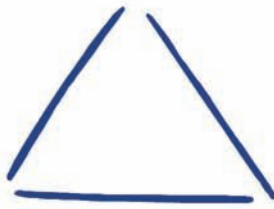# Doughty Centre Corporate Responsibility

Cranfield
UNIVERSITY
School of Management

The Doughty Centre 'Guide to Guides':

A guide to useful CR/sustainability 'How to embed CR' guides

October 2009

THE DOUGHTY CENTRE FOR CORPORATE RESPONSIBILITY

The Doughty Centre aims to combine rigorous research and leading-edge practice. We focus on three things:

1. knowledge creation: rigorous and relevant research in to how companies can embed responsible business into the way they do business;

2. knowledge dissemination: introducing Corporate Responsibility more systemically into existing graduate and executive education (both in relevant open programmes and customised, in-company programmes); and

3. knowledge application: working with alumni, corporate partners and others to implement our knowledge and learning.

We welcome enquiries for collaborations including around:

- speaking and/or chairing conferences and in-company events

- facilitating organisations in the public, private or voluntary sectors who wish to produce their own think-pieces/ "white papers" on Corporate Responsibility, sustainability or public-private-community partnerships

- practical projects to embed CR in an organisation

- scenario-development and presentations to help organisations envision a more responsible and sustainable future

- co-creation and joint publication of research, think-pieces and practical "how-to" guides

- design and delivery of organisation-customised and open learning programmes around CR, sustainability or public-private-community partnerships

Foreword

The Cranfield School of Management is committed to improving the practice of management – which is why so much of the school's work is in executive education, and particularly in customised, in-company programmes.

Busy managers with no shortage of competing demands to "fill the unforgiving minute" need well-researched and practical syntheses of "how-to." This is why the Doughty Centre is producing a series of practical "how-to" guides covering some of the key aspects of embedding a commitment to corporate responsibility and sustainability.

We have, however, neither resources, spare time nor the intention or inclination to duplicate. We have, therefore, been mapping for our own purposes, what how-to guidance already exists so that we can focus our energies on filling gaps. We have now decided that the work we have done for our own needs could also usefully be shared. Hence this guide to existing how-to guides is now available.
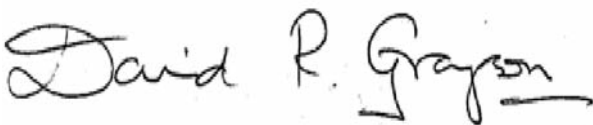
Our criteria for including a particular publication was very simple:

• Is it practical? Does it offer actionable how-to guidance that busy managers can follow and implement?

• Is it accessible? We recognise that there may be other proprietary materials available for a fee – but we have focussed mainly on material freely available for download from the web.

• Is it up-to-date? As a general rule, we have limited our trawl to material produced in the last five years (with a few exceptions for excellent material where we have not been able to discover anything more recent that is as good).

Inevitably, with the relatively limited time and manpower available to us to complete this guide of guides, we have probably missed something. If so, we would be delighted to have suggestions for possible inclusion in a second edition.

Meantime, our thanks to Cranfield alumnus and Doughty Centre associate Nadine Exter who has researched and written this guide; to those authors and organisations whose publications we have included, for checking "their" entries, and Andrew Wilson of Corporate Citizenship for advising us on the inclusions of guides to review.

We hope it will help improve the practice of responsible management.

David R. Grayson

Contents

Contents

How to use this document

The guides reviewed provide advice or insight specifically into the discipline of CR – not general advice on business skills such as budgeting or line management. After collating the guides we wanted to include, we realised categorisation was needed to aid you when searching for a particular topic. Therefore, we use 11 themes for implementing and embedding CR: each one is a critical success factor for implementing CR but is also a stand-alone grouping of related activities:

1. Building CR into business purpose and strategy
2. Tone from the top
3. Governance and board oversight
4. Management processes
5. CR strategy incorporated into each business unit
6. Everybody's business
7. Energising the value chain
8. Sustainability knowledge management
9. Trusted stewardship: effective communication and stakeholder engagement
10. Sustainability networks
11. The specialist CR/sustainability function

For clarification, we define Corporate Responsibility (CR) as a business that is committed to:

"Minimising negative environmental and social impacts and maximising positive environmental and social impacts; open and transparent business practices that are based on ethical values and respect for employees, communities, and the environment; and designed to deliver sustainable value to society at large, as well as to shareholders.

It is not a bolt-on to business operations – it has to be built-in to business purpose and strategy."

The Key

Not all guides included here are 100% relevant to practice, relevant to now, easy to use, and have extremely high quality of advice – but all start with a score of 'Adequate'. A key scores our opinion: 1 indicates Adequate, 2 is 'Good', 3 'Very Good', and 4 'Excellent'.

R = Relevant to practice indicates the advice given is realistic, transferable to an operational/tactical level – i.e. the advice can be used in everyday practice.

E = Easy to use indicates the usability of the actual document: accessing it (free/cost, hard print only), ease to skim through for specific information, clear examples/case studies.

N = Relevant to now indicates the advice given is either up to date or, in several instances, may be a few years old but is the most recently available guide in this specific topic and much of the advice is still relevant.

Q = Quality of advice is how we view the advice in the context of our experience – is it based in good research, does it provide unique insight, does it add something new to the discipline of CR, is it well written and referenced, and is it sound advice?

Internet links provided are correct as of end September 2009.

Building CR into business purpose and strategy

Building CR into business purpose and strategy is a way of doing business – integral to all mainstream business decision-making, embedded in corporate mindset and culture. It is not an optional bolt-on, rather it is built into all aspects of the business, part of the purpose of business, and on everyone's agendas – especially the board and top management.

Stages of Corporate Citizenship; A Developmental Framework

Philip Mirvis and Bradley Googins, for Boston College Centre for Corporate Citizenship, 2006.

Available: limited, free to members, www.bcccc.net/index.cfm?pageId=477

Audience is senior management and board level, also very useful for new board members assessing how much CR is built into business purpose and strategy of the organisation they have joined. The report is text heavy but worth reading.

- The authors clearly describe 5 different stages of how much an organisation has CR built into business purpose and strategy; a reader can identify where their organisation is, developmentally, and what 1 key challenge they need to focus on if they wish to change stages. Quotes and case studies give real-life examples.

- At the end of the report the authors provide influencing factors for why a company may be at a certain stage.

The concept of categorising companies into stages is extremely useful for identifying the task ahead, plotting a path, and anticipating challenges. The document was not designed as a practical 'how-to', and therefore the reader has to work a bit harder at understanding the 'next steps' and challenges organisations face in each stage.

R = 3	E = 2	N = 3	Q = 4

The Role of Business in Society

Niall Fitzgerald and Mandy Cormack, for International Business Leaders Forum/Harvard JF Kennedy School of Government/The Conference Board, 2006.

Available free: www.iblf.org/resources/general.jsp?id=123831

Audience is CEO and all at board level. The content of this document reads easily, is clearly structured and tackles:

- why CEO and boards should have CR on their agenda: what is the role of business; what difference does globalisation make; how can the board get on the front footing

- how to make the board agenda happen: what should the board focus on; managing the interlocking agenda/priorities; steps to building trust

The authors build a good case, from one CEO to another, for why CR must be within business purpose. The second part of the guide provides very good practical advice for what to do to build CR into business purpose and strategy. For this alone it deserves Q=4 (page 32 is especially useful). However, it was written pre-recession and therefore some advice is outdated. An update – i.e. on the new pressures for good governance, expected legislation etc. – could bring this strong and practical guide up to date.

R = 3	E = 4	N = 2	Q = 4

2 Tone from the Top

It is important that organisational leaders send a strong and consistent message to all stakeholders on the approach the organisation takes to CR/sustainability. Leaders set the example, establish the tone, start message dissemination, and become drivers for the business to follow. CR should be recognised as part of Senior Management Team personal scorecards and criteria for compensation, and Executive Directors should be prepared to act as champions and board members should be ready to lead by example.

Mobilising board leadership to deliver sustainable value to markets and society

Jane Nelson, Alok Singh and Peter Zollinger, for International Business Leaders Forum/SustainAbility, 2001.

Available free:
www.sustainability.com/researchandadvocacy/reports_article.asp?id=158

Audience is CEO and all at board level. The report is clearly structured and gives advice on how to ensure CR is built into business strategy at board level, setting the corporate tone. It provides a useful framework, or mental tick-list:

L.E.A.D.E.R.= Leadership; Engagement; Alignment; Diversity; Evaluation; Responsibility.

- The first part summarises the business case for CR well and gives a useful check-list for how the reader can rate benefits (Page 13).
- Each chapter on the 6 L.E.A.D.E.R. principles methodologically explains why it matters; what is the challenge; and what boards can do (with at least 2 practical action points). Real-life quotes and some case studies are used as examples.

Although this guide is 8 years old, and therefore does not reflect recent significant events and legislation, the proposed 6 principles are robust. The principles are flexible enough to adapt to the current time period and the reader can quickly see why and what they need to do, and how the advice is relevant in their context.

R = 3	E = 4	N = 1	Q = 4
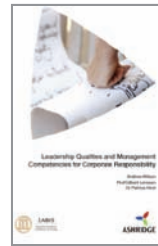
Leadership qualities and management competencies for CR *and* Developing the global leader of tomorrow

Andrew Wilson, Gilbert Lenssen and Patricia Hind; and Matthew Gitsham for Ashridge University and EABIS, 2006.

Available free:
www.ashridge.org.uk/Website/IC.nsf/ICSearchResults?ReadForm&FilterType=ACBAS

Audience is senior and middle management, HR and CR specialists, and academia. There are two academic reports:

1. The first explains what the significant attributes are for responsible leadership (acting with integrity, caring for people) and that to integrate CR into business decision-making processes, cultural change and long-term leadership is needed. The report provides desired leadership qualities; management skills and reflective abilities that enable long-term cultural change; and it gives examples from companies on how they train and develop their leaders.

