

Ashridge in a rapidly changing world



Developing Responsible Global Leaders for the 21st Century

Ashridge Business School

UN Principles for Responsible Management Education
Sharing Information on Progress Report
2012-2014



PRME Principles for Responsible Management Education



Contents

About Ashridge and what we do	1
Chief Executive's introduction	3
Overview: How we are doing?	4
Research and thought leadership	6
Education: Working with our clients	8
Ashridge House: A sustainable venue	12
Summary of targets for 2015-2016	25
A selection of publications since 2013	26
Conference presentations and contributions by Ashridge Faculty	29



About Ashridge and what we do

As a business school and educational charity, our purpose is to help people and organisations learn, develop and change, for the benefit of wider society, and to maintain Ashridge House and Gardens for the benefit of the nation.

We pride ourselves on being world class partners in organisational learning and change for our clients wherever they are in the world.

As our world-changes, we are innovating and adapting across how we think about our research, education and organisation consulting, and how we invest in and steward Ashridge House and Gardens.

- We help clients to learn, develop and change through our executive education, consulting and research expertise
- We partner with you to understand and address your challenges and opportunities
- We work with 6,450 managers and 850 organisations every year in 60 countries
- We are a leading provider of customised executive education programmes
- We are one of the few business schools in the world to have its own organisation development consulting practice
- For individuals, we have a comprehensive range of open executive education programmes spanning general management and specific skills
- We have a portfolio of degree programmes: full-time and Executive MBAs; Masters in management, coaching and sustainability; and a Masters and Doctorate in organisational change
- We have innovative web-based learning products that support all our learning and development
- We carry out research that makes a tangible difference to management and business
- We employ faculty who combine academic depth with practical business experience – 25% are from outside the UK and 95% have international experience
- We help our clients make a difference in the world. We helped develop and became one of the first signatories to the United Nations Global Compact Principles for Responsible Management Education.

This publication is Ashridge's third UN PRME Sharing Information on Progress Report, which covers the period 2013 and 2014. Ashridge's first UN PRME Sharing Information on Progress Report was published in 2010 and the second was published in 2012. Our next report will be a joint report with our new strategic partner Hult International Business School.



Developing responsible global leaders for the 21st Century

In Ashridge's first two *PRME Sharing Information on Progress reports*, I argued that the point of business schools is to help individuals and organisations perform better so that everyone in society as a whole benefits.

We like to think of Ashridge as a social enterprise: we are a commercially-minded educational charity, we survive and thrive when our clients value the services we provide, but we exist for more than that, we exist to help our clients make a difference in the world.

And our world is changing fast, with many of new challenges like food security, nutrition, health, water scarcity, biodiversity loss, and climate change, to name a few.

In 2015, in response to these new challenges, the United Nations is developing new global goals – the Sustainable Development Goals – to guide policymaking and corporate strategy in government and business.

Business thrives by developing innovative products and services that ultimately help people improve their quality of life, and many business leaders are responding to these new challenges and goals by developing new products, service and business models that help people improve their quality of life within the constraints of planetary boundaries.

This creates new learning needs, and as a business school, we at Ashridge think our response to this rapidly changing world means we need to do the following:

- We need to use the trust people have in us to bring diverse groups together to discuss and make sense of both these new challenges, and the new behaviours we are seeing from companies in response.
- Through our research we need to develop and test new approaches to doing business, and then update our core business theories around how to think about business strategy, leadership, finance, marketing and everything else.
- And through our roles as educators, consultants and executive coaches, we need ensure today's and tomorrow's leaders are supported to lead effectively in these rapidly changing circumstances.

In short, we need to recognise the fundamental influence we have as a business school, and use it in the right way to help accelerate how business as a whole responds to new global challenges.

That's why we actively engage with our peers in initiatives like the United Nations Global Compact and the Principles for Responsible Management Education.

A major new development for Ashridge in 2015 is a new strategic partnership with the Hult International Business School, also a PRME signatory. Our next PRME report will be a joint report discussing the work of both Schools.

But for now, you can read more about Ashridge's work over the past two years in the pages that follow.

Kai Peters, Chief Executive

Overview: *How are we doing?*

For the 2013-2014 PRME report, we have decided to structure the report around the new requirements for business schools in the areas of ethics, responsibility and sustainability as set out in the EQUIS accreditation standard.

EQUIS category	Key aspects	2013	2014
Mission statement and strategic plan	Social impact of business school referenced in mission statement and strategic plan	●	●
Research	Specialist research centre on sustainability and responsibility	●	●
	Integration of themes of sustainability and responsibility across all research	●	●
Education and curriculum integration	Specialist education programmes on sustainability and responsibility	●	●
	Embedding themes of sustainability and responsibility across all Custom and Consulting programmes	●	●
	Embedding themes of sustainability and responsibility across all Open programmes	●	●
	Embedding themes of sustainability and responsibility across all Qualification programmes	●	●
Student recruitment	Student recruitment, admissions and management	n/a	●
	Extra-curricula opportunities	n/a	●
Faculty development	Faculty competence / development	n/a	●
Campus – Ashridge House	Energy / Carbon footprint	●	●
	Waste	●	●
	Water	●	●
	Food	●	●
	Paper	●	●
	Other sourcing	●	●
	Travel and transport	n/a	●
	Biodiversity and habitats	●	●
	Engagement and communication	n/a	●
	Investment	●	●
	Gender diversity	●	●
Global leadership and community engagement	Active supporter of networks like the Principles of Responsible Management Education (PRME) and the Academy of Business in Society (ABIS)	●	●
	Active support for major events like Rio+20, the 2013 PRME Global Forum in Bled and the 2015 PRME Global Forum at the 15th Anniversary of the UN Global Compact	●	●

- Green = Well on track
- Orange = On track with minor concerns
- Red = Major concerns





"Our aim as a business school is to develop practical and actionable research and thought leadership that helps address today's business leaders' most pressing challenges. Sustainability and responsibility are at the heart of this, which is why the UN Principles for Responsible Management Education are at the heart of our research agenda."

Research and thought leadership

Some of the key highlights between 2013 and 2014 include:

The Changing Role of Business Leaders on the World Stage

A research project working closely with Unilever and the UN Global Compact exploring the changing role of CEOs in shaping global public policy for stronger coordinated action on sustainable development, with a focus on the UN Sustainable Development Goals. Several papers and events in 2013 and 2014.

Leadership PQ: How Successful Political Intelligence Sets Successful Leaders Apart

A new book by Ashridge authors. Creating profit, growth and a better future for society is the new leadership challenge. In a shared power world, no single organization is in control or can deliver alone. Leadership PQ is for leaders working with multiple stakeholders to achieve more together. Shortlisted for the CMI Management Book of the Year 2014/15.

Ashridge's research is organised through three core communities of practice involving all faculty, and supported by six specialist research centres.

Our specialist research centre – the Ashridge Centre for Business and Sustainability, established in 1996 – acts as a hub to support faculty across the School to lead research aligned with the UN Principles of Responsible Management Education.

Over two decades, and in partnership with leading companies and networks like the World Business Council for Sustainable Development, the UN Global Compact and the International Business Leaders Forum, the Centre has led research exploring how new challenges and demands on responsibility and sustainability are transforming the practice of leadership, strategy and innovation, and organisational change.

