

**VELUX Chair in Corporate Sustainability**  
**Copenhagen Business School**

**Mid-term Review**

**28 – 29 November 2017**

## CONTENTS

VELUX CHAIR IN CORPORATE SUSTAINABILITY .....	3
INTRODUCTION .....	3
ACCOUNTABILITY .....	4
ORGANIZATION .....	4
Reflections and prospects .....	5
BUDGET .....	6
Reflections and prospects .....	6
THE VELUX CHAIR TEAM .....	7
Core Team .....	7
Visiting Fellows .....	8
Reflections and prospects .....	9
RESEARCH.....	9
Reflections and prospects .....	12
TEACHING AND SUPERVISION .....	13
Reflections and Prospects .....	14
STUDENT ENGAGEMENT.....	14
oikos.....	14
VELUX Chair and the CBS Principles for Responsible Management Education .....	15
Reflections and Prospects .....	15
OUTREACH.....	16
Reflections and Prospects .....	18
REFLECTIONS AND PROSPECTS OVERALL.....	18
List of Appendices .....	20
Appendix 1 Department of Management, Society and Communication organizational chart .....	20
Appendix 2 Budget Overview .....	20
Appendix 3 CVs .....	20
Appendix 4 Research .....	20
Appendix 5 Teaching .....	20
Appendix 6 Student Engagement .....	20

# VELUX CHAIR IN CORPORATE SUSTAINABILITY

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## INTRODUCTION

The objective of CBS's application to the VILLUM Foundation for the VELUX Chair was to 'substantially strengthen and broaden research, education and outreach programs on sustainability at CBS'.<sup>1</sup> This report sets out how this has been achieved.

The purpose of the Chair is to enable CBS's international reputation in the area to be consolidated. It is also to enable increased interdisciplinarity. Whilst the proposal had envisaged engagement with the natural and technical sciences, it was agreed at the outset with the VILLUM Foundation that the focus of the VELUX Chair would be upon social and governance aspects of corporate sustainability and responsibility.<sup>2</sup>

It is intended that work of the Chair would be enhanced through the Professor's research networks. This has been done, particularly through the appointment of Visiting Fellows.

Whereas the proposal had envisaged a VELUX Professor, a post doctoral fellow and a PhD fellow, the endowment has so far funded an additional PhD fellow and it will add two one year post doctoral fellows.

The work of the Chair commenced in May 2014 when Jeremy Moon (JM) took up his appointment as VELUX Chair.

Jeremy Moon decided at an early stage that the objectives could be best achieved through collaboration with other cognate CBS organizations and initiatives. The main opportunities for collaboration have been with:

1. The cbs CSR Centre;
2. CBS Sustainability, and its predecessor the CBS Sustainability Platform;
3. the CBS Governing Responsible Business World Class Research Initiative; and
4. the CBS Principles for Responsible Management Education (PRME)

See further details of these collaborations below ('Organization').

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<sup>1</sup> Proposal submitted to the VILLUM Fonden to secure funding for the VELUX Chair.

<sup>2</sup> At meeting in CBS, May 2014.

## ACCOUNTABILITY

Accountability for the Chair has been provided:

- to the VILLUM Foundation through an annual report and report meeting,
- to CBS via the Head of Department of Management, Society and Communication
- and publicly through a website which is periodically updated:

<http://www.cbs.dk/en/research/departments-and-centres/department-of-management-society-and-communication/velux-endowed-chair-in-corporate-sustainability>

It is hoped that this review will provide further feedback to CBS, the VILLUM Foundation and to those in CBS with whom the VELUX Chair collaborates in order to further sustainable and responsible business research, education, student engagement and outreach.

## ORGANIZATION

The VELUX Chair is located within the *cbsCSR Centre* (Director Steen Vallentin; Manager Sarah Netter) which, in turn, is part of the Department of Management, Communication and Society (MSC), formerly the Department of International Communication and Management (IKL).

The Department, the Centre, and the VELUX Chair were located at Porcelænshaven 18A, but have been moved to Dalgas Have, 15 over the Summer 2017 following the merger of the former Department of IKL with the Department of International Business Communication.

Erin Leitheiser (EL) is the PhD representative on the Department of Management, Society and Communication Staff Forum as well as a member, and Vice Chair, of the committee for the Organization, Management and Society PhD School of which MSC is a member.