2. The second follows this up and explores changes in the external environment that affect the type of leaders we need; how organisations should respond, for example valuing culture and capabilities as well as processes; and how this affects the knowledge and skills that leaders need (to understand context, connectedness, and complexity); the performance gap; and briefly how to learn new skills.

As research reports based on over 100 interviews, they are quite text and detail heavy. They are worth the effort, especially from section 3 onwards in report 1, and in report 2 chapters 3 and 5. They provide helpful guidance, such as a list of generic competencies for a leader and examples of how to train and develop leaders (especially the case studies). It is vague on how to identify potential leaders or how to know if your current leaders have these skills, but the case studies can help you draw out this information. The information will help you realise you need to give time and effort to developing leaders, and is a good starting point for what capabilities need to be built and how.

R = 3	E = 2	N = 3	Q = 4

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

6

Tone from the Top

Responsibility in a recession

BITC, 2009.

Available free:
www.bitc.org.uk/resources/publications/cr_in_a_recession.html

Aimed at senior management, this briefing document (and therefore very top-line) gives organisational leaders advice on the tone they should set for downsizing in recession. It advocates a responsible approach to restructuring and downsizing, which is very specific to now but can also help companies in trouble during non-recession times.

- The report provides 5 alternatives to redundancies, so that skills-loss is avoided and fair alternatives are offered to employees, with some helpful top-line case studies to demonstrate the points made.

- It then gives 10 considerations for how to approach redundancies if this becomes the only option, with details of where to go for further information.

It is very top-line, and therefore a leader will have to look elsewhere for details on how to carry out a piece of advice given in the document. However, it clearly demonstrates the tone that leaders can set in recession times, encouraging flexibility, innovation and forward thinking.

R = 3	E = 4	N = 4	Q = 3

How virtue creates value for business and society

Boston College Centre for Corporate Citizenship, 2009.

Available: limited to corporate members, www.bcccc.net/index.cfm?pageId=477

Audience is CEO, board level, and senior management. It is a practical and easy to navigate guide on the challenges and solutions to putting a value on ESG (environmental, social, governance) activities. It encourages leaders on the tone they should set for value creation from ESG activities.

- The guide details the arguments for value creation from ESG activities and specifically where that value comes from and how it contributes to shareholder value.

- It explores the challenges of measuring value, with pros and cons of some existing metric systems.

- The guide then gives 10 best practices for creating and assessing and communicating value, which are very practical and relevant to the business.

A well written and researched document that explores the complexities and possible solutions in measuring and proving value creation from ESG activities. It does not provide a financial measurement system to the challenges explored, but does give enough information to help the reader assess an appropriate approach for them.

R = 3	E = 4	N = 4	Q = 4

R = Relevance to practice
E = Ease of use
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2 | Tone from the Top

Running the risk: risk and sustainable development

World Business Council for Sustainable Development, 2004.

Available free:
www.wbcsd.org/web/publications/running-the-risk.pdf

Audience is director and CEO/board level, advocating the development of a strategic approach to risk via a management process. The guide argues the need to manage risk and understand where risk is coming from. It:

• lists the risks we face (in 2004), notably mega-risks such as energy and climate change, demography and globalisation

• suggests how organisations should respond, by shifting from a reactive to a strategic approach – called enterprise risk management, via a management process and set of cultural shifts

• highlights 6 key challenges to strategic risk management that boards and CEOs need to recognise and mitigate against. They are practical and realistic challenges, although now somewhat outdated

The guide argues the case well for strategic risk management; however, since 2004 this understanding has become more mainstream and many good risk management processes exist – and different risks exist. The guide is good for categorising risks and alerting CEOs to the challenges in implementing a risk management system.

R = 2	E = 3	N = 1	Q = 3

The changing landscape of liability

SustainAbility, 2004.

Available as member (free membership):
www.sustainability.com/insight/liability-article.asp?id=180

Audience is CEO and board level. This report looks at the areas of liability that board and directors should be concerned with, and how they are evolving:

• legal liability: increasing business risk

• moral liability: when a company violates stakeholder expectations of ethical behaviour. Boundaries of moral liability are expanding.

• The report then provides 4 case studies: climate change to show new risks; human rights to show legal activism; obesity to show accountability for broader social issues; legacy such as past failing due diligence affecting current situations.

The document is well laid out, easy to navigate and very relevant for its intended audience. Despite being 5 years old, the advice it provides is still timely and useful. Page 6 summarises 7 conclusions, linked to 7 recommendations (page 7), which is very useful.

R = 4	E = 4	N = 3	Q = 4

Tone from the Top

Strategic challenges for business in the use of codes

AccountAbility and World Business Council for Sustainable Development, 2004.

Available free:
www.wbcsd.org/web/publications/accountability-codes.pdf

Audience is management level decision-makers. This guide is included because it advises on the significant commitment of signing up to global codes and the tone leaders set with each code. The guide assesses the top 9 codes at the time (2004, so somewhat outdated), to help organisational leaders understand the implication and tone they will be setting by signing to a particular code:

- background to each code and its significance

- hot topics relevant to each code

- the future of each code

- strategic challenges to each code

- the opinion of AA and WBCSD on the relevance of each code (very useful)

It is clearly laid out, other than missing a contents page, and therefore easy to skim to find particular code. It has now been superseded by the more up to date book 'The Corporate Responsibility Code Book' by Deborah Leipziger, but what makes this guide still valuable is AccountAbility and WBCSD's opinions of each code.

R = 3	E = 3	N = 2	Q = 4

R = Relevance to practice
E = Ease of use
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Q = Quality of advice

3 Governance and Board Oversight

The governance of CR is important for ensuring that CR mindset and strategy is incorporated into governance mechanisms and decision-making processes. Boards need to set a leadership example and ensure CR is on the agenda, and directors need to ensure that staff are empowered with the skills and processes for considered decision-making and action with an integrated understanding of the CR issues. The Doughty Centre is producing a guide on the governance of responsibility due for publication Q4 2009.

Business against corruption

Transparency International, Global Compact International Business Leaders Forum, 2005.

Available free:
www.iblf.org/resources/general.jsp?id=123703

The audience is senior management, to help formulate the organisation's stance to internal and external corruption. It provides advice on how the fight against corruption can be governed, based on the 10th UN Global Compact Principle Against Corruption.

- The report provides a quick overview of why fighting corruption is needed and beneficial (it is from 2005, so somewhat outdated).

- The bulk of the report looks at 3 ways to fight corruption: internally i.e. through leadership and ethics codes; externally i.e. by being accountable and transparent; and collectively in industry groups.

The report is easy to use with a good contents list, clear headings and some real-life examples. It gives insight into the general approach an organisation can take to the governance of corruption, but the reader will need to look elsewhere for how to implement the suggestions.

R = 3	E = 4	N = 2	Q = 3

Corporate responsibility governance

Ernst & Young, 2008.

Available free:
www.ey.com/Publication/vwLUAssets/Corporate_responsi bility _governance/$file/CSR_Survey_10.pdf

Audience is board and senior management. The report is a snapshot view of 2008 CR governance practice, with helpful advice on what best practice can look like.

- A quick introduction to CR governance, including role and benefits.

- Detail on the CR committee such as scope of reference, structure and effectiveness.

- Measuring and managing CR performance such as internal and external auditors.

- How this information is relevant to the board and senior management – giving the practical approach to what the data means.

- A suggested set of indicators of best practice for CR governance, which can be used as a benchmark or performance indicators. Practical and helpful.

Based on a survey of 31 companies, the document is structured so that is it easy to use and to find information. It has good real-life examples. However, it provides top-line information only and the reader will have to look elsewhere for more detail on actual implementation of the performance indicators. This guides gives the 'what to do', but not as much detail on 'how'.

R = 3	E = 4	N = 4	Q = 3

Governance and Board Oversight

Key drivers of good corporate governance

UK DTI and Kings College London, 2007.

Available free: www.berr.gov.uk/files/file36671.pdf

Audience is policy makers and public affairs (to summarise for board level) but chapter 4 is useful for senior operational managers advising the board on governance approach and board role. Public Affairs will find chapters 6 and 7 useful for predicting future policy/legislation. Chapter 4 provides detail on current practice for:

- board independence, complement of experience, level of engagement and impact on strategy

- shareholders such as large-block, activism

- information and disclosure, public and private

- executive pay such as performance-related incentives and remuneration

- market for corporate control such as M&A and take-over bids

- stakeholder involvement and share of collective voice

- theoretical approach to the complementary/substitutional, contingency and cost drivers

The report is very text heavy, and at 232 pages is very detailed – this is because it includes analysis of research and theory to substantiate the observations in chapter 4 and policy recommendations in chapters 6-7. Chapter 4 (pages 82-98) is much more digestible and gives practical examples of what companies are doing in good governance.

R = 4	E = 1	N = 3	Q = 4

The value of corporate governance

BITC, 2008.

Available free:
www.bitc.org.uk/resources/publications/value_of_corp_gov.html

Audience is senior managers and CR committee to understand the benefits of good corporate governance. It explains:

- associated improvement on financial performance, such as shareholder return and stock price volatility

- good governance as a measure of success, with an interesting UK-specific timeline of key milestones

- the BITC principles of good governance – 8 principles that can aid in a governance framework (see Rewarding Virtue from BITC for more information on this)

The easy to use top-line guide will be useful to justify why good governance is needed, but not for detail on how to enact good governance. It is a useful tool for persuading both board and senior management for better organisational governance.

| R = 1	E = 4	N = 3	Q = 3

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

Management Processes

Organisations need an effective way of ensuring CR considerations are embedded into the way decisions are made and activities are run, either as an effective CR programme management framework organising work so it is focused and efficient or by integrating CR indicators into existing decision-making indicators. Processes must enable staff to see:

- Causal relationship between various alternative actions available
- Impact of actions on sustainability outputs
- Likely reactions of the organisational stakeholders
- Potential and actual impact on financial performance

If managers understand the above then operational decision-making can improve and sustainability linked to the business.
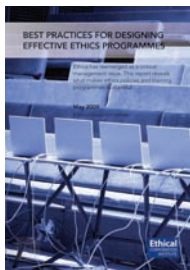
Best practice for designing effective ethics programmes

Ethical Corporation, 2009.