Capitalism's Toxic Assumptions: Redefining Next Generation Economics

A new book by an Ashridge author. Market Capitalism depends on seven big ideas: competition, the 'invisible hand', utility, agency theory, pricing, shareholder value, and limited liability. The book argues that if you zoom in on any of these firm foundations, they start to blur and wobble, and offers alternative views for a healthier system.

Steward Leadership: A Maturational Perspective

A new book by Ashridge authors. Steward leadership is a form of leadership that focuses on others, the community, and society at large rather than the self, and this book creates a framework for stewardship and the requisite behaviour to develop steward leaders at a younger age. The book's extensive research and interviews provide the theoretical as well as consulting tools with which organisations can develop stewards, whether through training programmes, mentoring programme, coaching initiatives, and personal development practices



Brand Substance

A research partnership between Ashridge and communications agency GivenLondon which examines the rise of a new marketing approach which we call 'Brand Substance', a growing trend in marketing initiatives that involve demonstrating responsibility, expressing a meaningful purpose and communicating brand values.

Building Leadership Capacity for a Rapidly Changing World

A research project examining innovation in corporate leadership development for sustainability and responsibility, with case studies on IBM, HSBC, EY, Sky, IMC Pan Asia Alliance, Lend Lease and Interface.

Developing Responsible Leaders: Insights from 24 Years of the Prince's Seeing is Believing visits

A research partnership between Ashridge and Business in the Community to promote innovation in corporate leadership development for sustainability and responsibility, through a case study of the Prince's Seeing is Believing Programme – a CEO experiential leadership development programme.

Enabling Sustainability through Action Research in South African businesses

A research partnership between Ashridge and the Graduate School of Business, University of Stellenbosch, to explore managerial behaviour change for sustainable business in small- and medium-sized enterprises in South Africa.

Sustainability as Usual

An Ashridge research project exploring emerging approaches to leading organisational change for sustainability, based on interviews with over 40 sustainability directors.

Facilitating pro-environmental behaviour change

An Ashridge research project exploring the development of sustainable lifestyles for individuals both at home and in the workplace.

Doctoral research

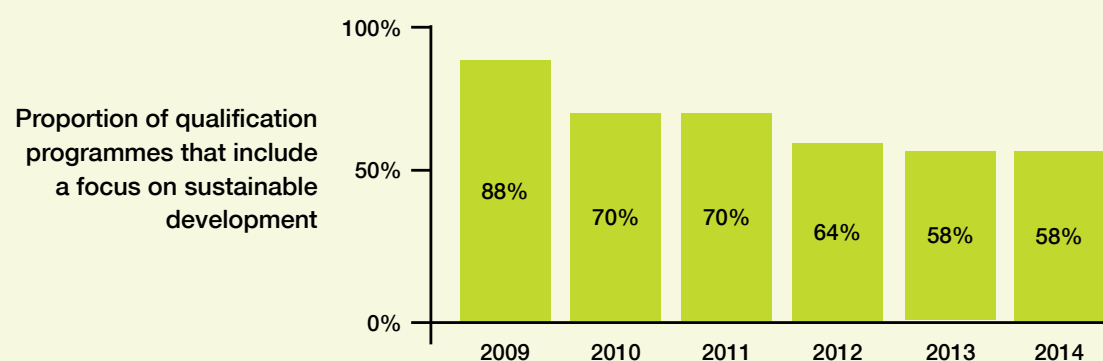
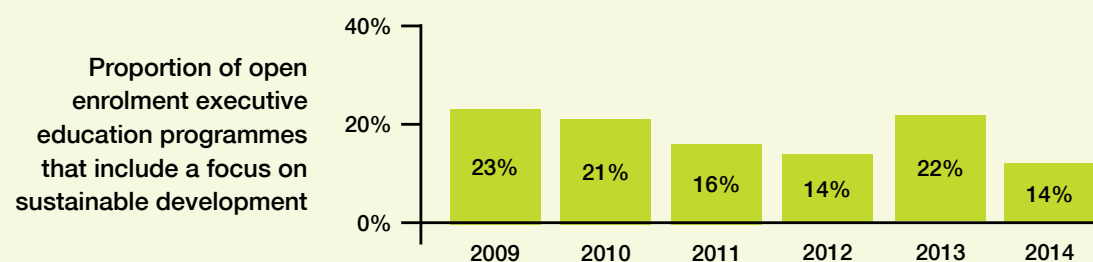
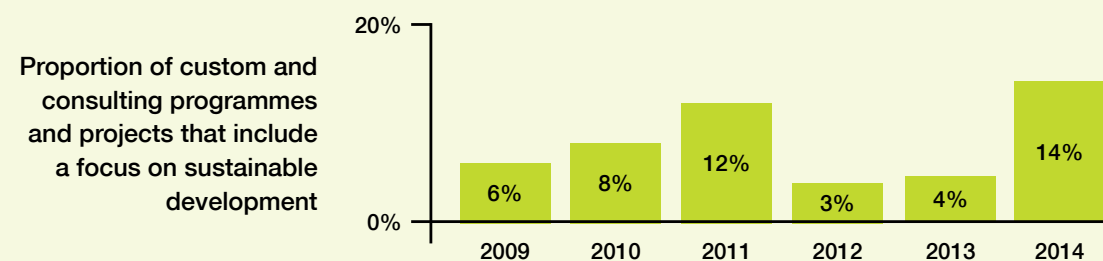
A high proportion of the candidates pursuing Ashridge's doctoral programme for working professionals are also placing questions of sustainable development at the core of their research.

Education: Working with our clients

Building on our world-renowned Masters in Sustainability and Responsibility, we have made important progress in weaving responsibility and sustainability as a thread running throughout our portfolio of custom and consulting work, and open and qualification programmes.

Activities have been pursued over several years to encourage and support faculty to bring into education and consulting work new conceptual frameworks, case examples and exercises, projects and challenges that enable the following kinds of issues to be raised and discussed:

- Social impact, 'Shared Value' and the social purpose of organisations
- Innovation for base of the pyramid market segments
- Changing expectations regarding the social responsibility of business
- Climate change, pollution, water scarcity, biodiversity and other environmental issues
- The circular economy and closed loop cradle-to-cradle innovation
- Business opportunities from social challenges
- Corruption, human rights and labour standards
- Nutrition, hunger, obesity and food security
- Health and wellbeing
- Gender and women in leadership
- Population growth, urbanisation and Smart Cities
- Ageing populations and youth unemployment
- Integrated Reporting and non-financial Reporting and the stakeholder theory of strategy.



Lindsey Masson,
Executive Director, Corporate Business Development



Our goal is that themes of responsibility and sustainability are a feature of all our custom and consulting work. This is important for our clients and important for us.



Custom and Consulting Programmes

The proportion of client programmes where themes relating to sustainability and responsibility have featured has fluctuated over the years, but reached its highest proportion so far in 2014. Work is underway to systematically embed consideration of sustainability and responsibility into the design process for new custom and consulting client work.

Target for 2015-16

- Complete integration of ethics, responsibility and sustainability into the Custom and Consulting programme design process.

Open Programmes

Over the past year, significant work has gone into integrating new material on responsibility and sustainability into Ashridge's three main open programmes: the *Senior Executive Programme*, the *Fast Track Advanced Management Programme* and the *Management Development Programme*. These high volume flagship programmes have been the priority focus, with the goal of expanding coverage to other programmes in the open portfolio once this is complete.