The VELUX Chair members' teaching includes contributions to BA, BSc and MSc programmes for which MSC has responsibility and JM is a member of the Board for one of these programmes, Business, Language and Communication.

The VELUX Chair is also a close collaborator with several CBS responsible / sustainable business initiatives:

- As noted, VELUX Chair is located in the *cbsCSR Centre* and its members participate in *cbsCSR Centre* activities <http://www.cbs.dk/en/research/departments-and->

[centres/department-of-management-society-and-communication/centre-corporate-social-responsibility](#). The 2018 Sustainable Consumption conference is being

organized with colleagues from the Centre.

- The *cbsCSR Centre* also coordinates the *CBS Sustainability* with which the VELUX Chair collaborates (e.g. in an event on Sustainability and CSR, 2017).

<https://www.cbs.dk/en/knowledge-society/business-in-society/cbs-sustainability>

- The VELUX Chair also collaborated with *CBS Sustainability's* predecessor organization, CBS's *Sustainability Platform* (2011 – 2016)

<http://www.cbs.dk/en/knowledge-society/business-in-society/sustainability>,

particularly to organize the June 2016 International Sustainability Conference.

- The VELUX Chair collaborates with the CBS World Class Research Environment, *Governing Responsible Business (GRB)* 2014 – 2019, Director: Andreas Rasche)

<http://www.cbs.dk/en/research/departments-and-centres/department-of-management-society-and-communication/governing-responsible-business-research-environment>.

This collaboration consists of jointly organized workshops and seminars, particularly on social and political aspects of corporate sustainability and responsibility, and the funding of Visiting Fellows. JM is a member of the GRB Management Committee and of the Politics GRB Sub-Group. He is also co-editor of the GRB's Business of Society blog: <http://www.bos-cbscsr.dk/>

- The VELUX Chair supports the *CBS Principles for Responsible Management* initiative <http://www.cbs.dk/en/knowledge-society/strategic-areas/cbs-prme-office>  
JM is the academic representative of the CBS PRME on the PRME Nordic Chapter.

The current VELUX Chair Project Manager, LT, is also the CBS PRME Project

Manager and this enables close collaboration, particularly on student related activities.

As the team is relatively small and members have very frequent face to face meetings, there are no formal VELUX Chair meetings. However, the team meets periodically to discuss current and emerging issues.

### Reflections and prospects

The collaborations with other sections of the MSC Department have been a point of mutual reward and strength. Opportunities for further collaboration are emerging with the MSC's Centre for Business and Development Studies with whom there has already been teaching collaboration (LMcC) and with whom there are shared interests in sustainable and

responsible supply chains. Further collaborations within CBS more widely are envisaged with respect to 'Teaching' (see below).

The work of the VELUX Chair will, in large part, be extended beyond the period of VILLUM funding as a result of being embedded in such MSC and wider CBS collaborations.

## BUDGET

The award amounts to 15.262.438,00 DKK to be spent between 2014 and 2019. As of the end of 2016, 6.610.256,00 DKK have been spent leaving a remaining 8.585.388,00 DKK. In addition the VELUX Chair has benefited from co-funding from CBS to 2016 of 923.198,00 DKK. The award has also been supplemented by successful applications for external funding (e.g. Danish govt EUopSTART for 60.000 DKK; Carlsberg grant for the sustainability conference for 43.200 DKK).

The endowment has allowed not only the salary and expenses of Moon for five years but also the creation of the team of a post-doctoral fellow, two PhD Fellows and a Project Manager.

The VELUX Chair is currently within budget (see Appendix 2).

## Reflections and prospects

The funding has proved most appropriate for the purposes of the VELUX Chair. The opportunities for collaboration (above) have enabled joint funding of various activities thereby adding value (in terms of participation and knowledge derived) at lower costs.

The capacity for continuing research publications also depends on part on continuing funding. A bid for an EU Marie Curie Network for funding PhD scholarships was unsuccessful in 2016, and it has been decided that given the amount of effort required to make the proposal and the slim chances of success, that this venture will not be repeated (though the VELUX Chair has offered to support other such bids currently being planned). Instead, the strategy for the appointment of two one year post-doctoral fellows is that they be required to submit applications for Marie Curie Post-doctoral Fellowships in 2018. If successful these fellowships would yield two years research funding.