Available for €795, summaries at:
www.ethicalcorp.com/ectraining

Audience are all senior managers tasked with developing a corporate ethics code. A thorough and detailed guide providing the why, what and how for developing a corporate ethics code.

- Developing the policy: the business case, importance of values, essential components to include, managing the process, considering cultural relevance, anti-corruption policy (this is continued in the training section)

- It also emphasises the importance of roll-out through business ethics training: corporate training programme, audience, delivery, monitoring, costs.

- Guidance is given on stakeholder communication around ethics.

- Finally, the guide gives best practice examples for managing the policy in the longer term: monitoring and auditing, due diligence, employee reporting.

The guide has a very useful contents page, which is needed as the document is very text heavy and it is not easy to pull out information. However, it does provide what you need to know for developing and managing an ethics code, with useful case studies. The one negative is its price.

R = 4	E = 2	N = 4	Q = 4

Beyond reporting - creating business value and accountability

Travis Engen and Samuel DiPiazza for World Business Council for Sustainable Development, 2005.

Available free:www.wbcsd.org/DocRoot/ttsqQjLcUVotJ3BltbuF/beyond.pdf

Audience is senior management wanting guidance on how the organisation can become more accountable to their stakeholders. The authors provide advice on integrating how to be accountable into an organisation's existing management processes.

- The report helps the reader identify who is accountable, for what, to whom, through what mechanisms, and with what outcomes.

- Five key fundamentals are proposed that will create value from accountability: understand what drives value in your business; recognise that different people are accountable for different things; connect the functions that contain the identified value drivers; leverage the effort that is going into straightforward compliance; tell people what the organisation thinks it is accountable for.

The report is easy to read and at 24 pages contains enough information to start the process but does not provide so much detail that it becomes hard to read. It was written in 2005 and therefore does not include more recent influences on integrating accountability into management processes.

R = 3	E = 4	N = 2	Q = 3

Management Processes
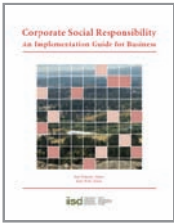
CSR: An implementation guide for your business

Paul Hohnen (A) and Jason Potts (E), for IISD, 2007.

Available free: www.iisd.org/pdf/2007/csr_guide.pdf

Based on the Canadian Government's original CSR implementation guide (2006), this guide, and now book, is for senior CR practitioners needing to start the CR efforts in an organisation via an effective programme management framework.

- The first part gives background information on the value of CR and an integrated approach so that CR is part of the business.

- Part 2 clearly defines a 6-stage framework for implementing CR that advocates a systematic approach – page 19 provides a summary of the 6 tasks: conduct a CR assessment, develop a strategy, develop commitments, implement commitments, assure and report, evaluate and improve.

- Part 3 assesses the importance of stakeholder engagement, and a 5-step programme for ensuring this.

It is clearly laid out with a useful contents page and real-life examples. It does at times over-simplify the dynamics of implementing CR, excluding factors and barriers that the reader will encounter through trial and tribulation, but it is a good introduction for those new to CR who need to implement CR initially outside of existing management structures (possibly to be later integrated into the business processes). Part 2 especially is useful for those new to CR, or for SMEs needing a flexible process for their size.

R = 2	E = 4	N = 3	Q = 3

Better business journey: helping SMEs

UK Small Business Consortium, 2006.

Available: www.smallbusinessjourney.com/Page409.asp

Audience is owners and managers of small and medium enterprises. A report that gives an introduction and an action plan specifically for SMEs on why and how to be a responsible business. The report:

- explains how responsibility and profitability are linked, the role of SMEs in the UK, and what responsible business means

- gives 10 action points an SME can undertake to improve their performance

- explores the 'why' be responsible and lists business benefits for SMEs

- the rest of the report explains 'how' to be responsible, with a implementation plan explained via the acronym A.C.T.I.O.N. It gives 4 areas of focus, with examples: People, Premises, Promotion, and Purchasing.

A clear and easy to navigate report written well for its specific audience of SMEs. Helpful case studies are provided and the action plan is a good approach for SMEs to understand how they can be responsible. Slightly outdated – from 2006.

R = 3	E = 4	N = 3	Q = 3

4 Management Processes

Creating a code of ethics

B-Corporation, 2007.

Available free:
www.bcorporation.net/resources/bcorp/documents/B%2
0Resources%20%20Creating%20a%20Code%20of%20
Ethics.pdf

Audience is senior managers and those tasked with creating a code of ethics, as a top-line introduction. At 7 pages it is a quick overview on creating a code of ethics bespoke to an organisation that is relevant to the business and becomes one of the organisation's standard management processes.

- The report provides a template flow of what the code document should look like.

- It describes 8 key areas to include, including the need to describe how the business values its employees, how it deals with suppliers and how to report and review.

- A 12-step process is given for implementing the code, starting with integrating through to inserting into the annual report.

- It concludes with 8 top tips, success factors that are very useful.

Although brief (therefore the reader would need to look elsewhere when developing a detailed code), it gives a clear and logical approach for developing a code – a good starting point.

| R = 2 | E = 4 | N = 4 | Q = 3 |

Measuring corporate impact on eco-systems

Sissel Waage, Emma Stewart, Kit Armstrong, for Business for Social Responsibility, 2008.

Available free:
www.bsr.org/reports/BSR_EMI_Tools_Application.pdf
Audience is CR specialists or environment controllers choosing a tool to assess the impact an organisation has on the wider ecology. The report explains the options for assessing the dependencies and impact on the ecosystem, called ecosystems service tools.

- The first part of the report details the business case for measuring impact on the ecology and implementing a tool to enable the organisation to measure, assess, adjust and report.

- Brief tips are given on how to integrate a tool into corporate processes.

- A list of available ecosystem service tools is given, with a description, intended users and salient features. Advice is also given on when to use which tools.

The guide is clearly laid out and easy to navigate, and useful for choosing a tool for measuring and mitigating positive and negative ecosystem impact. However, it assumes the reader has a familiarity with the tools and the skills needed to integrate them into corporate processes. The report would benefit more from guidance (other than brief tips) on managing barriers to adopting a tool – such as resistance, cost, and impact ownership – as without implementation the tools would not be used to their full potential.

| R = 2 | E = 4 | N = 4 | Q = 3 |

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

Management Processes

Responsible tax

Henderson Global Investors, 2005.

Available free:
www.henderson.com/content/sri/publications/reports/responsibletax_report.pdf

Audience is CFO level and finance senior managers. It details:

- A set of 6 principles to help readers set the 'tone' for how tax is managed in their organisation. It gives practical examples to help develop this approach.

- The report then provides the mechanisms/processes an organisation can adopt to implement these principles: make formal links between tax policies and corporate commitments; give guidance to staff for example through a code of conduct; create assurance mechanisms; develop incentive systems to encourage the desired approach to tax; and involve CR specialists.

- The report also provides advice on reporting an organisation's approach to responsible tax.

This 20-page easy to navigate guide is somewhat out of date but one of the few we could find on this subject and is, therefore, included. It works as an overview to the subject, but the reader would have to seek professional advice for actual implementation.

R = 3	E = 3	N = 1	Q = 3

Responsible business and tax

SustainAbility, 2006.

Available for members (membership free):
www.sustainability.com/aboutsustainability/article_previous.asp?id=450

Audience is senior management, CR heads and Accounting/Finance. This report explores the context in which tax and responsible business meet, specifically a responsible approach to tax management and payment, how to demonstrate leadership and limiting potential risk.

- The context: the economic bottom line; stakeholders and tax; tax as a material CR issue; fair tax; the business case to the business community, the company and investors.

- A series of interesting questions are posed to experts, with brief but useful answers.

- The document then looks at CR and tax: task risk and responsibility; the key principles of accountability, transparency and consistency; passive vs. active action.

As with all SustainAbility reports, it reads well, is relevant to practice and written correctly for its intended audience. Although tax changes in 2007 have updated issues, it is still relevant and useful. The four conclusions of page 4 (expanded on pages 25-27) are also useful.

R = 4	E = 4	N = 2	Q = 4

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

Management Processes
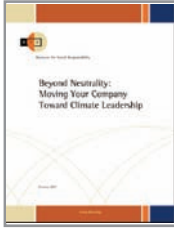
Beyond neutrality: moving your company towards climate leadership

Business for Social Responsibility, 2007.

Available free: www.bsr.org/reports/BSR_Beyond-Neutrality.pdf

Audience is operational managers and those in charge of the value chain and management processes. This report gives a very practical approach to how management processes need to change to encourage climate leadership.

- The first section challenges basic assumptions about business processes and highlights the importance of strong governance structures and engaging employees.

- The report then explores how the value chain can be improved to become climate friendly (i.e. reducing embedded emissions by undertaking due diligence on materials specification).

- Finally the report details the importance of engaging externally, such as through dialogue on policies and networking with other organisations, to encourage climate leadership.

- Seven give-aways at the end are useful and practical tips.

