, and social and behavioural techniques targeted towards pollution reduction, remediation and reuse to incentivisation and economisation of green and sustainable growth strategies.

While the toolbox will be developed in China and the West Midlands, leveraging the strong existing research linkages and the establishment of the University of Birmingham and Nankai Joint Research Institute, it will be designed to be adaptable to the specific regional and cultural needs of any developing or developed economy.



sustainable

MEET OUR TEAM



PROFESSOR IAN THOMSON

Centre Director

Ian's most recent post was Professor of Accounting and Sustainability at Birmingham Business School and his research is concerned with how accounting and other forms of evidence impacts on organisational decision-making which have a social and/or environmental impact.

This research has included interdisciplinary studies on implementation of cleaner technology, establishing industrial ecologies, effective stakeholder engagement, risk governance in water and salmon farming, sustainable development indicators, government policy-making and external accounting.

He has been called as an expert witness to the Scottish Parliament's Finance Committee, Advisor to the Scottish Parliament's Transport, Infrastructure and Climate Change and Cities and Infrastructure Committees and accountability expert to UN World Food Programme.

In 2012, he was elected as convener of the Centre for Social and Environmental Accounting Research (CSEAR). Until recently, Ian was Professor of Accountancy at Heriot-Watt University and prior to this position was Professor of Accounting at Strathclyde Business School. He is a Chartered Management Accountant and before becoming an academic held senior accounting positions in NHS Scotland and BBC Scotland. Professor Thomson is chair of C-Change Scotland, a charity that provides individually tailored person-centred support to enable individuals with complex learning needs to live independently and achieve their desires and aspirations. He is also a board member for Scottish Council on Deafness.



SOPHIE SINCLAIR

Engagement and Operations Manager

Sophie leads on developing and delivering the Centre's strategy with the Centre Director, managing the Centre's engagement, promotion and operations as well as the Centre's Professional Services team.

In addition to this, Sophie has a wider University role with responsibility for developing and leading the well-being strategy for the College of Social Sciences. Furthermore, Sophie led a team to successfully deliver the

Birmingham Professional development programme, which enhances staff development and engagement for colleagues across the College.

During her time at the Centre for Research into Ethnic Minority Entrepreneurship (CREME) at Birmingham Business School, Sophie managed the strategic and operational activities for promoting and facilitating impact through a range of public and business engagement and activities, which included organising and marketing the international conference, sponsored by Lloyds Banking Group.

Prior to undertaking the above roles, Sophie held several leadership and management positions in organisations in the private, public and third sectors. As a result, she has extensive experience in the areas of project management, marketing and communication, staff development as well as the capacity to manage diverse funding streams.

Sophie's qualifications include a Masters in Human Resources & Leadership Management from the Chartered Institute of Personnel Development, the leading national body for human resources development.



PROFESSOR ANDY MULLINEUX

Head of Responsible Banking and Finance Stream

Andy Mullineux is Professor of Financial Economics and Head of the Department of Finance in Birmingham Business School. He re-joined the University in 2015 having previously been at Bournemouth University from 1980 through to March 2013 (spending 1998/9 at the University of Cardiff). Andy became Professor of Money, Banking and Finance in the Department of Economics in the School of Social Sciences in 1997, where he served as Director of the MSc and BSc Money, Banking and Finance programmes.

Andy became Deputy Head of the School of Social Sciences (Resources) in 1996 and served as Head of School between 1997 and 2000. Andy joined the Business School as Professor of Global Finance and Director of the MBA Global Finance programme in May 2001, before serving as Director of the Finance Research Group and Finance Research Director in the Department of Accounting and Finance.



PROFESSOR DELPHINE GIBASSIER

Senior Research Fellow

Delphine Gibassier is a Senior Research Fellow. Prior to joining the University of Birmingham, she was Associate Professor in Management Control and Sustainability Accounting at Toulouse Business School, France, from 2013 to 2018. She earned her PhD from HEC Paris. Before joining academia, she worked as a management controller in GE Healthcare, Danone and Syngenta, in Paris, USA and Asia. She speaks four languages and has lived in China, Japan, US, UK, Canada and Germany.