Targets for 2015-16

- Further embed ethics, responsibility and sustainability in curricula for the *Senior Executive Programme*, the *Fast-Track Advanced Management Programme* and the *Management Development Programme*, and explore opportunities in the rest of portfolio.
- Embed review of ethics, responsibility and sustainability into the programme review process.



Themes of responsibility and sustainability are more and more important for business leaders, which is why we've worked hard to embed themes of responsibility and sustainability in each of our three flagship open programmes.

Paul Griffith,
Executive Director, Open Programmes



Today's and tomorrow's leaders face a more complex world, which is why we embedded sustainability and responsibility as a core cross-cutting theme running throughout our new MBA programme.

Narendra Laljani,
Dean of Graduate Studies



Qualification Programmes

Significant work has been undertaken in the last three years to improve the integration of ethics, responsibility and sustainability themes in the Ashridge MBA and Master in Management programmes, complementing the already strong integration of these themes in the Ashridge Masters in Organisational Change and the Ashridge Doctorate in Organisational Change, and of course the Ashridge Masters in Sustainability and Responsibility. To date, other qualification programmes in the portfolio, including the Ashridge Masters in Executive Coaching and other specialist programmes have not integrated a focus on sustainability and it is our target to address this in the coming year.

The Ashridge MBA

Ashridge incorporated a compulsory two-week module on sustainable business in its Full-Time MBA in 2005. Building on this pioneering step, in September 2012, Ashridge launched a new MBA curriculum. Substantial curriculum development has been undertaken to embed sustainability as a core cross-cutting theme running through all modules of this new MBA programme, complemented by a compulsory module dedicated to leading systems innovation to embed sustainability.

The Ashridge Masters in Organisational Change

Following a periodic review in 2011, the Ashridge Masters in Organisational Change embedded ideas and themes around sustainability throughout its curriculum. The question "What is the impact of my work in the world?" now runs throughout the entire programme. One of the eight residential workshops is held at the world-renowned Schumacher College, where contextual and ecological perspectives are explored in detail.

The Ashridge Masters in Sustainability and Responsibility

Originally developed by Dame Anita Roddick and Dr Gill Coleman at the New Academy of Business and Bath University, this world-renowned MSc programme found a new home at Ashridge Business School in 2009. Founded on the philosophy of action research, and with a pedagogy based on reflective inquiry, it creates genuinely transformational learning and has empowered a large alumni of skilled and committed change agents for sustainability.

Target for 2015-16

- By September 2016, review 'Learning Objectives', 'Curriculum' and 'Assessment' for all existing and proposed qualification programmes to ensure themes of responsibility and sustainability are embedded, in line with the new UK Quality Assurance Agency expectations.

To help in the work of curriculum change, we amended our academic regulations to require that all new and existing programmes consider opportunities for featuring responsibility and sustainability as part of formal validation and revalidation procedures.

Martin Lockett,
Dean of Academic Development



Student recruitment and engagement

We offer a number of relevant scholarships for our graduate qualification programmes relating to sustainability and responsibility. MBA scholarships of 25% are available for financial need, gender diversity and sustainability. Scholarships based on financial need are also available for other qualification programmes.

In 2015 and 2016 we plan to organise a programme of extracurricular activities to further engage students in ethics, responsibility and sustainability themes.

Target for 2015-16

- Engage qualification students in extracurricular activities relating to ethics, responsibility and sustainability.

Faculty development

A key part of embedding themes of responsibility and sustainability into our education and consulting work is faculty competence – ensuring that our faculty are knowledgeable and up-to-speed to be able to do this.

In 2014 we explicitly considered the competence and interest in sustainability and responsibility among candidates during faculty recruitment, and many of the new faculty who joined in 2014 have a background in this area. Our plan for 2015 and 2016 is to develop a programme of faculty development activities to continue to build faculty competence.

Target for 2015-16

- Develop a faculty development initiative on ethics, responsibility and sustainability.





Ashridge House: A sustainable venue



Andy Plumbly
Chief Operations Officer

Our vision for Ashridge House is to provide a living, vibrant space for people to meet, work, learn, be productive, relax and celebrate. We invest to simultaneously conserve our cultural heritage, be fit for the future, and play our part in helping wider society adapt to a changing world. We have a target to cut our carbon emissions by 34% by 2020 and 80% by 2050, and other specific goals around water, waste, biodiversity and sustainable sourcing.

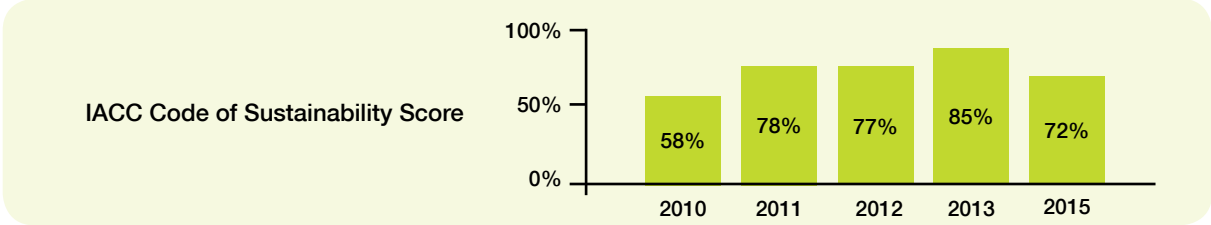


We use the ISO14001 Environmental Management System as a management framework to guide our sustainability work at Ashridge House. We began the work to become certified to ISO14001 in 2007, achieved certification in 2011 and re-certification in 2014. We aim to complement this by also using the ISO50001 Energy Management System from 2015.

Following the UK Universities Green League and other benchmarks, we focus our activities at Ashridge House around the following areas:

- Energy and Carbon footprint
- Waste and recycling
- Water
- Food
- Paper
- Other sourcing
- Travel and transport
- Biodiversity and habitats
- Engagement and communications
- Investment
- Gender diversity.

As an overall benchmark, we participate in the International Association of Conference Centers (IACC) Code of Sustainability. Our progress is shown below.



(NB: IACC did not conduct the benchmark exercise in 2014)