This report is text heavy but has many real examples, although not much detail is given on them. It is easy to navigate and very practical – well written for its intended audience.

| R = 4	E = 2	N = 3	Q = 3

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Strategy Incorporated into Each Business Unit

The commitment to operate responsibly and sustainably is not an extra commitment, rather fundamental to how an organisation operates. Stemming from the centre/leadership, all corporate functions – not just a bespoke group of CR professionals – need to embed CR into the processes and culture of they way they do business. Each business unit needs to identify and incorporate into business plans their most material impacts, and the activities that reduce negative impacts and maximise positive impacts. Managers need to ensure that learning on obstacles to implementation and how these can be overcome is shared across the organisation. We did not find good reports on translating global CR strategy into local or department strategy or for including CR in everyday project decision-making.
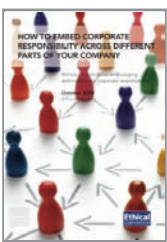
How to embed corporate responsibility across different parts of your company

Ethical Corporation, 2009.

Available at a cost (€795): www.ethicalcorp.com/csr

Audience is CR team and every department/senior management lead. A detailed report giving an overview of tactics for engaging different business units, then drilling down specifically into 5 typical departments and what within their operations they should focus on relevant to CR. Each section provides real case studies to illustrate points.

- Role of central CR department: explores, with top tips, embedding corporate ethics; internal communications; addressing some common challenges; measuring success.
- Procurement: explores embedding CR in sourcing and supply chain activities, with top tips, such as certification, and case studies.
- Human resources: provides top tips, i.e. how CR is relevant to recruitment and retention.
- Communications: explores reporting, marketing, internal and external communications.
- Facilities, logistics and operations: gives clear examples of embedding CR into daily operations, such as 'Customer focus'.
- Finance and accounting: gives 7 tips for how CR is relevant and can be linked to actions, i.e. collecting and storing data.

The guide is very helpful with interesting case studies, tackling most of the significant issues for how CR is relevant and how to engage each department. It does not focus on implementation in great detail (i.e. setting up teams, skilling up procurement staff) but provides key critical success factors and shows how CR is relevant across the business.

R = 3	E = 4	N = 4	Q = 4

Catalogue of CSR activities: A broad overview

Ashridge, 2005.

Available free:
www.ashridge.org.uk/Website/IC.nsf/wFARPUB/Catalogue +of+CSR+Activities:+A+broad+overview

A report by Ashridge University, cataloguing a thorough list of activities a business needs to consider in its journey to become a more responsible business. It is included here because of how it clearly lists issues for consideration and action, in a way that can be disseminated to different business units to help them understand their specific role. Each category provides a definition, examples of issues to consider, and gives an explanation of how these issues can be practically managed.

- Leadership, vision, values
- Marketplace activities
- Workforce activities
- Supply chain activities
- Stakeholder engagement
- Community activities
- Environmental activities

Although an academic report and therefore quite text heavy, it is one of the clearest ways of cataloguing the issues each business unit or department needs to proactively manage as a responsible business. It is also a useful document to provide to colleagues when helping them understand what CR encompasses.

R = 3	E = 2	N = 3	Q = 4

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Strategy Incorporated into Each Business Unit

Human resources and sustainable development

World Business Council for Sustainable Development, HRH Business and the Environment Programme and University of Cambridge, 2005.

Available free:
www.wbcsd.org/plugins/DocSearch/details.asp?type=DocDet&ObjectId=MTcxMDQ

The audience is mainly HR but also senior CR professionals. This guide defines the role that HR can take in their organisation's sustainable development efforts, with success stories providing a snapshot into real-life practice. The guide:

• provides a definition of sustainable development, with a useful table for integrating it into an organisation by function (available in each guide in this series)

• details the importance of recruiting and retaining talent; creating incentives for exceptional performance using a mix of rewards; enhancing critical competencies to enable organisations to respond to emerging demands of stakeholders; planning for change (see page 17 for a useful table); and ending with how the sustainability manager can help

It is a good starting point for readers and the advice is clear and logical, aimed mainly at HR professionals. The lack of contents list makes it awkward to navigate but at 20 pages it is easy to read. It was written in 2005 and so is not up to date with recent events.

R = 3	E = 3	N = 2	Q = 3

Sustainable marketing guide

Emma Williams for CSR Europe, 2008.

Available free:
www.csreurope.org/pages/en/sustainablemarketing_guide.html

The audience is marketers and CR teams looking for help to engage their marketing department. This easy to navigate report focuses on marketing practices becoming more sustainable and helps marketers take the first step.

• The report explains what sustainable marketing is, why it is relevant and the business drivers and business case for sustainable marketing.

• From pages 17-19 it provides a clear list of the physical actions a marketer can take, categorised by product, price, place and promotion.

• It then explores the behaviour of marketers, with useful check-lists covering green claims, effective tactics and embedding into overall marketing approach.

The check-lists are very useful for understanding the impact a marketer can have. Missing information on how a marketer can get involved in other ways – i.e. community involvement or supplier management – would have expanded the use of this report, but it does clearly state its focus is the environment and in this context it is very useful.

R = 3	E = 3	N = 4	Q = 4

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Q = Quality of advice

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Strategy Incorporated into Each Business Unit

Marketing and sustainable development

World Business Council for Sustainable Development, HRH Business and Environmental Programme and University of Cambridge, 2009.

Available free:
www.wbcsd.org/web/publications/marketing.pdf

The audience is marketing, communications and new product development (NPD) managers and the CR team. A clear, easy to read introduction to what key issues marketing and NPD need to consider for sustainable development. The guide details:

- how to create competitive advantage through brand innovation, with examples of product opportunity, NPD and partnerships

- building trust with stakeholders, such as involving staff in community programmes

- developing market opportunities, i.e. global trends to engage with the poor

- how the reader can use this information to create practical actions, using Product, Price, Place and Promotion

- how this information is relevant to the sustainability manager

The guide only tackles a few of the key issues, but as a starting point it explains itself well to the audience. Lack of a contents page makes it difficult to navigate but the case studies and quotes expand on points well.

R = 3	E = 3	N = 4	Q = 3

Practising gender equalities in careers

Sodalitas and The European Alliance for CR, 2006.

Available free:
www.csreurope.org/data/files/toolbox/Equality_practising_gender_equality_in_careers.pdf

Audience is senior/business unit management and HR. A clearly presented document, easy to navigate, that gives very practical advice for implementing tactics that will help build a culture of gender equality.

- Starting from page 11, the report examines each staffing layer, from senior managers to employees, for what action should be going on, how they should be getting involved.

- It then outlines the central strategic approach from analysis and diagnosis, target definition, defining a measurement system, and the change process.

- The report also looks at career development and what can be done to ensure equality, for example in the hiring process and career advancement processes.

- Finally the authors provide clear and detailed examples from real companies of the strategies and tactics they adopted to encourage gender equality.

A very practical document clearly written with logical advice. Although aimed at Italian companies, the advice is relevant to any nationality.

R = 4	E = 3	N = 3	Q = 4

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Q = Quality of advice

5 Strategy Incorporated into Each Business Unit

BITC series of 'Health and Wellbeing Toolkits'

BITC, 2005-2009.

Available free:
www.bitc.org.uk/workplace/health_and_wellbeing/health_and_wellbeing.html

A series of guides from BITC within the Business Action on Health campaign, written collaboratively by business for business, for senior managers in HR, CR and health and safety departments promoting health and wellbeing of staff. The guides are practice-focused and provide good case studies. They cover specific subjects within health and wellbeing and are, therefore, useful for advice on a specific problem you may have or policy you need to develop:

- 2009: Emotional resilience; skills, health and wellbeing; physical activity; emotional resilience and productivity of the working age population; health people=healthy profits

- 2008: Nurture your people and grow your business; healthy eating toolkit

- 2007: Wealth from health; Towers Perrin action pack; people: our greatest asset

- 2006: Talking health

- 2005: Spend now, save now

One guide is reviewed opposite as an example of the content for the series.

Skills, health and wellbeing of your staff

BITC, from Health and Wellbeing series, 2009.

This document's focus is promoting learning and development in companies as part of developing a healthy workplace. The first half explores why learning is important, how it is linked to health and wellbeing and the business benefits of promoting learning with 9 useful examples. An example of a healthy workplace is given on page 13.

The second part of the document delves into a 12-step action model from Towers Perrin on how to implement a learning and development strategy, summarised by BITC into three parts:

- plan your initiative (steps 1-7)

- execute your initiative (steps 8-11)

- review and update your initiative (step 12)

The three sections provide a top-line introduction and relevant examples of initiatives (purpose and benefits realised). A useful table on page 43 gives targets. However, it would be more useful if guidance were provided on kick-starting an initiative, for example cost implications, building support, and how a team should be formulated.

R = 3	E = 4	N = 4	Q = 3

Strategy Incorporated into Each Business Unit

Wellbeing in the workplace

CSR Europe Wellbeing in the Workplace Laboratory, 2009.

Available free:
www.csreurope.org/data/files/toolbox/wellbeing_guide.pdf

The audience is senior managers, HR, and CR teams. This report focuses on the importance of addressing the wellbeing and health of the workforce and what employers can do on specific issues. It provides quick top tips on implementing a strategy (page 8), which is useful. Divided into 3 sections, it provides business issue, the solution, benefits and the implementation challenges for best practice examples in:

• prevention

• identification and support

• reintegration

The report is useful for businesses with a specific health problem or for those looking for campaign ideas. However, it could have been improved with practical guidance on developing and implementing a general wellbeing strategy that is not driven by a specific dominant issue such as HIV prevention.

R = 3	E = 3	N = 4	Q = 3

Towards responsible lobbying

AccountAbility and the Global Compact, 2005.