JM has made an application to the Danish Innovation Fund to support collaboration with Ben Cashore (Yale) on 'Private Authority and Public Policy' for 190.000 DKK.

EL and JM and have led the development of a grant proposal to DANIDA (the Danish international development agency) that has advanced to the final assessment stage for a research collaboration project that would bring together academics from CBS, Tufts University and Bangladesh with practitioners to study and continue to improve conditions in apparel production in Bangladesh. If successful, this would provide funding for two years of

post-doctoral research (including applied research) with project partner, the Danish Ethical Trading Initiative. There would also be a possibility of renewal for a further three years.

CBS takes on the responsibility for funding the professorial position of the VELUX Chair after the VILLUM funding ceases in 2019.

## THE VELUX CHAIR TEAM

### Core Team

We here provide brief biographies of the Core Team: Jeremy Moon, Lauren McCarthy, Erin Leitheiser, Luisa Murphy and Louise Thomsen. **See all CVs in Appendix 3.**

*Jeremy Moon (JM)* worked in Political Science departments in the UK and Australia from 1981 until 2002, during which time corporate social responsibility (CSR) was one of his long-term research interests. He was appointed to the position of Founding Director of the International Centre for Corporate Social Responsibility, Nottingham University Business School in 2002. He was appointed to the VELUX Chair in Corporate Sustainability in May 2014. His research has mainly been about international, political and conceptual aspects of corporate responsibility and sustainability.

*Dr Lauren McCarthy (LMcC)* was appointed as an Assistant Lecturer / Post-doctoral Research Fellow from May 2015 following the completion of her PhD at Nottingham University Business School. She has also worked as a researcher for development NGOs. She resigned her VELUX Chair position in January 2017 to take up a Lectureship at Royal Holloway College, University of London but, as noted, continues as a VELUX Chair Visiting Fellow (see below).

Her research focuses upon issues of gender, development and corporate social responsibility. Her teaching at CBS was in responsible business, CSR & Development, and gender and diversity management.

*Erin Leitheiser (EL)* was appointed as PhD Fellow from March 2015. She had previously worked in CSR in the retail industry in the USA, as well as in the public and non-profit sectors, and has degrees from Gustavus Adolphus College and the LSE. Her research focuses upon forms of responsible supply chain organization and governance with special reference to the ready-made garments sector following the Rana Plaza disaster, Bangladesh, 2013. As with all traditional PhDs at CBS, Erin does a teaching load of 624 hours. Her teaching is generally in the area of responsible and sustainable business at the BSc and MSc levels, and

she coordinated a BSc course on ‘Responsible Management. In 2017, Erin was awarded a scholarship by the Dean of Research to support her research (2018 - 2019); the Fannesbechs PhD Prize.

*Luisa Murphy* (LM) was appointed as PhD Fellow from January 2017. Her educational background is at the University of Oxford and Connecticut College. She has experience working in the US Department of Justice and in academic and commercial research. Her research focuses upon the organization of corporate social responsibility (specifically, anti-corruption) between the national and global levels, with special reference to the ASEAN region. Like Erin, she has a teaching load and will focus this in the areas of responsible business (BA) and corporate citizenship (MSc).

The team is completed by the position of a 0.5 Project Manager, initially filled by Luisa Murphy (see above) between May 2014 and December 2016. As noted, she was also the Project Manager for the CBS *Sustainability Platform*. Since January 2017 the position has been filled by *Louise Thomsen* (LT). She was educated at CBS and her professional experience includes working at the Danish Chambers of Commerce and at CBS. As noted, she is also the Project Manager for the *CBS Principles for Responsible Management* initiative.

### Visiting Fellows

Several Visiting Fellows have been appointed to reflect their collaboration with the VELUX Chair researchers. These are not salaried positions but some expenses are provided for the position-holders where appropriate.