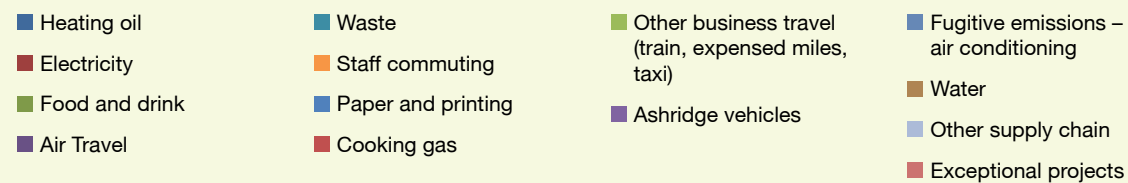
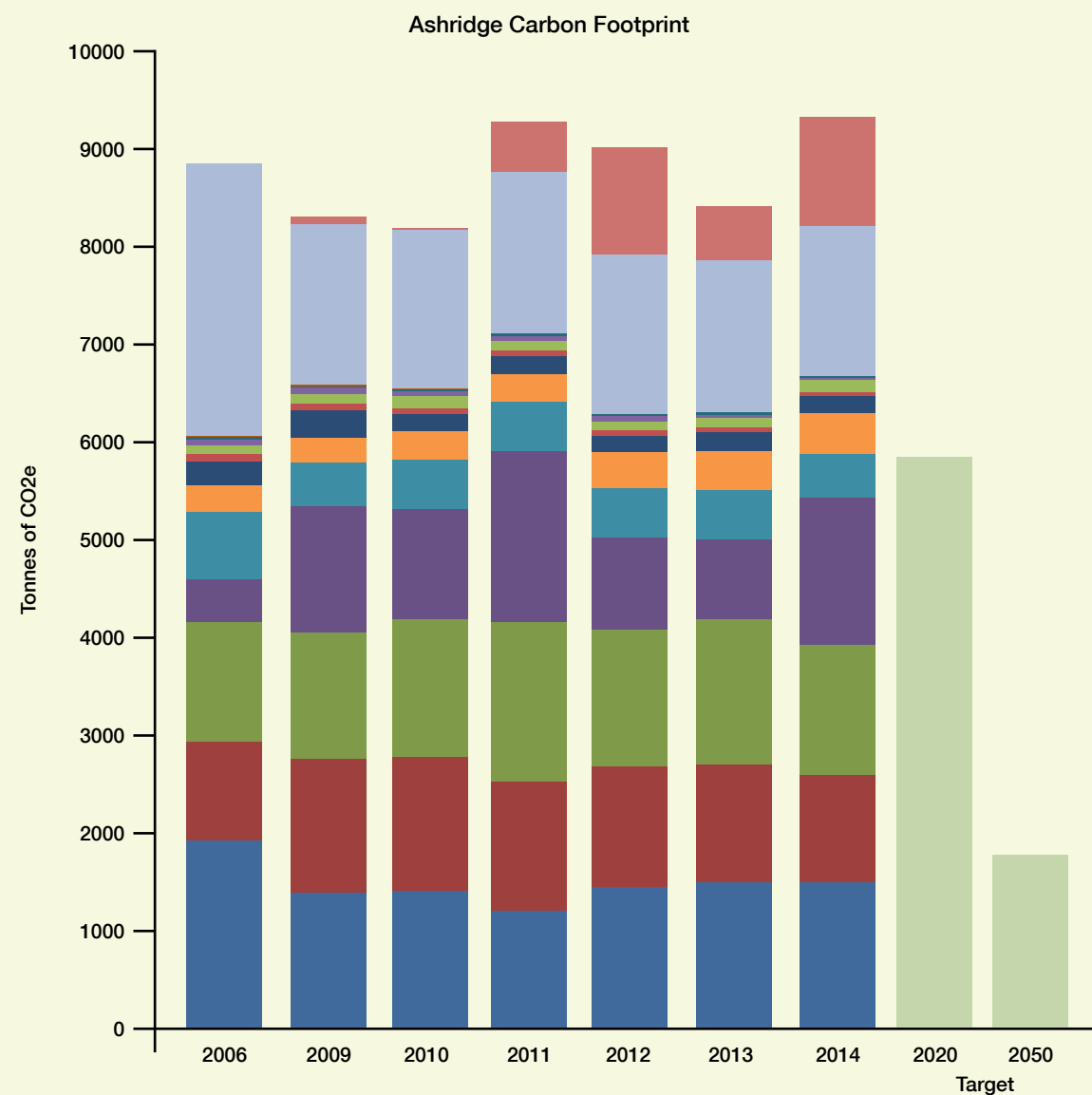
Our performance in 2015 appeared to decline compared to previous years, but this was only due to a number of new criteria being introduced to the Code – we have planned activities to address these in our workplan for 2015-2016.

Energy and Carbon Footprint

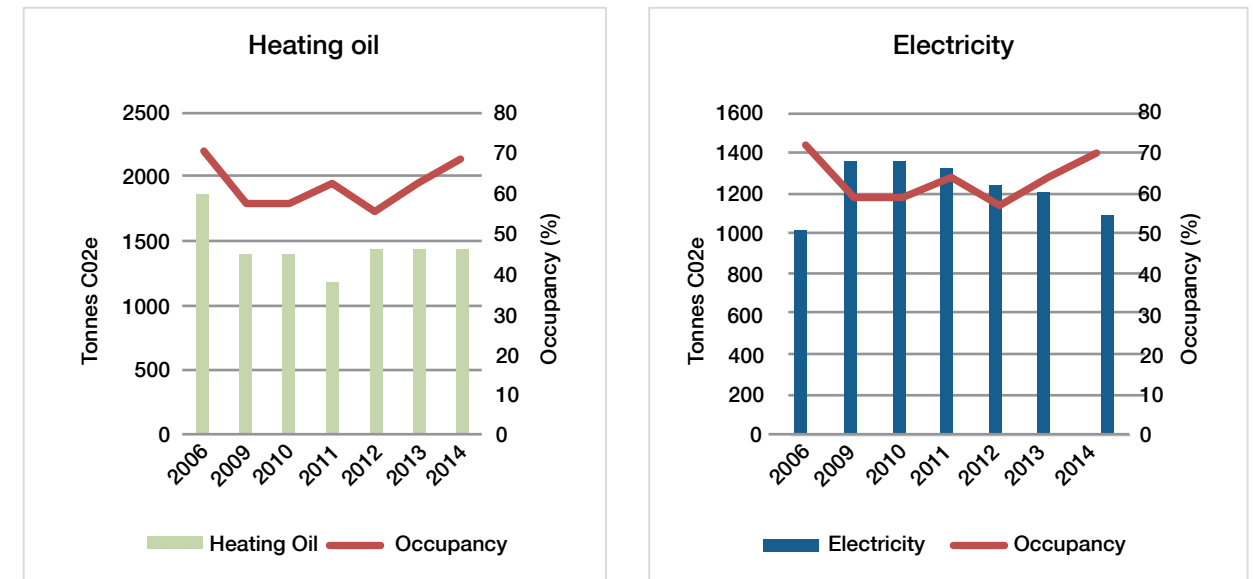


Investing in improved insulation, new boilers, a building management system and LED lighting has led to a 9% saving in electricity use in the last year

Ian Downie, Facilities Manager



Primary Emissions (Scope 1 and Scope 2)



	Overall CO2 (excluding exceptional projects)	Heating oil	Electricity
% change 2013-2014	UP 4.5%	DOWN 0.4%	DOWN 8.9%
% change 2006-2014	DOWN 7.1%	DOWN 22.4%	UP 8.6%

Since we began measuring our overall carbon footprint in 2006, we have seen some fluctuation up and down, but no consistent downward trend.

However, if we look at our most direct emissions – from heating oil and electricity – here there is evidence of a downward trend, based on the impact of various initiatives including improved insulation, new boilers, a building management system and installation of LED lighting. A 9% reduction in electricity in the last year despite rising occupancy is a particular achievement.