Available free: www.unglobalcompact.org/docs/news_events/8.1/rl_final.pdf

Audience is senior management and lobbying specialists, covering the impact on society of lobbying and how organisational leaders should direct responsible lobbying from the top, practically. The report:

• provides detailed information on the background to lobbying, drivers of responsible lobbying and the role of lobbying in society – relevant to those wanting to be convinced that lobbying does have a role in business and society, if done correctly

• gives guidance on implementing responsible lobbying, to be initiated by leaders, with 6 practical steps that operational-level managers can be briefed on by leaders so that responsible lobbying is shaped and implemented. Leaders can then set the tone of lobbying by the organisation through transparency, progressiveness and consistency. For those specifically wanting implementation advice see page 49 onwards

The authors have a good understanding of the barriers to responsible lobbying (page 43) and offer solutions. The document itself is quite detailed and it can be hard to pull out specific items of information. Also the practical advice is not easily separated from the background information – the reader will need to dig a bit. Examples are provided that illuminate a point and provide clarity, adding to a useful and practical document.

R = 2	E = 2	N = 3	Q = 3

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5 Strategy Incorporated into Each Business Unit

Reviewing the conduct and content of corporate lobbying

SustainAbility, 2005.

Available to members (membership free): www.sustainability.com/aboutsustainability/article_previous.asp?id=317

Audience is senior directors, Public Affairs and the CR team. This report is based on a survey of 100 major companies (many US-based), highlighting current practice and areas for improvement.

- It opens with an introduction to corporate lobbying: benchmarking, complexities, who to report to, and the link between lobbying and CR.

- As a study it provides methodology, but the results are summarised from pages 10-18, suggesting good practice and areas for improvement: transparency and consistency; key drivers such as increased focus from NGOs; activity by sector and region; the disconnect between lobbying and a company's broader values and principles, looking at what is reported and why, and patterns of common practice.

- Finally the report looks to the future for competitive advantage and third generation lobbying.

A useful table is on page 18, and the report details the findings well. It does not delve into the complexities or difficulties companies face with lobbying, which drive or inhibit behaviour, but provides a good overview of areas for improvement.

R = 3	E = 3	N = 2	Q = 3

Coming in from the cold: Public affairs and CR

SustainAbility, 2007.

Available to members (membership free): www.sustainability.com/aboutsustainability/article_previous.asp?id=979

Audience is board executives, Public Affairs and CR team. This report emphasises the role of responsible public affairs, and the role current and future investors have on a company's public affairs and CR.

- The first part sets the scene for public reporting, accountability for influence, and the importance of transparency.

- It then explores the role of public affairs for public reporting, quality of reporting, and best practice examples.

- The report recommends investing in public affairs, specifically being aware of the role of investors, NGOs and institutional investors; reputational risk; quality of management; and best practice in provision, disclosure and transparency of information.

- The report emphasises the importance of alignment between sustainability and business vision, with lobbying activities (or government relations activities), and that communication demonstrating this alignment is seen by investors as a proxy for good management.

Eight conclusions are summarised on page 1 and in full on page 10, a useful take-away. The report is a good overview of what and why but does not provide the 'how' to implement the conclusions.

R = 2	E = 4	N = 3	Q = 3

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Strategy Incorporated into Each Business Unit

The responsible workplace

Norma Jarboe for BITC, 2009.

Available free:
www.bitc.org.uk/resources/publications/responsiblework
place.html

The audience is senior managers, the CR team and HR. A clear, easy to navigate document very relevant to practice and time. Working on the premise that we are in a knowledge economy, the report opens by exploring the context of this, for example how knowledge drives competitiveness, that new paradigms of work are needed, and that values drive the knowledge era.

• The report then provides key tips for creating a successful workplace, such as the benefits of a diverse board, how diversity addresses talent shortages, and why talent needs to be engaged.

• The last section of the report is very practical and gives clear advice (recommendations) for action: a set of specific actions to create leadership diversity; how your structure can promote flexibility and agility; how to retain talent; training and developing your workforce; looking after health and wellbeing; involve, listen and share information; and creating a green workplace.

Real-life examples and quotes help clarify points and as well as providing a breadth of advice. The level of detail means readers can develop their own action plan.

R = 4	E = 3	N = 4	Q = 4

The marketplace responsibility principles

BITC, 2006.

Available free:
www.bitc.org.uk/marketplace/marketplace_responsibility
_principles/index.html

Audience is CR team, CEO and board members, and operational heads. BITC classifies responsible business into 4 key impact areas, of which 1 is marketplace. This document gives a top-line overview of what their 9 principles are for managing the marketplace responsibly and 8 key tips for best practice (such as placing it at the heart of the business strategy).

Transferring the approach in action does come in the form of a proactive framework for managing marketplace issues – that needs to be accessed separately, as this document is simply an introduction to the BITC approach. However, the principles and framework are widely used by members, are helpful for non-members, and in the UK accepted as a strong approach to managing the marketplace responsibly. It has been included here because it was one of the first, clear sets of principles on responsible marketplace management that was put into use by over 100 companies.

R = 2	E = 4	N = 3	Q = 4

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to now
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advice

Everybody's Business

Everybody's business is enthusing and empowering employees to "get CR" by incorporating it within recruitment, induction, training and appraisal; through establishing sustainability networks and champions; and by building on senior level sponsorship. Since CR is an integral part of how an organisation does business, it is also an integral part of every employee's job. A forthcoming (Q4 2009) How-to guide from the Doughty Centre looks at engaging employees with CR.

CR champions network: A how to guide

Doughty Centre, 2009.

Available free:
www.som.cranfield.ac.uk/som/dinamic-content/research/doughty/CRChampions.pdf

The audience is the CR team and senior managers looking to set up a staff network to implement the CR strategy. The guide opens with an explanation of a CR champion, the benefits of a champions' network and the importance of the reader defining the rationale for, and desired benefits of, a network. It then describes the process for setting up a network. As this is our publication, we have not scored it.

• Define the structure of the network (i.e. organisational fit and structure, size, relationship with CR function)

• Do a situational and gap analysis

• Initiate the cascade approach to recruit, engage, plan growth, encourage buy-in

• The CR champion (traits, roles, retention)

• Critical factors (global vs. local, engaging senior staff, planning the future, budgets)

Mapping success in employee volunteering

Bea Boccalandro for Boston College Centre for Corporate Citizenship, 2009.

Available: limited, free if registered to the site, www.bcccc.net/index.cfm?pageId=2053

The audience is the CR and HR teams. The report provides detailed results of research from Fortune 500 companies on effective employee volunteering and giving (EVG) programmes. The results are detailed on pages 10-36, divided into the 6 drivers for effectiveness.

• Structure the EVG programmes to support social causes and non-profit partners productively, with 4 success indicators the reader needs to create to achieve this.

• Internally position EVG programmes to contribute towards business success, with 4 success indicators.

• EVG programmes receive company resources commensurate with corporate efforts of a similar scope, with 3 success indicators.

• Have company-wide facilitation and encouragement of employee involvement in the community, with 6 success indicators.

• Ensure EVG programmes have meaningful levels of involvement from the majority of employees, with 2 success indicators.

• Track the efforts of EVG programmes, and ensure they are accountable to outcome goals and implement evidence-based improvements, with 6 success indicators.

Although US-focused and relevant mainly for larger companies, the drivers for success are clear and transferable to practice.

R = 4	E = 3	N = 4	Q = 4

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Q = Quality of advice

24

Everybody's Business

Mobilising super-charged employees

Article 13, 2008.

Available at a cost from Article 13: www.article13.com/

The audience is research/academia and operational managers in HR or CR teams. A research report from a study and therefore very text heavy – see pages 31-34 for implications to practice. The results section (pages 11-34) describes the findings:

- key drivers for engagement

- topics that allow interaction, i.e. health and safety, diversity

- methods of interaction, i.e. communications, employee networks

- emerging sources of information

The report clearly describes the trends, with useful examples from practice. The 'Methods of Interaction' will be especially useful for practitioners for ideas on tactics and campaigns for engagement. However, it would benefit from advice from this experienced consultancy on how to carry out these tactics, for example what support is needed from whom, if ROI was observed, recommended implementation teams etc.

R = 3	E = 2	N = 3	Q = 4

The value of corporate values

Reggie van Lee, Lisa Fabish and Nancy McGaw for Booz Allen/Aspen Institute, 2005.

Available free: www.strategy-business.com/media/file/sb39_05206.pdf

This is a journal article and therefore aimed at a wide audience. Based on survey findings, it is significant because it shows (in 2005) what current practice was among good companies for how they approached and used their corporate values. It shows how defining values and seeing values as a competitive advantage is a growing trend and is everybody's business, then it details its findings.

- Ethical behaviour is a core component of company activity; most companies believe values influence relationships and reputation but don't see the direct link to growth; most companies don't measure their 'return on values'; top performers consciously connect values and operations; values and types of values vary across regions; the CEO and leadership tone really matters.

This article is included here as it clearly articulates the need to strategically manage values as part of the business strategy. As an article, it does not provide any advice on how to do this.

R = 2	E = 3	N = 2	Q = 3

Everybody's Business

Engaging employees in CR

Melcrum, 2006.

Available from Melcrum for a fee, as a pdf:
www.melcrum.com/

Audience is the CR team and senior business managers. A very practical and detailed guide for designing and implementing an engagement strategy, with practical advice and useful case studies. Well worth the read, even at 104 pages. It gives clear guidance on:

• setting a strategy: 6-step model for engagement from start to finish, tools for support, choosing the area of engagement, 10 pitfalls, training CR ambassadors

• channels to engage: gathering information, connecting with different internal audiences, promoting the CR report, using the intranet, employee training and induction, using networks

• measuring success: choosing metrics, measuring responsibilities, implement and measure

Sadly it is only available (at a cost) as a pdf, which is hard to navigate, and it also misses some critical success factors such as how to turn the 10 pitfalls into opportunities.