She researches accounting for sustainable development and in particular topics around carbon, biodiversity and water. She is particularly interested in sustainability accounting innovations, practices and practitioners, that is, the development of new professions, methods and tools around accounting for sustainable development. Her work has been published in leading accounting journals such as Auditing and Accountability Journal, Critical Perspectives on Accounting and Sustainability Accounting Management and Policy Journal. She is a member of CSEAR (Centre for Social and Environmental Accounting Research) and is on the scientific committee of EMAN Europe (Environmental and Sustainability Management Accounting Network). She is passionate about linking research to teaching and practice and has developed several courses in CSR and sustainability accounting. She is also passionate about developing research and teaching that have an impact on society. This is why she interacts with the accounting profession to develop the interest into accounting for sustainable development, including through reports, training and directly participating in standardisation processes. She also translates research into general media outlets (The Conversation).



ROSS GARDNER

Manager, Group Public Affairs, Lloyds Banking Group

Ross is the Lloyds Banking Group Centre for Responsible Business client partner and ensures that the work of the Centre resonates with and underpins Lloyds Banking Group's pioneering initiative, 'Helping Britain Prosper', and positions the University of Birmingham as an academic pioneer, leading practitioner and policy influencer in the field of responsible business.

His experience across public affairs, responsible business, corporate and internal communications ensures best practice in the Centre's work with its many constituents, ensuring that the Centre's messaging and media is targeted, audience-appropriate and has reach and relevance.

Ross joined Bank of Scotland Corporate in 2007, partnering Real Estate and Joint Venture businesses – as well as working closely with the Corporate Responsibility Director. After several years working with Global Transaction Banking and Mid Markets, Ross business partnered Commercial Banking's Financial Markets, Capital Markets and Financial Institutions businesses.

He then worked in Financial Inclusion and Education, running Money for Life, Lloyds Banking Group's financial education programme aimed at vulnerable 16–24-year-olds – before moving to Public Affairs.

Ross has an Honours degree in English from the University of Aberdeen and a Masters in Marketing from the University of Strathclyde.

OUR ADVISORY BOARD

Highly respected thought leaders, practitioners and policy-makers in the responsible business space were invited to join us to play a pivotal role in guiding our exploration, adding value to our work and informing responsible business solutions with pragmatic perspectives and ethical values from across academia, business, policy field and the third sector. We have been successful in assembling a wonderful range of individuals to support the Centre's development. The collective knowledge, expertise and experience of our external advisory board means that complacency or insular thinking will not be a problem!

The Board will aim to meet three times a year, acting as a critical friend in reviewing the merits of current activities, knowledge exchange on future innovations, challenging the Centre's priorities and informing our future agenda.

external advisory board

Allan Andrews	Senior Strategic Policy Advisor to the Mayor of the West Midlands
Professor Steve Brammer	Executive Dean of the Faculty of Business and Economics, Macquarie University, Sydney
Benedict Brogan	Group Public Affairs Director, Lloyds Banking Group
Fiona Cannon OBE	Director, Diversity and Inclusion, Head of Responsible Business, Lloyds Banking Group
Patrick Jenkins	Financial Editor, Financial Times
Jean Templeton	Chief Executive, St Basils
Nicola Templeton	Director of Business Development, Business in The Community
Frederick Wherry	Professor of Sociology, Princeton University
The Right Reverend David Urquhart	Bishop of Birmingham (CHAIR)



ALLAN ANDREWS
Senior Strategic Policy Advisor to the Mayor of the West Midlands

Allan currently serves as Deputy Chairman of the West Midlands Region and on the Association Finance Board at Conservative HQ. He was elected to Coventry City Council in 2008 and is currently in his fourth year as Deputy Leader of the Opposition at the City Council. He has been a member of the Licensing and Regulatory Committee, Planning Committee, Audit Committee and has held a variety of Shadow Cabinet roles since 2010. He has previously worked as an adviser to the Chief Whip of the Conservative Delegation of MEPs in the UK, Brussels and Strasbourg, and as Head of Office for a Member of Parliament and Government Minister. His previous positions include Rolls-Royce in business relations and as Public Affairs Adviser at Cadent, formerly National Grid Gas Distribution.