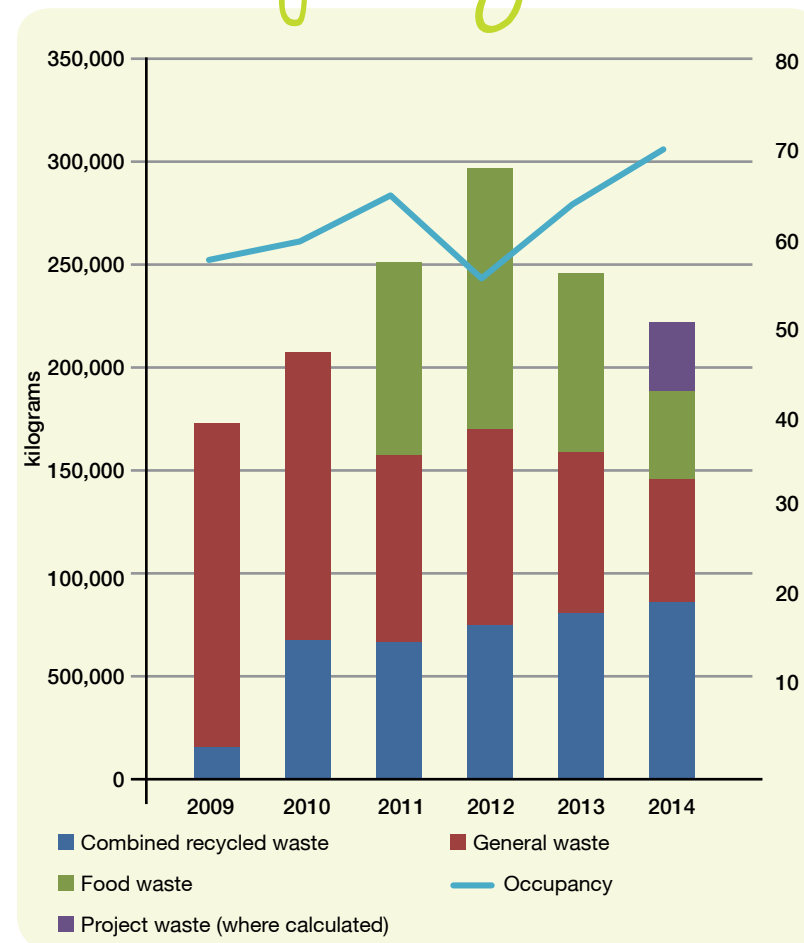
We can expect a further reduction in emissions from heating oil due to efficiency savings from new oil boilers installed at the end of 2014.

Since 2007 we have adopted carbon reduction targets in line with UK Government targets – a 34% reduction in emissions by 2020 and an 80% reduction in emissions by 2050. In 2014 we added a new target – to eliminate our scope 1 carbon emissions by 2050.

Targets for 2015-16

- Investigate viability and attractiveness of different pathways to achieving zero carbon heating
- Reduce heating oil use by 10% by 2016
- Reduce electricity use by 10% by 2016
- Achieve ISO 50001 Certification by end 2015.

Waste and recycling



We first introduced recycling facilities in 2007 and have adopted a process of continuous improvement since then.

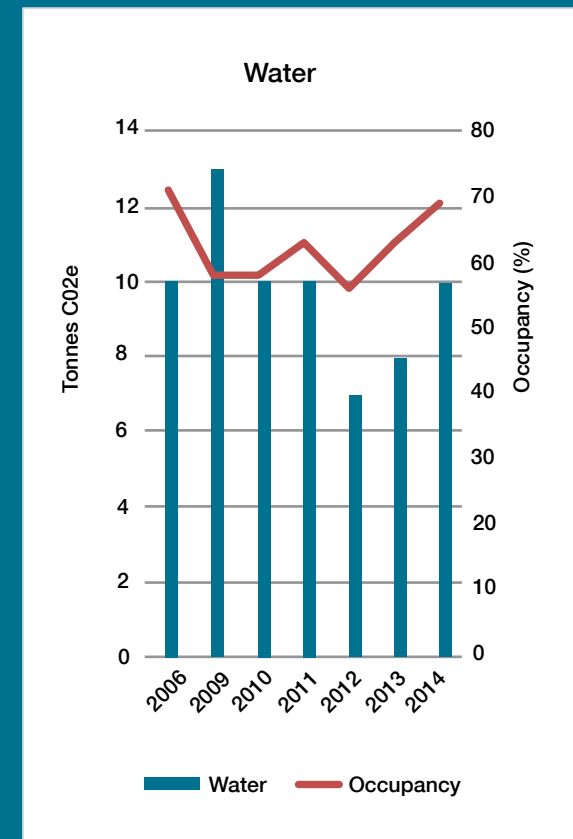
A key achievement of 2014 was the introduction of a food 'de-waterer' – as can be seen in the chart, the volume of food waste has decreased significantly as a result (food waste has only been measured separately from 2011, and project waste separately only from 2014 – before that both are included in general waste).

- The total volume of waste produced has grown by 33% between 2009 and 2014. The total volume of waste relative to the number of visitors has been declining since 2012.
- The proportion of our waste that is recycled has grown from 9% in 2009 to 37% in 2014

Targets for 2015-16

- Reduce volume of waste produced by 10% relative to visitors on site by 2016
- Increase the proportion of total waste that is recycled by 10% by 2016.

Water



As the chart indicates, our water usage tends to vary relative to the number of visitors we have (the spike in 2009 was the result of a water leak). We expect the water usage per visitor to decline as a result of taking steps to eliminate leaks and introducing water-saving measures in our bedroom showers and our laundry.

Target for 2015-16

- Reduce water use by 20% by 2016.



Food sourcing



It's been a challenge to persuade some of our suppliers to do things differently, but I'm proud of the fresh, seasonal and sustainably sourced ingredients we use in our recipes at Ashridge House."

Paul Patterson, Head Chef

Food supply chains are complex and involve many ethics, responsibility and sustainability issues. Customer concern for food provenance has become a bigger and bigger issue in recent years. For the past year, led by Paul Patterson,

our Head Chef, we have been working to achieve the Soil Association Food for Life Accreditation for sustainable food sourcing – the standard that UK schools, colleges and universities are encouraged to work towards.



Key changes made in the past year:

- We have virtually eliminated processed products containing undesirable additives and transfats (a handful of products still need to be changed).
- We have switched supplier so that some of our meat now comes from farms that meet minimum UK animal welfare standards.
- We are already meeting requirements for fresh seasonal and local produce, sustainable fish, and serving meat and salt in moderation.
- We have switched to free-range eggs. Some sugar and all tea and bananas are now Fairtrade.
- We use organic flour for all our homemade bread, and we have increased the proportion of bread that is wholemeal.
- We have completed training in sustainable food for chefs and Front of House.
- We have begun communicating with diners about seasonal produce and food provenance.