R = 4	E = 2	N = 4	Q = 4

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26

Energising the Value Chain

The value chain has significant influence on opportunities and risks a company faces and is a resource that through partnership and collaborative working can be an effective source of innovation, advocacy, market intelligence and opportunities for efficiency. It is important that the value chain supports an organisation's commitment to CR. Engaging the value chain can result in partnerships of knowledge-sharing, enable a company to get closer to markets/customers, identify areas of influence, help better spot opportunities and risks coming from the value chain, and better influence where one engages and measures.

A new vision for sustainable supply chains

Business for Social Responsibility, 2007.

Available free: www.bsr.org/reports/BSR_Beyond-Monitoring-Report.pdf

Audience is CR team and tactical managers with an interest in the supply chain. This report encourages the reader to go beyond just monitoring the supply chain to creating a sustainable supply chain in its entirety. It describes a 4-pillar approach.

1. Align internal buyer purchasing practices with your social and environmental objectives.

2. Supplier ownership of good working and environmental conditions in their workplace.

3. Empowerment of workers who take a strong role in protecting their rights.

4. Public policy frameworks that ensure wider and more even application of relevant laws.

The report then explores each pillar for putting it into action (for example pillar 1 describes the structures and information flows needed). The report is easy to navigate, clear and provides good case studies. It also provides a clear overall approach to managing supply chains, as a starting point.

R = 3	E = 3	N = 2	Q = 3

Innovative approaches to sustainable supply

SustainAbility and UN Environment Programme/Global Compact, 2008.

Available free: www.sustainability.com/researchandadvocacy/reports_article.asp?id=1538

Audience is CR team and tactical managers with an interest in supply chains. The report describes how companies can find new sustainable value in their supply chains:

- large meta-trends in the supply chain world that are creating and requiring a new approach, for example through networked resources and knowledge sharing

- examples of best practice at both a local and global level (pages 13-15)

- the case for a more collaborative mindset with suppliers (rather than a strict compliance and audit mindset)

- a set of recommendations of logical next steps: to assess the current situation, work directly with suppliers, and develop and use collaborations with other companies

There is good detail with clear examples. However, the report does not tackle some of the difficult issues such as organisational culture as a barrier (disconnect between values and action) or supply chain risk management in aggressively competitive markets.

R = 3	E = 3	N = 3	Q = 3

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7 Energising the Value Chain

How to manage your supply chain responsibly
BITC, 2009.

Available free:
www.bitc.org.uk/resources/publications/how_to_manage_your.html

Audience is CR practitioners and senior managers with supply chain responsibilities. A very practical and easy-to-navigate guide for practitioners on issues to be addressed when creating a responsible supply chain.

- The first part of the guide clearly articulates the business case and business drivers for creating a responsible supply chain (i.e. increasing business opportunities).

- The guide then lists the key issues to consider, categorised under economic (i.e. supplier vulnerability), environmental (i.e. accidental pollution), social (i.e. working hours), with examples and key Q&As the reader should consider.

- The 9 step-by-step process starts with understanding business drivers and ends with reporting, giving clear practical actions to be taken in each step.

One of the most practical guides from BITC to date (in this author's opinion), the guide provides clear points that can be used to build a strategy and business case for addressing key supply chain issues. The step-by-step process then gives good guidance of how to carry out the strategy, and although the detail under each step is top-line it is nevertheless very relevant to practice.

R = 4	E = 4	N = 4	Q = 3

Aligned for sustainable design
Business for Social Responsibility, 2008.

Available free:
www.bsr.org/reports/BSR_Sustainable_Design_Report_0508.pdf

Audience is design and operations team, and senior leaders with interest in product innovation/NPD. The guide encourages a more integrated approach to the design process, creating cross-functional interactions within an organisation that result in sustainable and commercial products. It:

- describes the drivers and opportunities for sustainable design

- describes current innovative approaches to design practice, such as connecting human factors with system thinking

- then details how to re-envision the design function: the design pipeline, integrated product design, and a useful A-B-C-D framework which it then expands on, with detailed case studies

The guide provides useful case studies, is written relevantly for its audience, and is very practical – providing 'why' and 'how'. It is quite text heavy but the detailed contents page helps. It could benefit more from advice on creating a sustainable design with an outsourcing design model and the benefits/challenges of designing in a global process.

R = 4	E = 3	N = 3	Q = 3

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Energising the Value Chain

Strategic initiatives at the base of the pyramid

Base of the Pyramid Workshop Group, 2004/5.

Available free: www.bus.umich.edu/BoP-Protocol/BoP_Protocol.pdf

Audience is global and local MDs wanting to engage regionally, NPD managers and operational level leads. This document suggests a protocol – a process based framework – to help companies develop a deep understanding of, and sustainable business models from, connecting with local needs, perspectives and partnerships. The protocol has 3 phases, and the report provides for each phase practical application through the people and preparation needed; the possible partners, places and structures needed; and through evaluating performance.

- Opening up: a 4-step process shows the reader how to open the value chain and build local capacity through engaging marginalised stakeholders.

- Building the eco-system: also with a 4-step process to develop a local network of partnerships to pool resources and knowledge, incubate ideas, build local capacity and generate value.

- Enterprise creation: a 3-step process then transitions the proposed venture from concept into a going concern that generates local wealth and capacity, and builds new capabilities and markets for the company.

A practical and realistic guide written by business for business. Detailed, with clear advice on complicated issues – but it is quite text heavy. Somewhat out of date as cross-border activities (and politics) have evolved, but its principles are still valid and transferable to current practice. This document is unique in providing practical advice for engaging successfully with this oft-forgotten population.

R = 4	E = 2	N = 2	Q = 4

Developing value: the business case for sustainability in emerging markets

SustainAbility, International Finance Corporation, Ethos Institute, 2003.

Available to members (free membership): www.sustainability.com/researchandadvocacy/reports_article.asp?id=142

This document is written for CEOs and MDs of companies in emerging markets; however, it is included here as a useful document for giving insight into local perspectives for global or 'western' companies working with emerging market companies in the value chain.

- It describes the business case for sustainability in an emerging market context. Useful for global companies finding relevant topics for conversations with the value chain.

- It lists 7 opportunities such as cost savings and increasing revenue, with detailed case studies. This is again useful for the reader to be able to see the context in which emerging market companies need to be engaged.

- The guide also provides 4 steps for emerging market companies to get started on the sustainability journey.

- The report closes with suggestions of how other players, including investors and global or western companies, can become involved.

The report is detailed and very practical in approach and gives good insight for how 'western' and emerging market' companies can connect. It is somewhat written in the context of 'western' language and mindset, assuming that money, skill and the correct mindset is available in the emerging markets and often taking a 'western' viewpoint on issues, such as on HIV/AIDS or that strong governance is wanted by all emerging market owners and governments.

R = 3	E = 3	N = 2	Q = 3

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

Sustainability Knowledge Management

Any organisation that wishes to embed CR needs effectively to capture, codify and deploy knowledge about doing so. This will require joining up different elements of the business. Employees, customers, suppliers and other stakeholders are valuable sources of knowledge, but systems must be in place to capture and share this knowledge. Opportunities can be identified and risks averted if the right information is disseminated in a timely manner to the right people. It is important to bring the expert people together so that their knowledge can be shared and the organisation as a whole learns and progresses
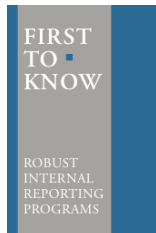
First to know: robust internal reporting

International Business Leaders Forum, ISIS and TRACE, 2004.

Available free: www.iblf.org/resources/general.jsp?id=39

Audience is CR team, communications and HR team. The guide argues the case for effective internal mechanisms to share what is occurring and share knowledge to the right people, in the form of internal reporting.

- It summarises relevant laws on disclosure and corporate governance (now outdated).

- The guide details the components of a robust programme through 11 critical success factors, such as collecting data and management visibility.

- It tackles the pros and cons of out-sourcing versus in-house.

- Finally, the report highlights 5 typical barriers encountered (e.g. union relations), although not the solutions to these barriers.

The document is easy to navigate and has clear case studies written for the audience. Whilst it is outdated it was the only relevant guide we could find on internal knowledge sharing.

R = 3	E = 3	N = 2	Q = 3

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

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Trusted Stewardship: Effective Communication and Stakeholder Engagement

What are stakeholders' impacts on an organisation, and how do they impact? An organisation should know what influence on what opportunities stakeholders have, which are uncovered in the marketplace, how knowledge is shared, how the organisation is represented and, therefore, how its reputation is managed, and how issues are managed. Stakeholders will have an influence on the CR strategy, and need to be taken into account for their validation/support (therefore opinion), and the risks and opportunities they present. Effective communication is needed to enable these efforts to be successful.

Proactive stakeholder engagement

CSR Europe, Orse and European Alliance for CSR, 2008.

Available free:
www.csreurope.org/pages/en/proactive_stakeholder_eng
agement.html

Audience is CR teams, senior operational managers, CEO, and Public Affairs. This guide endorses a proactive approach to stakeholder engagement, providing practical guidance for each cluster of main stakeholders (a useful way to use the document). Each section gives the what, why, who and how, tools to measure effectiveness, and with either best practice case studies or recommendations for action:

• mapping stakeholders and tools to measure

• stakeholder panels, with 5 stages for developing them

• the remaining 6 sections detail corporate engagement with NGOs, suppliers, communities, employees, consumers and shareholders respectively. Some are divided into stages to achieve proactive engagement, and most give best practice examples

A very useful guide for proactive engagement, taking the approach of focusing on specific clusters of stakeholders. In practice many companies cannot take this approach as staff will deal with a cross-section of stakeholder type, but it provides common themes and clear direction. Lack of contents page makes navigation difficult.