Allan has held a variety of Non-Executive Directorships including at Whitefriars Housing, part of the WM Housing Group, one of the region's largest not-for-profit social housing businesses. He has also served on the Board at the Bond's Hospital Estate Charity in Coventry and spent five years on the Board of Trustees at the Coventry and Migrant Refugee Centre, which provides information and practical help to refugees and asylum seekers in the Coventry area. Following the Mayoral election, Allan was asked by the newly elected Mayor, Andy Street CBE, to join his team as Senior Policy Adviser at the West Midlands Combined Authority. In his spare time, he is a long-suffering supporter of Newcastle United.



PROFESSOR STEPHEN BRAMMER
Executive Dean of the Faculty of Business and Economics, Macquarie University, Sydney

Stephen was formerly Director of Faculty and Professor of Strategy at Birmingham Business School and prior to that held senior positions at the Universities of Bath and Warwick. Stephen is an industrial economist by training and is a leading international scholar in business ethics and corporate social responsibility, specialising in how organisations build and manage mutually rewarding relationships with stakeholders. Stephen has published more than 50 peer-reviewed articles in leading journals in business and management studies including the Strategic Management Journal, Journal of Management Studies, and Organization Studies. His research has been cited more than 7,000 times and he has held visiting positions at Lund University in Sweden and George Washington University in the United States. Stephen has a demonstrable commitment to mentoring and professional development, having supervised 15 PhD students to completion and led numerous development workshops for early-career researchers.

Throughout his career, Stephen has contributed significantly to academic leadership within the scholarly and professional community. He is a former president of the International Association of Business and Society, and an active member of the Academy of Management, where he has served as secretary, representative at large, and newsletter editor for the Social Issues in Management Division, as well as leader of the Division doctoral consortium and a panel member for the junior faculty consortium. He currently serves as an associate editor at the British Journal of Management, and as a member of the editorial boards of Business & Society and Business Ethics Quarterly. He has served as member of the Chartered Association of Business Schools' (CABS) Research Committee and is a member of the Scientific Committee for the influential CABS Academic Journal Guide (the 'ABS list').



BENEDICT BROGAN
Group Public Affairs Director, Lloyds Banking Group

Benedict Brogan joined Lloyds Banking Group in January 2015 as Group Public Affairs Director. Before that he was a political columnist and blogger, and deputy editor of the Daily Telegraph. His 25 years in journalism spanned the Telegraph, the Daily Mail and the Glasgow Herald. He reported the fall of the Berlin Wall, covered five general elections, interviewed Bashar Assad, and was one of the most influential lobby correspondents at Westminster, where he launched the Morning Briefing email that became the must-read of British politics.

His role is to lead the Group's external engagement with politicians, officials and regulators at every level, in London, Brussels and beyond. He is closely involved in the work to shape the bank's story as it moves from fire-fighting to success, and supports the Group's leadership in communicating its ambitions and strategy to policy-makers and legislators. He has particular responsibility for the Regional Ambassadors Programme.

Benedict grew up in the United States. He read history at the University of Massachusetts and international relations at Cambridge before joining the Glasgow Herald as a reporter. He lives in London with his wife and daughter, with whom he frequently bakes cakes.



PATRICK JENKINS

Financial Editor, Financial Times

Patrick Jenkins was appointed Financial Editor and Assistant Editor at the Financial Times in January 2014. In this role, Patrick shapes the FT's overall financial coverage, with a focus on financial services and investment and a brief to look across the traditional silos of banking, insurance, asset management and other financial services activities to spot themes and risks. He works closely with the editors of Markets, Lex, FT Money, FTfm and the financial services reporting team. He also contributes to leader-writing and comment, while continuing to write the weekly Inside Finance column and City Insider diary.

Before becoming Financial Editor, Patrick had been the FT's Banking Editor since June 2009, leading the ten-strong global financial services reporting team, and charting the seismic overhaul of the industry in the immediate aftermath of the financial crisis. Prior to this post, he was Companies editor, editor of International Company News and Frankfurt correspondent. Patrick joined the FT Group in 1996 as editor of the newsletter FT World Insurance Report. He joined the FT two years later as an editor in the special reports department, before becoming personal finance reporter and then UK companies reporter in 2000.

He is a regular participant in industry conferences and has appeared on numerous television and radio shows commenting on the state of finance today. He also hosts the FT's widely followed Banking Weekly podcast.