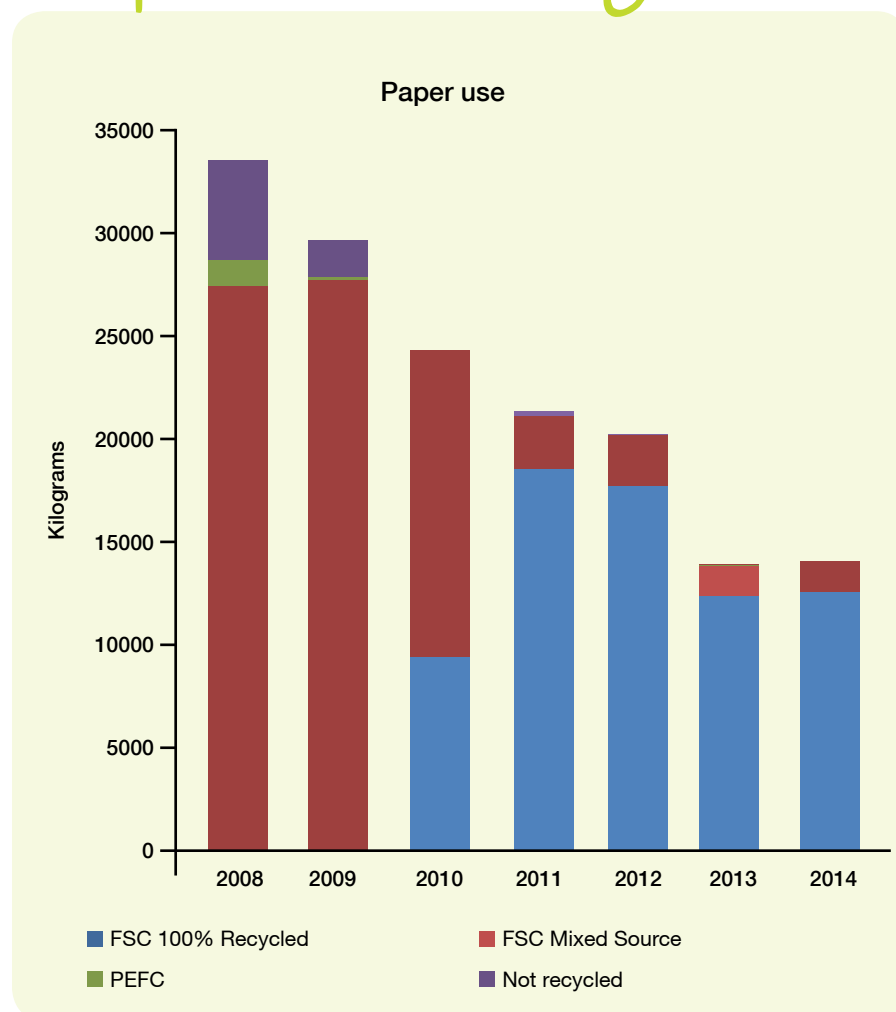
Key to the table opposite

- Green = Well on track
- Orange = On track with minor concerns
- Red = Major concerns

Progress in working towards Soil Association Food for Life Accreditation

	2014	2015	
Eliminate undesirable additives and transfats	●	●	Only five products remaining to be substituted
75% of dishes on the menu are freshly prepared	●	●	
All meat is from farms that satisfy UK welfare standards	●	●	Some chicken, bacon, ham and gammon still sourced from farms that do not meet UK animal welfare standards
All eggs are from cage-free hens	●	●	All eggs are currently free range except liquid egg used in cooking
Widely use seasonal produce	●	●	Seasonal fruit and vegetables widely-used
Provide training for catering staff on sustainable food preparation	●	●	
Eliminate any genetically-modified ingredients	●	●	
Make drinking water freely-available	●	●	
Serve no fish from the MCS "Fish to Avoid" list	●	●	All fish is sustainably sourced
Display information about food provenance	●	●	
Ensure all suppliers apply food safety standards	●	●	
Ensure menus appropriately provide for dietary and cultural needs	●	●	
A minimum of 5% of spend on ingredients should be on organic produce	●	●	We purchase organic flour and tea, which equates to around 1% of our spend on ingredients
Widely serve free range and Fairtrade produce, and fish from the "Fish to Eat" list	●	●	All tea and bananas and some sugar is Fairtrade
Champion local food producers	●	●	
Reduce plate waste	●	●	
Serve meat in moderation	●	●	
Ensure vegetables or salad are available with all meals	●	●	
Ensure that at least 50% of bread is wholemeal	●	●	
Reduce salt	●	●	
Ensure fruit is widely available	●	●	

Paper sourcing



We have achieved a 58% reduction in overall paper use since 2008. 90% of our paper is now 100% recycled, and the remaining 10% is all certified FSC Mixed Source.

Target 2015-16:

- Ensure paper-based stationery and other paper-based products (napkins, tissues etc) are compliant with IACC standards.

Travel and transport

In 2011, Ashridge amended its policy on lease cars for staff to require vehicles to have emissions of 120g/km or less, with stop/start technology. Ashridge's travel policy also encourages staff to use alternatives to air travel where practical.

Target for 2015-16:

- Reduce CO2 emissions from staff commuting and business travel by 5% by 2016, by promoting car sharing, cycle-to-work scheme and electric cars.



Other sourcing

Our priorities for sustainable sourcing thus far have been food and paper. Other significant areas include cleaning products, electrical appliances and garden pesticides and fertilisers. We have identified key requirements in each of these areas and drafted implications for a purchasing policy, which is in the process of being implemented.

Target for 2015-16

- Finalise, implement and communicate Ashridge Procurement Policy and Procedure which includes sustainability aspects.



Bio-diversity

The Ashridge Gardens have Grade 2* Listed status, and they are part of a historic designed landscape, Ashridge Park, situated in the Chilterns Area of Outstanding Natural Beauty.

Ashridge is blessed with a unique location rich in wildlife and we have adopted the goal of both enhancing habitats for priority species in our gardens and using the gardens to raise awareness about ecosystems and biodiversity with course participants.

In 2011, Ashridge adopted a new biodiversity policy clarifying the principles that inform how we manage the Gardens.

We have worked with a local beekeeper to introduce beehives in the Ashridge Gardens – we now produce our own Ashridge Honey.

In 2013 we successfully secured funding from the UK Tree Council to replant the original orchard in the Ashridge Gardens. We worked with the Hertfordshire Orchard Initiative, the Dacorum Local Food Initiative and the Tring Apple Fayre together with the 1st Warners End Scouts from Hemel Hempstead and pupils from Westfield Primary School in Berkhamsted to plant 60 fruit trees in National Tree Week in November 2013.

We now have apples, pears, plums and cherries, with many local heritage varieties including Berkhamsted's own apple, the Lane's Prince Albert, Hemel Hempstead's Brownlees Russet, the Aylesbury Prune, the Golden Transparent gage, the Caldecott pear and the Nimble Dick cherry.



Pupils from Westfield Primary School planting the Ashridge Orchard, National Tree Week, November 2013



During the summer months the buddleia in the Dry Garden are brimming with butterflies, including the peacock, small tortoiseshell and painted lady. The hummingbird hawk moth can also be seen.



Several species of butterfly frequent the Herb Garden; our summer visitors include the common blue, comma and small copper. Nearby the marbled white, brown argus and ringlet can often be seen in the long grass.



We appreciate that bees are vital to our ecosystem, and colonies can often be seen nesting in the brickwork of the House and drinking from the pond in the Italian Garden. Several hives have been situated in the Gardens.



Many magnificent tree species can be found in the Arboretum, including sweet chestnut, Cedar of Lebanon, purple beech, horse chestnut, holm oak and Lawson's cypress.



Green woodpeckers can often be seen on the lawns and on the old skating pond. The grass banks are left to grow during the summer months to encourage pollinator insects.



If you are returning to Ashridge late on a summer's evening look out for badgers foraging in the grass in front of the building; the deer also move closer to the House during these quiet times.



If you see one of these magnificent deer, a gardener will probably be following close behind! Although the Gardens have been deer-proofed they are determined to break in and feast on the plants!



The Ashridge Ice House is situated outside the boundary fence, and is now home to a colony of bats.



Birds of prey can often be heard and seen, with buzzards nesting at the bottom of the Gardens and red kites soaring in the skies above. Almost 70 bird species have been spotted including owls, warblers, wagtails and finches.