R = 4	E = 3	N = 3	Q = 4

Stakeholder engagement: a road map to effective engagement

Doughty Centre, 2009.

Available free:
 www.som.cranfield.ac.uk/som/dinamic-content/research/doughty/CRStakeholder.pdf

Audience is CR teams, stakeholder engagement managers, senior operational leaders and Public Affairs. This guide focuses on successful engagement with NGOs and communities, with valuable insights from the viewpoint of these clusters of stakeholders. As this is our publication, we have not scored it. It covers:

• why engagement is important and the basic principles of engagement

• a practical 7-step process for building capacity and carrying out effective stakeholder engagement, from planning through to monitoring, evaluating and documenting

• ten critical success factors for successful engagement, with case studies

• in the appendix lists, useful tools such as tips for understanding NGOs and a template of stakeholder perception surveys

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Trusted Stewardship: Effective Communication and Stakeholder Engagement

Good companies, better employees

Michael Tuffrey for The Corporate Citizenship Company, 2003.

Available free: www.corporate-citizenship.com/whats-new/publications

Audience is HR, Public Affairs and the CR team, giving clear instruction on how to plan corporate community involvement (CCI) strategically for the benefit of all stakeholders involved. Although CCI can often be seen as philanthropy, this report shows how CCI should move beyond that and be an enabler to engaging employees with corporate values and building motivation, for the benefit of the corporation, the employee and stakeholders.

- The report starts by explaining the labour market in 2003 – although outdated there are some parallels

- It then details priorities for HR, such as recruiting and retaining, absence, employee productivity

- From research done, it then highlights what actually affects these priorities, i.e. career development, focusing on community involvement

- A detailed case study is presented, followed by advice on what within CCI enables HR to achieve their priorities (and how) – this is the key chapter.

Although outdated, this report provides sound advice on moving beyond philanthropy or ad hoc community involvement, enabling the reader to connect specific tactics with outcomes. It is easy to read, although quite wordy, flows well and is clearly written.

R = 4	E = 3	N = 2	Q = 4

Eco-promising

Business for Social Responsibility and Forum for the Future, 2008.

Available free: www.bsr.org/reports/BSR_Eco-Promising_April_2008.pdf

Audience is CR team, and communications and marketing leads. This is a business briefing that aims to help organisations reduce their environmental footprint and help communicate this in a way that engages consumers to live greener lifestyles. It:

- opens with a brief history of eco-promising, from the 1970s to now, then lists recent trends such as in-house eco-labels and NGO use of rating schemes

- the report also summarises obstacles to living up to eco-promises, such as confused consumers and 'greenwash', although only offers brief recommendations for managing those obstacles

- the report concludes with a 'how to' guide in 8 steps for the reader to shape and deliver eco-promises

The writing is clear, easy to navigate and the case studies are helpful. The 'How to' guide is practical and useful, although the focus is on managing externally to the point of excluding what needs to be done inside the company at a tactical and strategic level.

R = 3	E = 4	N = 3	Q = 3

Trusted Stewardship: Effective Communication and Stakeholder Engagement

CSR trends series, 2008

Canadian Business for Social Responsibility and Craib Design, 2008.

Available free: www.cbsr.ca/resources/cbsr-publications

Audience is CR team, communications, public affairs and senior directors tasked with reporting, assurance and stakeholder engagement. The report details results from research on current practice in CR reporting (using the CR report) and suggests improvements in practice.

- The authors researched from current practice, list findings and warnings, summarised on pages 4-5.

- They then summarise a 6-step process to better reporting practice (pages 6-7).

- The following sections then detail this process, with case studies and facts from the research: establish the focus of the company and the report, achieve credibility through candour and assurance, provide meaningful context for the number crunching, ensure quality of performance reporting as the ultimate measure of a CR report, use the accessibility of the internet.

The guide is practical and clear, written well for its audience It is easy to navigate, but would benefit from more insight into digital communications and how on-line reporting is shaping the production of reports.

R = 4	E = 3	N = 3	Q = 4

CR and sustainability communications: who's listening?

Edelman, Net Impact, World Business Council for Sustainable Development and Boston College Centre for Corporate Citizenship, 2008.

Available: limited to members (some documents free), www.bcccc.net/index.cfm?pageId=2053

Audience is CR team, communications and public affairs. The report is based on research from members companies and explores the role of the CR communicator and CR report.

- The first part details 6 key findings from the research, encouraging standards in communications, for example communication must emanate from the top and remember to communicate with employees. Although the findings are not new, the context in which they are presented is very helpful by being practical and backed up with case studies.

- The second part of the report examines the CR report and lists key rules to follow when developing it.

The report is easy to navigate and beautifully laid out, although this makes it heavy to download. It is practical and relevant, and provides sensible insights from these experts in the field. Its one drawback is that it lacks a bit on digital and viral communications, and communicating across borders.
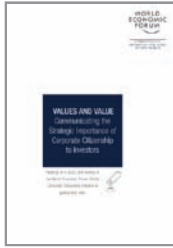
R = 3	E = 4	N = 3	Q = 4

Trusted Stewardship: Effective Communication and Stakeholder Engagement

Communicating the strategic importance of corporate citizenship to investors

International Business Leaders Forum, 2003.

Available free: www.iblf.org/docs/ValuesandValue.pdf

Audience is CR team, communications, public affairs and senior directors concerned with communicating with investors. Although outdated, this report (and CSR Europe's 'Proactive stakeholder engagement') is the only guide giving advice on communicating to shareholders.

- The report describes the role of investors in CR, and how this role is changing.

- The authors suggest 6 key challenges in communicating with investors, such as making and measuring the business case.

- Finally, the report recommends 4 modes and messages for effective communications, such as ensuring consistency and coherence of message.

The document is rather text heavy but easy to navigate. It has good case studies and is very practical, written by business for business. Whilst from 2003, it is one of the only guides focusing specifically on communicating with investors.

R = 3	E = 3	N = 1	Q = 3

The value of social reporting

Boston College Center for Corporate Citizenship, 2009.

Available: limited to corporate members, www.bcccc.net/index.cfm?pageId=2053

Audience is CR team, communications and public affairs. This is a very practical guide on how to prepare and disseminate a social (CR) report. Based on case studies, it provides advice from B.C.C.C.C. for a practical process the reader can use.

- The report opens with an explanation of the drivers for a social report and its evolution to date.

- It gives guidance on the key issue of knowing your audience and therefore how the report will be used.

- The main section gives advice on how to decide what to put into the report: for example by mapping stakeholder concerns and benchmarking.

- The report then closes with very practical advice on the steps needed for preparing the report and its format, and its distribution (although it could provide more detail on how to get value from the report once written).

The document is very practical with good case studies and more in-depth cases are available on their website. It is written well for its intended audience. However, it is cumbersome to use as it is currently only available to view on-line.

R = 3	E = 2	N = 4	Q = 4

Trusted Stewardship: Effective Communication and Stakeholder Engagement
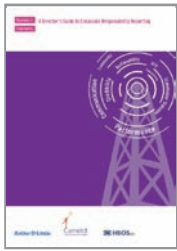
A directors guide to CR reporting

BITC, AD Little, Camelot and HBOS, 2005.

Available free:
www.bitc.org.uk/resources/publications/a_directors_gui
de.html

Audience is directors, the CR team and communications team. The guide is a very useful explanation of what CR reporting should do, with a route-map for the intended reader to use depending on what reporting position their organisation is in. Five clearly defined steps for reporting are summarised on pages 6-7:

• how reporting will support the business strategy

• what you are legally required to do

• what is important to key stakeholders who influence the business

• what should be reported

• how to demonstrate credibility

The report can feel a bit over-simplified, but provides enough information to make a meaningful contribution to planning for CR reporting. It provides quotes from industry with some case studies but is outdated, especially regarding digital communications.

R = 3	E = 4	N = 2	Q = 3

Taking shape: the future of CR reporting

BITC and Radley Yeldar, 2007.

Available
freewww.bitc.org.uk/resources/publications/future_of_cr
_comms.html

Audience is CR team, communications, public affairs and senior managers new to CR reporting. This report is a result of a 2006 seminar that looked at trends and predicted changes to CR communications. The report highlights three key initiatives in 2006 (e.g. UN Principles for Responsible Investment) and:

• examines 3 major trends related to the initiatives: materiality, stakeholder engagement and integration of non-financial performance into reporting

• it then gives 9 predictions of how CR communications will change at a practical level

Although outdated (as it predicted trends to come in 2007), the report is a good starting point in understanding the basic dynamics of CR communications, and the 3 major trends are still relevant today, although some of the 9 predictions have not yet been effectively realised.

R = 2	E = 3	N = 2	Q = 3

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

Trusted Stewardship: Effective Communication and Stakeholder Engagement

Trends in CR reporting series, 2008

Salter Baxter, 2008.

Available free to order:
www.salterbaxter.com/index2.htm

Audience is CR team, communications and those with responsibilities for CR reporting and anyone in the industry interested in current CR debates. Salter Baxter provide a yearly update on key trends in CR reporting, informing on the key trends that year (for example 2007 is tackling climate change, 2008 is tackling CR internally). Interesting to read, the reports also tackle the difficult issues being discussed, as an example the 2008 report looks at:

- biofuels vs. hunger, listing pros and cons for each, with action points

- packaging, explaining the issues and possible solutions

- environmental degradation vs. economic growth in China

- the survival of CR in the recession

- the evolution of how companies are embedding CR

Beautifully presented but mainly available in printed form, this report uncover key issues in practice and academia, explaining the problems and providing insight from experts in the field. It provides analysis by industry sector on how companies are reporting. Its focus is on larger companies but it highlights practices across the world, which are also useful.