JEAN TEMPLETON

Chief Executive, St Basils

Jean has been Chief Executive of St Basils in Birmingham since 2000 and prior to that had over 20 years' experience of managing housing and neighbourhood services in several Local Authorities in the North East and Midlands.

St Basils is a registered housing association and charity providing a range of accommodation and support for young people aged 16–25 who are homeless or at risk in Birmingham and the West Midlands. Jean is currently Third Sector Assembly Champion for Housing in Birmingham and is a member of Birmingham's Housing Partnership Board and Birmingham Social Housing Partnership Executive.

She is Chair of the West Midlands' Mayor's Homelessness Taskforce and is a member of the Government's Advisory Panel on Rough Sleeping and Homelessness. She was awarded an honorary doctorate from the University of Birmingham in 2006.



NICOLA TEMPLETON

Director of Business Development, Business in the Community

Nicola is the Director of Business Development at Business in the Community, The Prince's Responsible Business Network and was voted by The Sunday Times as one of the top 100 UK entrepreneurs giving back to future generations. Nicola is an active community investor, enterprise and age champion and is passionate about using business as a force for good.

Nicola champions the global goals and facilitates many panel discussions and roundtables to drive the UK's contribution towards 2030, she connects and convenes business leaders to achieve more together and mentors future ethical corporate pioneers and entrepreneurs. With a diverse business development background and over 20 years of experience in the education arena, Nicola has designed and delivered high-level policy, donor, partnership and marketing programmes for a wide variety of organisations and sectors globally.

Nicola is a Trustee at The Conduit Trust, an advisor for the Women's Business Council and is also founder of a co-operative manufacturing company, which aims to provide employment to women with barriers to traditional workforce engagement.



PROFESSOR FREDERICK WHERRY

Professor of Sociology, Princeton University

Frederick F. Wherry is Professor of Sociology at Princeton University. He uses qualitative and comparative methods to ask how race and other identities matter in the marketplace, how individuals make sense of credit and debt, and why some communities (but not others) can more easily use their cultural traditions to revitalise their neighbourhoods. He was appointed President of the Social Science History Association in November 2017 and is also chair-elect of the Economic Sociology Section of the American Sociological Association and past-chair of the Consumers and Consumption Section. He is co-editor, most recently, of Money Talks: How Money Really Works with Nina Bandelj and Viviana Zelizer and is general editor of The Sage Encyclopaedia of Economics and Society: Volumes 1–4. He is currently co-editing the Oxford Handbook of Consumption (with Ian Woodward) while finishing a new book titled Financial Citizenship (with Kristin Seefeldt and Anthony Alvarez). He co-edits a book series at Stanford University Press: Culture and Economic Life and he currently serves on the Community Development Research Advisory Council of the Federal Reserve Bank of Boston.



THE RIGHT REVEREND DAVID URQUHART

Hon DD, Lord Bishop of Birmingham

From the Highlands of Scotland, via Rugby School in Uganda, after ten years of commercial management with BP and theological study at Oxford, David Urquhart served as a parish priest in Hull and Coventry and as Bishop of Birkenhead. He has been Bishop of Birmingham since 2006, and co-ordinated Birmingham's Social Inclusion Process from 2010–2015, chaired the University of Birmingham's Wealth Distribution Commission in 2013 and is a Director of the Birmingham Hippodrome. He received an Honorary Doctorate of Divinity from the University of Birmingham in July 2009.

Bishop David is the Archbishop of Canterbury's Envoy to China, a Church Commissioner, a member of the UK Banking Standards Board and a governor of Rugby School. As a member of the House of Lords, where he is Convenor of the Lords Spiritual, he comments regularly on finance, business and the constitution while taking every opportunity he can to promote developments in Birmingham and the surrounding region.



FIONA CANNON OBE

Director, Diversity and Inclusion, Head of Responsible Business, Lloyds Banking Group

Fiona is the Group Director of Responsible Business & Inclusion for Lloyds Banking Group, where she is responsible for the Responsible

Business, Environmental Sustainability and Inclusion and Diversity strategies. She also oversees the Lloyds Banking Group Foundations, which support small charities tackling disadvantage across the UK.

Fiona is currently a member of the steering group of the Hampton Alexander review of FTSE 350 women leaders. This is the follow up group to the Women on Boards review led by Lord Davies.

She is also author of *The Agility Mindset*, published in January 2017, proposing a new model of work for organisations in the 21st century.