The Visiting Fellows are:

*Professor Ben Cashore*, School of Forestry and Environmental Studies, Yale University

<https://environment.yale.edu/profile/cashore/>

*Dr Kate Grosser*, RMIT University

<http://www1.rmit.edu.au/browse/About%20RMIT%2FContact%2FAll%20contacts%2FStaff%2Fby%20campus%2FUnknown%2FG%2F;ID=ic5ebgf4lidv;STATUS=A>

*Professor Jette Steen Knudsen*, Fletcher School of Law and Diplomacy, Tufts University

[http://fletcher.tufts.edu/Fletcher\\_Directory/Directory/Faculty%20Profile?personkey=DA58BA3B-5BB3-4172-B1CC-ABFAF9AE86B1](http://fletcher.tufts.edu/Fletcher_Directory/Directory/Faculty%20Profile?personkey=DA58BA3B-5BB3-4172-B1CC-ABFAF9AE86B1)

*Professor Dirk Matten*, Schulich, York University

<http://schulich.yorku.ca/faculty/dirk-matten/>

*Dr Lauren McCarthy*, Royal Holloway, University of London

[https://pure.royalholloway.ac.uk/portal/en/persons/lauren-mccarthy\(1fd2d864-5fb4-47ec-8a6e-62ea19b7aece\).html](https://pure.royalholloway.ac.uk/portal/en/persons/lauren-mccarthy(1fd2d864-5fb4-47ec-8a6e-62ea19b7aece).html)

### Reflections and prospects

The team is well-integrated in itself, and into the CBS CSR Centre, the MSC Department and CBS more widely. It has also become well-integrated into wider academic (e.g. Academy of Management, EGOS) and CSR networks (e.g. CSR associations and organizations). The Visiting Fellows have brought expertise to the team and the wider Department from a number of international vantage points, as well as opportunities for research collaboration evidenced in publications.

We are currently working on the ‘Private Authority and Public Policy’ initiative between CBS and Yale in the form of workshops and a proposed special issue of a journal, which involves collaboration with Visiting Fellows Cashore and Knudsen.

It is intended to add to this list of Visiting Fellows in the last two years of the direct funding to reflect the interests of the PhDs and new Post-doctoral fellows.

### RESEARCH

The team conducts research in the form of PhD and post-doctoral projects, and collaboration with other CBS and international colleagues. It maintains a steady level of output in the form of conference papers, journal articles, book chapters and books. Full details are provided in Appendix 4.

#### ***Jeremy Moon***

JM conducts research on questions of corporate responsibility and sustainability, particularly regarding relevant theories and conceptualizations, and political and organizational aspects.

He has published three books since taking up the post:

- Jeremy Moon (2014) *Corporate Social Responsibility: a Very Short Introduction*, Oxford University Press
- Andreas Rasche, Mette Morsing and Jeremy Moon eds (2017) *Corporate Social Responsibility: Strategy, Communication and Governance* Cambridge University Press
- Jette Steen Knudsen and Jeremy Moon (2017) *Visible Hands: National Government and International CSR* Cambridge University Press

In this period, he has edited three special issues /sections of leading journals:

- Rebecca CH Kim and Jeremy Moon (2015) ‘New CSR Dynamics in Asia?: Institutions and Systems in a More Challenging Era’ *Asian Business & Management*
- Peter J Hofman, Jeremy Moon and B Wu eds (2017) ‘CSR in China’ *Business and Society* (AJG / ABS 3)
- Kate Grosser, Jeremy Moon and Julie Nelson Eds (2017) ‘Gender, Business Ethics, and Corporate Social Responsibility’ *Business Ethics Quarterly* (AJG / ABS 4)

In addition to the Editors’ Introductions to these special issues, JM has also published papers in the *Journal of Business Ethics* (AJG / ABS 3), *Social and Environmental Accountability Journal*, and *Policy and Politics* (AJG / ABS 3).

He has maintained various editorial responsibilities, notably:

- Editorial Board, *Business and Society* 2010 -
- Co-Editor Cambridge University Press series *Business, Value Creation and Society* (with R.Edward Freeman and Mette Morsing) 2011 –
- Co-Convenor EGOS *Business and Society* stream (with Andreas Rasche and Frank de Bakker) 2012 – 2017

### ***Erin Leitheiser***

Erin Leitheiser conducts research on the blurring boundaries between public and private responsibilities, particularly as they relate to CSR and social sustainability. Where, how and why are businesses stepping up to contribute to the public good? She currently uses the case of the Bangladesh garment industry to explore this phenomenon. Additionally, she is passionate about bridging the research-practice gap.