R = 4	E = 3	N = 4	Q = 4

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

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Sustainability Networks

Most organisations are a member of at least one sustainability network or business-led coalition promoting CR. Organisations needs to know which to be a member of and why: relevance to business and CR commitments/approach, the support they provide and what they can learn/benefit from association, and the time needed to manage that association. Companies also need to know which networks are a strategic imperative, a business operations imperative, a case-by-case membership, enable networking with a purpose, and do not give any notable benefit.

Critical friends: the emerging role of stakeholder panels

AccountAbility and Utopies, 2007.

Available free:
www.accountability21.net/publications.aspx?id=1088

Audience is CR team, CEO and board, and senior managers. The guide explores the purpose, benefits and practicalities of having a CR stakeholder panel. It:

• provides the needs and benefits of stakeholder panels and the role/influence they can have

• explores the 'story' of panels, from emergence, purpose, focus and membership to critical success factors to consider (i.e. facilitation and organisation). Clear case studies are provided. It later explores the continued evolution of panels, tracking trends and possible futures for panels

• closes with a practical 5-step framework for setting up and running a panel

Well written for its intended audience with clear, relevant case studies and practical advice. The document is easy to navigate and diagrams explain the more complicated approaches. It is comprehensive and worth the read – the 5-step framework especially is a very useful process for setting up a panel.

R = 4	E = 3	N = 3	Q = 4

A guide to industry initiatives in CSR

Ethical Corporation, 2009.

Available for Euro 795, summaries at:
www.ethicalcorp.com/initiatives

Audience is CR team and some sections are suitable for some senior management leaders. A very detailed report on what CR initiatives exist and how a company can benefit from being part of such initiatives. A significant collection of case studies divided by industry is very helpful for scanning and reading the cases relevant to you.

• The 149 page report opens with an explanation of the characteristics and benefits of CR initiatives and a background to the initiative movement.

• It then describes how an initiative can be assessed for relevance, for example looking at scale, costs and opportunities – this is very useful.

• The report then explores the future role and trends of initiatives.

• Case studies from pages 38-126 are extensive and we recommend you read for the specific industry you are in or initiative you are looking at. A helpful reference section.

The report is helpful through its clear case studies and practical views on initiatives, although the very long list of symbols it uses to indicate characteristics of initiatives is a bit cumbersome. This is the only guide of real benefit we found that explores the value of joining CR initiatives, although it is expensive to access.

| R = 3	E = 2	N = 4	Q = 4

R = Relevance to practice
E = Ease of use
N = Relevance to now
Q = Quality of advice

The Specialist Sustainability Function

Organisations needs to decide how they want to approach the day-to-day operational management of CR, such as through a specialist function that will support the implementation of the CR strategy, or a scaled down team with champions embedded across the business. Which approach is chosen needs to fit with how the organisation operates, existing routes for connection and work flow, and the stage of CR maturity the organisation is at (i.e. how embedded CR is).
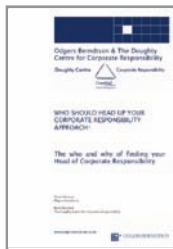
Recruiting for Head of Sustainability

Doughty Centre and Odgers Berndtson, 2009

Available free: www.som.cranfield.ac.uk/som/dinamic-content/media/CR%20think%20piece%2012.05.09%20_2_.pdf

Audience is CR team, CEO/board and HR. The report is based on interviews with 31 companies and looks at who is heading up the CR team and their essential characteristics. As this is our publication, we have not scored it. The think-piece:

- opens with an explanation of the evolution of the role of the CR function in the last decade, predicting how this function may evolve in the future

- the think-piece then looks specifically at the role of the Head of CR and how this person has evolved, what their reporting lines are, and lists 2 key trends and predictions of future changes. The document also explores the role of the CEO and if a Chief Sustainability Officer is needed at board level

- the document closes with a list of 8 key attributes that the research shows a successful Head of CR has, such as communication and networking

The emergence of the chief sustainability officer

Heidrick and Struggles, 2007.

Available free:
www.heidrick.com/NR/rdonlyres/A00E150B-2D12-4065-BCA2-C2D78365AF7E/0/HS_CSO.pdf

Audience is CR team, CEO/board and HR. A short document providing an overview of why it is important to have a central senior person managing a company's approach to CR, and who that person could be. It:

- provides an overview of what a CSO would need to manage (or the risks if a central senior person is not managing CR efforts), for example protection of assets and increased efficiency. It also predicts future issues over the next 5 years, helpful for companies in risk management as well as when looking at what skills the CR team need to have

- the second part of the document explores the 'new breed' of person managing CR, building a case for the role of a CSO and the skills they need (such as a solid grounding in environmental, and health and safety issues)

The document is a brief introduction to why CR should have representation at the board level, although does not adequately explore the pros and cons of having a bespoke role of CSO, especially since the degree to which CEOs and boards are taking on CR responsibility has increased since 2007.
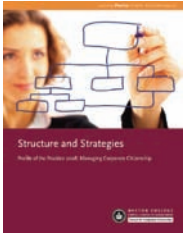
R = 3	E = 4	N = 2	Q = 4

The Specialist Sustainability Function

Profile of the practice series, 2008

Boston College Centre for Corporate Citizenship, 2008.

Available: limited as must be a corporate member, www.bcccc.net/index.cfm?fuse action=document.filterdocumentList&type=Research%2 0Report

B.C.C.C.C. do a series of 'Profile of the practice' based on research from their members, companies and contacts. The 2008 guide is reviewed here. Aimed at the board, CEO and senior directors, and CR team, the report looks at current practice in how CR is managed through structure and strategies employed.

- The first section explores structure and highlights how companies are basing and placing the CR function, leadership and staffing of the team, budgeting, how the function is managed and what responsibilities it has. Five models of how organisations manage the function emerge, for example coordinated management structure, each summarised through 5 key characteristics (see page 13 for summary of this).

- The second part of the report discusses the strategies companies are using to manage practice, develop policy and associated strategies, leadership and governance, stakeholder engagement, transparency and accountability, and integration.

As with most B.C.C.C.C. reports, it is clear and easy to navigate, and written well for its intended audience. It has only a few case studies in the document, but more in-depth ones are available from their website. Overall, it is rich in content and information.

| R = 4 | E = 3 | N = 4 | Q = 4 |

Gaps in Research

From our review of practitioner literature, we believe that more research and published practical advice is needed in a number of areas. These include:

- Tone from the top: the practical role of the CEO and internal senior leadership

- Management processes: the specific applications of business process for implementing CR/sustainability such as the European Foundation For Quality Management (EFQM) or AA1000; financial modelling/accounting for CR

- Strategy incorporation: translating corporate policy into business unit strategy; managing global vs. local strategy and interpretation

- Energising the value chain: the role companies should take to engage but still be responsible (especially in a recession), the growing use of supplier networks and direct to consumer engagement

- Sustainability knowledge management: effective knowledge management for CR/sustainability, both internally and externally through networks, to stakeholders and through the value chain

- Making use of business-led CR coalitions; multi-stakeholder groups; industry-specific coalitions; and the newer, "partnership or collaborative governance" models

- Sustainability function: skills and role of the sustainability function team members in relation to the rest of the organisation, unique challenges the CR function faces and innovative solutions

- How to engage mainstream investors

- Linking CR performance to executive compensation

- Educating and training all levels of a company for sustainability

The Doughty Centre welcomes expressions of interest to collaborate on producing practical how-to guidance on these or other topics.

October 2009

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THE DOUGHTY CENTRE FOR CORPORATE RESPONSIBILITY

VISION

Sustainability and Responsibility at the heart of successful management.

MISSION

To inspire future and current managers with the passion for, and to equip them with the skills and outlook to, put sustainability and responsibility at the heart of successful organisations.

CENTRE PUBLICATIONS

OCCASIONAL PAPERS

Doughty Centre Occasional Papers are designed to stimulate debate on topical issues of Responsible Business and Sustainability:

1. "Small is sustainable (and Beautiful!). Encouraging European Smaller Enterprises to be Sustainable." David Grayson CBE and Tom Dodd (2008)
2. "The Business of Business is..,.? Unpicking the corporate responsibility debate." Chris Marsden OBE and David Grayson CBE (2008)
3. "Embedding Corporate Responsibility in the MBA Curriculum." Chris Marsden OBE (2008)
4. "Who should head up your sustainability function?" Joint think-piece with D Grayson and Odgers Berndtson (2009)
5. Corporate Responsibility and the Media – David Grayson CBE (2009)

HOW TO GUIDES

How To Guides provide practical advice for embedding Corporate Responsibility at an operational level:

1. "How to: CR Champions Networks." Nadine Exter (2009)
2 "Stakeholder engagement: A road map towards meaningful engagement." Neil Jeffery (2009)
3 "Guide to guides: A guide to useful CR/sustainability 'How to embed CR' guides." Nadine Exter (2009)

WORKING PAPERS

1. "Non-Financial Performance Metrics for Corporate Responsibility Reporting Revisited." Malcolm Arnold (2008)
2. "Measuring Business Value and Sustainability Performance." David Ferguson. A joint research project with EABIS (2009)

OTHER PUBLICATIONS

1. Sense and Sensibility – Inaugural lecture (2007)
2. The Doughty Centre Year One Report to Stakeholders (2008)
3. Business-Led Corporate Responsibility Coalitions: Learning from the example of Business in the Community - David Grayson – jointly with CSR Initiative, Kennedy School of Government, Harvard (2008)
4. "Engaging Business in the Community - not a quick fix" by Geoffrey Bush, David Grayson and Amanda Jordan with Jane Nelson. With the Smith Institute (2008)
5. "A new mindset for Corporate Sustainability" - a white paper on sustainability as a driver of commercial innovation, produced in partnership with academics from MIT, Beijing, Singapore and IESE in association with BT and CISCO (2008)
6. The Doughty Centre Year Two Report to Stakeholders (2009)