The Monkey Puzzle trees in this area haven't been in the Gardens for long, so it may be a few million years before Ashridge is selling jet jewellery made from their fossilised wood!



A stroll down Liquidambar Walk, an avenue of sweet gum trees, is a must during the autumn months when the colours of the leaves are magnificent.



The Bible Circle consists of incense cedars, a species of conifer imported from North America.

The Gardens at Ashridge



Target for 2015-16

- Develop a Biodiversity Action Plan in partnership with the Herts and Middlesex Wildlife Trust and the National Trust Ashridge Estate, and integrate into the Ashridge House Heritage Masterplan.

Engagement and communication



Ashridge House fully illuminated by its floodlight



Supporting Earth Hour, Ashridge House with its illuminations dimmed

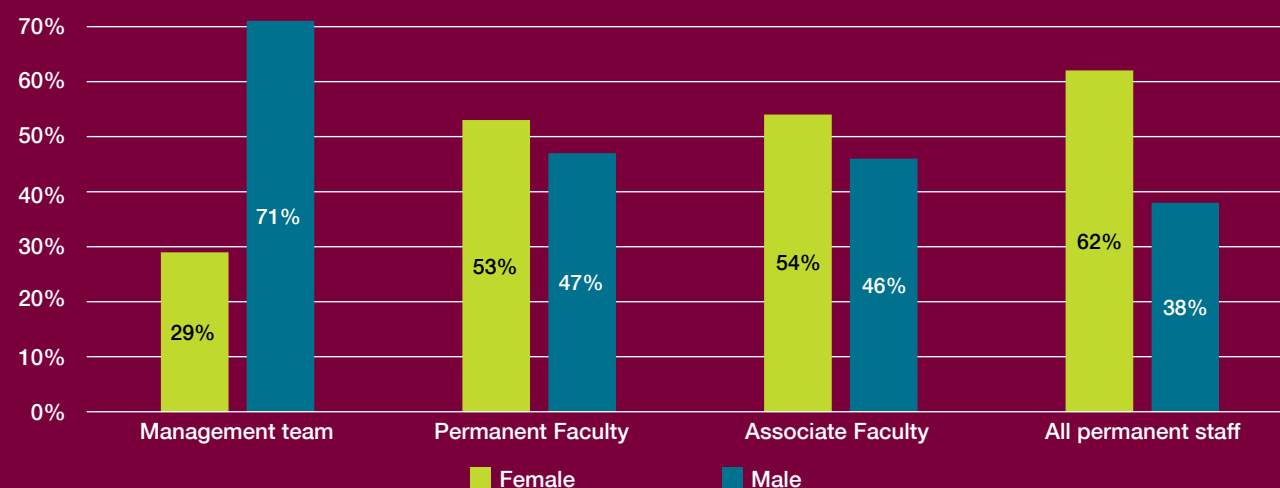
Underpinning all this work have been various activities to raise awareness with staff, programme participants, students and other visitors about our sustainability activities. We have even participated in Earth Hour, joining the global annual event to switch off our lights for an hour to show our commitment to the planet.

Target for 2015-16

- Review all engagement activities and identify opportunities for further impact

Ashridge is committed to being an inclusive employer and advancing gender equality. Ashridge has a good gender mix among both its permanent and associate faculty, as well as across the whole staff. The management team is less balanced.

Gender diversity



Investment

Ashridge invests a proportion of its reserves in funds that invest in organisations which, as part of their core business, provide social and/or environmental benefits.

Target for 2015-16

- Develop, implement and communicate a formal ethical investment policy.

Summary of targets 2015-2016

EQUIS area	Targets for 2015-2016
Research	
	<ul style="list-style-type: none"> • Continue to lead high-impact rigorous research on questions of ethics, responsibility and sustainability through the Ashridge Centre for Business and Sustainability.
Education and curriculum integration	
Custom and Consulting Programmes	<ul style="list-style-type: none"> • Complete the integration of ethics, responsibility and sustainability into the Custom and Consulting programme design process.
Open Programmes	<ul style="list-style-type: none"> • Further embed ethics, responsibility and sustainability in curricula for <i>Senior Executive Programme</i>, the <i>Fast Track Advanced Management Programme</i> and the <i>Management Development Programme</i>, and explore opportunities in rest of portfolio. • Embed review of ethics, responsibility and sustainability into the programme review process.
Qualification Programmes	<ul style="list-style-type: none"> • Develop a programme of events to engage qualification students in extra-curricula activities relating to ethics, responsibility and sustainability.
Student recruitment	<ul style="list-style-type: none"> • Faculty competence/development
Faculty development	<ul style="list-style-type: none"> • Develop a faculty development initiative on ethics, responsibility and sustainability.
Campus – Ashridge House	
Energy / Carbon Footprint	<ul style="list-style-type: none"> • Investigate viability and attractiveness of different pathways to achieving zero carbon heating by 2050. • Reduce heating oil use by 10% by end 2015. • Reduce electricity use by 10% by end 2015. • Achieve ISO 50001 Certification by end 2015.
Waste	<ul style="list-style-type: none"> • Reduce volume of waste produced by 10% relative to visitors on site by end 2015. • Increase the proportion of total waste that is recycled by 10% by end 2015.
Food	<ul style="list-style-type: none"> • Achieve Soil Association Food for Life Accreditation.
Paper	<ul style="list-style-type: none"> • Ensure paper-based stationery and other paper-based products (napkins, tissues etc) are compliant with IACC standards.
Other sourcing	<ul style="list-style-type: none"> • Finalise, implement and communicate Ashridge Procurement Policy and Procedure which includes sustainability aspects.
Travel and transport	<ul style="list-style-type: none"> • Reduce CO2 emissions from staff commuting and business travel by 5% by end 2015 (by promoting car sharing, cycle to work scheme and electric cars).
Biodiversity and habitats	<ul style="list-style-type: none"> • Develop a Biodiversity Action Plan in partnership with Wildlife Trust and National Trust and integrate into Ashridge House Heritage Masterplan in order to pursue funding opportunities.
Engagement and communication	<ul style="list-style-type: none"> • Review all engagement activities and identify opportunities for further impact.
Investment	<ul style="list-style-type: none"> • Develop, implement and communicate a formal ethical investment policy.
Global leadership and community engagement	
	<ul style="list-style-type: none"> • Retain active leadership role in PRME and the Academy of Business in Society.

All targets to be achieved by May 2016 unless otherwise stated.



A selection of publications by Ashridge faculty

A selection of publications since 2013

April, K., Kukard, J., and Peters, K. (2013). *Steward Leadership: A Maturational Perspective*. Claremont, Cape Town, UCT Press (Juta and Company Ltd).

Ceasar, N. and Page, N.C. (2013). A time and place for sustainability, *Journal of Management Development*. Vol. 32, No. 3, pp 268-276.

Coleman, G. (2013). Sustainability as a management challenge, *Journal of Management Development*, Vol. 32 (2).

Gitsham, M. (2015). The changing role of business leaders on the world stage: implications for executive education. In Hind, P. (2015) *Ashridge on Management Learning*

Gitsham, M. (2015). More big businesses push for stricter environmental regulations. *The Guardian*. 4 February 2015.

Gitsham, M. (forthcoming). The changing role of business leaders, and implications for talent management and executive education. In Lenssen, G. and Smith, N.C. *Managing toward sustainable enterprises: an executive education casebook*. Springer.