She recently received a “best paper” designation for her Academy of Management conference paper, with an abridged version published:

- Leitheiser, Erin. (2017) “A sheep in wolf’s clothing?: How the illusion of hard law makes business more responsible”. In Guclu Atinc (ed.), *Proceedings of the 77th Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

### ***Lauren McCarthy***

Lauren conducts research on on corporate social responsibility and sustainability. Specifically, she researches gender and inequalities, often within production in global value

chains. She investigates the extent to which gender inequality is exacerbated, or eased, through CSR, or social enterprise? Methodologically, Lauren's research promotes participatory, often visual, methods. Finally, she is also interested in contemporary feminism, particularly online feminist activism and social change in digital spaces.

Recent publications include an edited book:

- Grosser, K., McCarthy, L. & Kilgour, M.A. eds (2016) *Gender Equality and Responsible Business: Expanding CSR Horizons*. Saltire, UK: Greenleaf.

Two papers have been published in leading journals:

- McCarthy, L. & Muthuri, J.M. (2016). Engaging fringe stakeholders in business and society research: Applying visual participatory methods. *Business & Society*, <http://dx.doi.org/10.1177/0007650316675610> (AJG / ABS 3)
- McCarthy, L. (2017) Empowering Women through Corporate Social Responsibility: A Feminist Foucauldian Critique. *Business Ethics Quarterly* (AJG / ABS 4)

She has also contributed to

- *The Annual Review of Social Partnerships*, an open-access journal targeted at closing the gap between sustainability scholarship and practice: <https://www.greenleaf-publishing.com/journals/annual-review-of-social-partnerships>

In 2015/16 Lauren served as an associate editor on:

- *Business Ethics: A European Review*
- *The Annual Review of Social Partnerships*

### ***Luisa Murphy***

Luisa Murphy conducts research on the connection between global, regional and national CSR organizations (such as partnerships, multi-stakeholder initiatives and networks) and the overall institutionalization of CSR with emphasis on the Association of Southeast Asian Nations (ASEAN) region.

She has published one chapter recently:

- Moon, Jeremy, Murphy, Luisa, and Gond, Jean-Pascal. (2017). 'Historical Perspectives on Corporate Social Responsibility'. In: Rasche, A. , Morsing, M. and Moon, J. Eds (2017) *Corporate Social Responsibility. Strategy, Communication, Governance*. Cambridge University Press.

## Reflections and prospects

The VELUX Chair has maintained a good output of research publications in the form of books by leading publishers and articles in leading CSR journals (JM & LMcC). The two PhD Fellows (EL & LM) have shown early promise in their conference and working papers (including EL's Academy of Management 'Best Paper' nomination) which will be followed up with submissions to journals in the coming months. EL is preparing papers for submission to such journals as *Business Ethics Quarterly*, *Business & Society*, and *Journal of Business Ethics*. LM is preparing papers on corruption and CSR, and on the organization of international, regional and national networks.

There are two journal special issue projects underway:

- Marie-Laure Djelic, Arno Kourula Jeremy Moon and Christopher Wickert (forthcoming) 'Government and the Governance of Business Conduct: Implications for Management and Organization' *Organization Studies* (the papers are at the first R&R stage) (AJG / ABS 4)
- The Yale-CBS project on 'Private Authority and Public Policy', and we are in discussions with the Editor of a leading journal.

There is also more to the research publications pipeline given the following papers which are at various stages of 'revision and resubmission':

- G Gutierrez Huerter O, S Gold, J Moon and W Chapple 'The Transfer of Corporate Social Responsibility Reporting within a Multinational Enterprise: Translation by Subsidiary Managers' *Journal of International Business Studies* (2<sup>nd</sup> R&R) (AJG/ABS 4\*)
- L McCarthy and J Moon 'Why not rip it up and start again? Consciousness-Raising as Institutional Work for Gender Equality' *Organization Studies* (3<sup>rd</sup> R&R) (AJG/ABS 4)
- R Slager, S Pouryousefi, J Moon and E Skoolman 'Fit for purpose: the role of sustainability centres in promoting sustainable business education' *Journal of Business Ethics* (2<sup>nd</sup> R&R) (AJG / ABS 3)
- S Anastasiadis, M Humphreys and J Moon 'Lobbying and the responsible firm: Agenda-setting for a freshly-conceptualized field' *Business Ethics: a European Review* (2<sup>nd</sup> R&R) (AJG/ABS 2)

## TEACHING AND SUPERVISION

The team coordinates, or contributes to, CBS courses at all levels: PhD, Executive MBA, MBA, MSc, and BA. Most of the courses are around the themes of sustainable and responsible business and management, and also include the themes of diversity management, and globalization and organization.