Fiona was awarded an OBE in the 2011 New Year's Honours List for services to equal opportunities.

OUR ASSOCIATES

To meet our ambitious targets, we need to build a collaborative network of interdisciplinary academics to provide diverse, high-quality academic research experience across the responsible business spectrum. In order to do this, we have developed our Centre for Responsible Business Associates, who provide us with an academic foundation of the highest possible quality upon which we can build innovative and impactful future research collaborations.

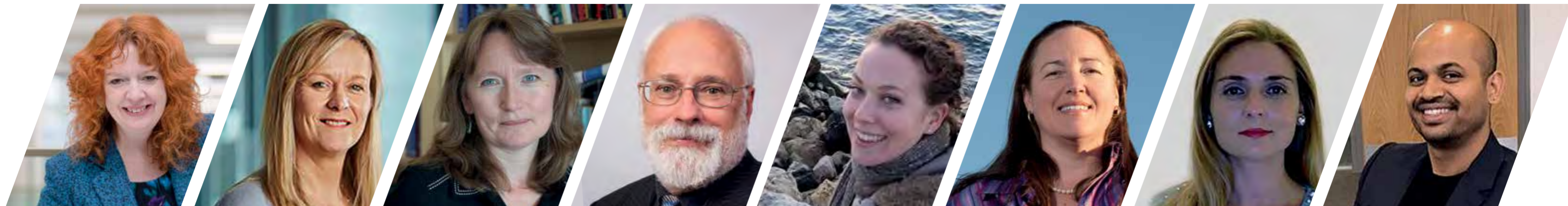


Dr Scott Taylor

Dr Holly Birkett

Dr Robert Charnock

Dr Thomas Cuckston



Professor Catherine Cassell

Professor Jo Duberley

Professor Karen Rowlingson

Professor Mark NK Saunders

Dr Sarah Forbes

Dr Amy Fraher

Dr Diana Gregory-Smith

Dr Jairaj Gupta



Professor Kiran Trehan

Professor Isabelle Szmigin

Professor Robert Elliott

Professor Penelope Tuck

Dr Geraint Harvey

Dr Nick Rowbottom

Dr Vivek Soundararajan

Hazel Westwood

collaboration

REFLECTIONS

from one who started it all



I'm delighted to contribute some brief reflections for the first annual review of Lloyds Banking Group Centre for Responsible Business. As someone strongly connected to the Centre's genesis, I'm excited to share some perspectives as the Centre celebrates its first year.

At the outset, I had three hopes for the Centre.

Firstly, I saw the Centre and its activities as a celebration of the long and fruitful relationship between Lloyds and the University, and as a reflection of their joint commitment to the service of the wider society that is ingrained in their DNA.

Secondly, the Centre was intended to embody a partnership approach to advancing knowledge about responsible business and its practice that integrated insight from the business community into problem-led research and education. Acting as a forum for a candid and constructive dialogue between business and academia, the Centre would provide a unique context in which to generate the novel insights and networks necessary to make a difference in the world.

Thirdly, the Centre was conceived of as a broad and multidisciplinary community of engaged scholars actively collaborating with each other to generate thought leadership in responsible business. Practical ethics is, these days, as much a question of technology, psychology, communication, law and public policy as it is of management, leadership and finance.

The Centre has achieved a lot in its first year and has established a strong foundation for its future.

Looking forward, I'm confident that the Centre's values, vision and leadership put it in an excellent position to exceed even the wildest hopes of those of us present at the outset.

Professor Stephen Brammer
Executive Dean of the Faculty of Business
and Economics, Macquarie University, Sydney



REFLECTIONS AND THANKS

One of the most gratifying outcomes for the year was realising what can be achieved by bringing together wonderful individuals with a shared purpose. We've been overwhelmed by the goodwill and the commitment demonstrated by colleagues and collaborators.

Virtually everyone in the School Hub office has helped in some way, as have most of the School's Professional Services staff, the University Press Office, Creative Media, College Marketing and Media Office and the Business Engagement Team. We recognise that all that has been achieved to date has involved extensive support from within and outwith the University and that our future success will also depend on this support. There are too many to name every individual who has helped us, but on behalf of the Centre, I would like to express my thanks to all.

J. Thomson





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