Gitsham, M., Buono, A., Carteron, J.C. and Haertle, J. (2014). 'Business and business schools need to look towards the UN's Sustainable Development Goals'. *EFMD Global Focus*, December.

Gitsham, M. and Page, N.C. (2014). Designing effective multi-stakeholder collaborative platforms: Learning from the experience of the UN Global Compact LEAD initiative. *SAM Advanced Management Journal*. Vol. 79, No.4. Autumn 2014.

Gitsham, M. and Clark, T. (2014). Market Demand for Sustainability in Management Education, *International Journal of Sustainability in Higher Education*. Vol 15, Issue 3, pp. 291-303. Emerald.

Gitsham, M. (2014). Today's Best Bosses Understand Commerce's Social Role. *Financial Times*. July.

Gitsham, M. and Waller, L. (2014). Hands-on learning opportunities create more responsible business leaders. *HR Magazine*. July.

Gitsham, M. (2014). Leading in turbulent, uncertain and volatile times. *Croner-i Human Resources*. March.

Gitsham, M. (2014). *Business leaders and public policy – CEOs and the UN's Post 2015 Development Goals*. Centre for Progressive Leadership White Paper. January.

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Gitsham, M. (2013). What MBAs need to know about sustainable business. *Top MBA*. September.

Gitsham, M. (2013). Sustainability Schizophrenia. *The Economist*, August.

Gitsham, M. (2013). 'Post 2015 – 21st Century leadership in action?' *Business Fights Poverty*, June.

Gitsham, M., Culpin, V. and Bond, D. (2013). *Developing Leadership Capability in a Rapidly Changing World*. Ashridge Report.

Gitsham, M. and Page, N. (2013). *Review of United Nations Global Compact LEAD Pilot Phase*. Ashridge and ABIS, January.

Hamman, R., and April, K. (2013). On the role and capabilities of collaborative intermediary organisations in urban sustainability transitions. *Journal of Cleaner Production*. 50, 12-21.

Hawksworth, D., Willan, B., Page, N., Gitsham, M. (2014). *Brand Substance*. Ashridge Research Report in partnership with GivenLondon.

Hind, P., Smit, A., and Page, N. (2013). Enabling Sustainability through an Action Research Process of Organisational Development. *Journal of Corporate Citizenship*. Special Issue on Creating Global Citizens and Responsible Leadership, 49, 137-161.

Mahon, J.F. and Millar, C.J.M. (2014). ManAGEment: The challenges of global age diversity for corporations and governments. *Journal of Organizational Change Management*, 27(4) pp553-568.

Mayers, K., Koomey, J., Hall, R., Bauer, M., France, C. and Webb, A. (2014). The Carbon Footprint of Games Distribution. *Journal of Industrial Ecology*. doi: 10.1111/jiec.12181.

Millar, C.J.M. and Gitsham, M. (2013). The role of management development in achieving organisational change for sustainability. *Journal of Management Development*, 32(3).

April, K. and Peters, B.K.G. (2014). A better way to lead. *HR Magazine*, February. pp 60-62.

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Peters, K., Gitsham, M., Reffo, G., Wark, V. and Chadwick, P. (2014). 'Developing future leaders: A round table debate'. 360 - *The Ashridge Journal*, Spring 2014.

Peters, B.K.G (2013). Inner Strength: Steward Leadership. *SalterBaxter Directions*, 2013 Annual, pp 30-34.

Peters, B.K.,G., and April, K. (2013). Why Organisations need Steward Leaders. 360 - *The Ashridge Journal*, Winter 2013/14 pp 24-29.

Poole, E. (2015). *Capitalism's Toxic Assumptions: Redefining Next Generation Economics*. Bloomsbury.

Reffo, G. and Wark, V. (2014). *Leadership PQ: How political intelligence sets successful leaders apart*. Kogan Page.

Seeley, C. and Thornhill, E. (2014). *Artful Organisation*. Ashridge report.

Waller, L., and Gitsham, M. (2014). Developing responsible business leaders: insights from 24 years of the Prince's Seeing is Believing visits. 360 - *The Ashridge Journal*, Autumn 2014.

Waller, L., Gitsham, M., and Green, H. (2014). *Developing responsible business leaders: insights from 24 years of the Prince's Seeing is Believing visits*. Ashridge Research Report, April.



A selection of conference presentations and contributions to events by Ashridge faculty

A selection of conference presentations and contributions to events since 2013

Gitsham, M., Gosling, J. and Nayak, A. (2015). What is the role of individual leaders in the creation of norms for sustainability? An empirical study of the role of business leaders in helping shape the Sustainable Development Goals. Presentation at 31st Colloquium of the European Group for Organization Studies (EGOS). Athens, July.

Gitsham, M., Gosling, J. and Nayak, A. (2015). Why are some business leaders emerging as advocates for more ambitious public policy on sustainable development? The case of the Sustainable Development Goals. Presentation at Organisation, Leadership and Society Workshop on the Politicisation of Firms (OLS). Paris, May.

Gitsham, M. (2015). *The changing role of business leaders on the world stage*. Ashridge Alumni Lecture. February.

Gitsham, M. and Wallis, A. (2014). Developing Responsible Business Leaders: Insights from 24 Years of the Prince's Seeing is Believing Programme. Conference Paper at the 13th Annual Colloquium of the Academy of Business in Society (ABIS). Cambridge. December.

Gitsham, M., Gosling, J. and Nayak, A. (2014). Interpreting the role of business leaders in shaping public policy. Paper presented at the 30th Colloquium of the European Group for Organization Studies (EGOS), Rotterdam, July.

Gitsham, M. (2014). *Leading in a Volatile, Uncertain, Complex and Ambiguous Environment*. Webinar for Virtual Ashridge, May.

Gitsham, M. (2014). *How leadership for sustainability is changing the business world, and what this means for higher education*. Leadership Foundation for Higher Education: Preparing for Senior Strategic Leadership. Hunton Park. January.

Gitsham, M. (2014). Business Leaders and Public Policy: CEOs and the UN's Post-2015 Development Goals. *Centre for Progressive Leadership Think Tank*. Conference Presentation. London Metropolitan University. January.

Gitsham, M. (2013). 'The future of sustainability in management education' Panel Moderator. *Sustainability and Finance: Talent Development for the future of business and finance. Annual Colloquium of the Academy of Business in Society 2013 (ABIS)*. Nyenrode Business Universiteit. Netherlands. October.

Gitsham, M. (2013). Unlocking the next level of responsible management education and leadership: Launch of the PRME Champions Group. *UN Global Compact Leaders Summit 2013 Official Side Meeting. Moderator*. New York, September.

Maskell, J., and Page, N. (2015). Engage and change: Occupational Psychologists' role in facilitating corporate responsibility. Paper presented at the *The British Psychological Society's Division of Occupational Psychology Annual Conference*, 7-9 January.

Reed, N. and Page, N. (2015). The Myth of "Resistance to Change": The Personal Construct Psychology Approach to Pro-environmental Behaviour Change. Paper presented at the *wDepartment of Energy and Climate Change workshop on 'What do we know about influencing household energy use?'* University of Surrey, 9-10 March.

Page, N.C. and Page, M.P.A. (2014). 'Daily disruption: A different opportunity for the development of sustainable lifestyles?' Poster presented at the *Lifecourse Transitions: Opportunities for Sustainable Lifestyles Conference*, University of Surrey. 15-16 July 2014.

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