The courses for which the team have Coordinator responsibilities are:

- BA Responsible Management (EL + JM, LMCC, LM)
- BSc Scandinavian Sustainability and CSR (JM + EL)
- MSc Corporate Citizenship (JM + LM)
- MSc Organizations and Society (JM)
- MSc Corporate Social Responsibility: A Path to Sustainable Development? (Peter Lund-Thomsen and LMCC)
- PhD Theories of CSR (bi-annual JM)

The team supervises MSc and BA dissertations. Moon supervises three PhD researchers, the two VELUX Chair funded PhDs, Erin Leitheiser and Luisa Murphy, and another funded from another source, Anestis Keremis (on anti-corruption in China). He also supervised Lara Hale (on sustainable building standards), funded from a Marie Curie grant, who completed in May 2017.

Whilst much of the teaching is in courses that we have inherited from others, JM coordinates and Luisa Murphy teaches on a new MSc course (within the Sustainable Business minor stream) on Corporate Citizenship.

Even in the courses which the team has inherited the team has proved innovative. JM completely re-designed the Organization and Society MSc course around the theme of theories of corporate social responsibility. EL designed a Course Case, ‘ScandiStyle’ for the BA Responsible Management course (see Appendix 5). LMCC designed a class case, ‘Evaluating Corporate Gender Equality Programmes: The Case of Adwenkor Cocoa Cooperative’ for the MSc Globalization and Organization course, and this was adapted by JM for the MSc Corporate Citizenship course.

The Chair has also supported PhD student development through Student-driven PhD courses on ‘Social Network Analysis: Theory and Methods’ (2017) and ‘Institutional Analysis of CSR’ (2016).

See Appendix 5 for details of courses taught and research students supervised.

## Reflections and Prospects

The feedback on the teaching of the VELUX Chair team has been positive. Where appropriate the student feedback is supplemented by the respective Study Boards and in one case, JM participated in a programme-wide review (the MSc Strategy, Organizations and Leadership programme) with the Board.

The VELUX Chair proposed to address wider questions about sustainability and responsibility at CBS. A number of initiatives are currently in train.

First, Louise Thomsen is a member of a group aiming to improve the sustainability practices in the teaching and learning environment of CBS.

Secondly, Jeremy Moon is leading a proposal for a new CBS programme, *MSc in Sustainable Management and Innovation* (see Appendix 5). There are hurdles here, including the current CBS and Danish Government policies to limit the accreditation of new MSc courses, and the imperative to select appropriate collaborators in other CBS departments.

## STUDENT ENGAGEMENT

### oikos

oikos Copenhagen is the local Danish chapter <https://oikos-international.org/copenhagen/> of a student-driven international non-profit organization for sustainable economics and management with the purpose of empowering future leaders to drive change towards sustainability worldwide <https://oikos-international.org/>. oikos Copenhagen has become one of the largest and most established chapters within oikos International. oikos Copenhagen is located at CBS at the CBS PRME office. It is led by a President and Vice-President, who receive an allowance, and HR, Communication, Finance Support teams as well as the Project teams Academy, Education, Develop Prize and Green Week whose project managers make up the Executive Board.

It was awarded an element of the VILLUM endowment worth DKK 1.000.000 (2014 - 2019). This is both to support its activities generally and also to enable it to become self-sufficient in the future. As a result the VELUX Chair provides some general support for these activities, in particular for the CBS oikos leadership. Jeremy Moon and Erin Leitheiser are members of the oikos Advisory Committee. The oikos leadership reports on an annual basis to the VILLUM Fund.

The main activities of oikos are led by respective Project Teams: the Student Academy (an annual lecture series on sustainable business); Develop Prize (a project that focuses on

developing countries and SDGs); Education (to encourage a focus on sustainable management and economics into CBS education); and Green Week (a collaboration between oikos and CBS to raise awareness of CBS and other students about, and provide support actions for, sustainability).

EL made a presentation at the 2017 oikos Academy Series on 'CSR and Sustainability in International Supply Chains'.

See oikos reports 2015 and 2016 in Appendix 2.

### VELUX Chair and the CBS Principles for Responsible Management Education

LT is currently initiating new projects and collaborations on implementing the SDGs, including with the benefit of having taken an intensive one-week course on this at the University of Copenhagen led by Professor Katherine Richardson.

She is the initiator and member on a new group aiming to improve the sustainability practices in the teaching and learning environment of CBS starting with CBS CSR centre as a pilot.

Together with oikos and 5 other student organizations at CBS, she is coordinating a platform for students, CBS operations, CBS PRME, Copenhagen University, DTU and CBS top management for the first time to engage CBS in the green transition by coming up with and implementing sustainable solutions on campus. Furthermore, she will be giving a presentation about the SDGs in a CBS context at the PRME Ministers Programme.

Louise has taken on the role as responsible for the Nordic collaboration and implementation of collaborative projects such as the Sulitest which aims to enable students to increase the knowledge of sustainability <https://www.sulitest.org/en/index.html>.

### Reflections and Prospects

For oikos, the next year will be spent building up a strategy for attracting further sponsorship and partnerships to support the activities. Also, the oikos leadership will upon increasing the cross-project collaboration of the Project Teams and Support Teams.

Aside from improving internally, oikos Copenhagen wants to develop its role and relations within oikos International. As one of the most established oikos chapters, oikos Copenhagen wants to show initiative to work with the oikos chapters in various cities. The aim is to inspire the other oikos chapters and to create a collaborative international oikos network.

Although the VELUX Chair came rather belatedly to this theme of work, with LT's position at the CBS PRME office, and her relationship with oikos, this is an area where we can increase our activity. Our role in the recent initiatives (e.g. The Sustainable Campus Hackathon, the implementation of the first vegetarian policy at the Department of Management, Society and Communication) illustrate how the VELUX Chair can support and assist the facilitation of sustainability on the CBS campus.

## OUTREACH

The outreach of the VELUX Chair has taken various forms.

Most prominently, this has been through conferences held at CBS:

- 2016 International Sustainability Conference  
<http://www.cbs.dk/presen/arrangementer/international-conference-on-business-policy-and-sustainability> This attracted about 200 academics, students and practitioners. Practitioner presenters included: Hans Bruyninckx (Executive Director, European Environment Agency), Annette Stube (Director of Group Sustainability in A.P. Moller – Maersk), Peter Jonasson Pedersen (CFO, Banedanmark), Jonas Haertle (United Nations Principles for Responsible Management Education (UN PRME)), and Per Østergaard Jacobsen (Project Manager, Rio to Roskilde)
- 2017 Business and Society: from responsibility to governance  
This event was held for three main purposes: to bring CSR to the CBS Centenary celebrations; to celebrate the culmination of the seven year EGOS Standing Working Group that JM and Andreas Rasche had co-chaired; and to launch the Rasche, Morsing and Moon (2017) CSR edited text. It was designed to bring together international and Danish academics and practitioners for an interactive event. Practitioner presenters included Sir Mark Moody Stuart (formerly Shell and Anglo-American), Susanne Stormer (Novo Nordisk), Will Oulton (Mercer Investments), Mads Øvlisen (formerly Novo Nordisk and Lego).  
<http://100.cbs.dk/activities/business-society-responsibility-governance/>
- 2018 Sustainable Consumption Conference  
This is being planned in collaboration with the sustainable consumption team in the CBS CSR Centre and with - Sustainable Consumption Research and Action Initiative. Key speakers will be Jan Gehl (leading sustainability architect) and Mary Mellor (leading sustainable cities researcher): <http://scorai.org/2018-conference/>

In addition, we have collaborated with the professional association CSR LINK, in a workshop on ‘Shared Value and CSR’.

We have also engaged in research-based collaboration with Transparency International (Denmark) on corporate lobbying in Denmark, and with ASEAN CSR Network on LM’s PhD on institutions for CSR and anti-corruption.

As noted above (Budget) JM and EL’s grant proposal to DANIDA for the research into responses to the Bangladesh Rana Plaza disaster is in collaboration with the Danish Ethical Trading Initiative.

Members of the VELUX Chair have also made various outside presentations:

- To international conferences:
  - ‘Governance for Sustainable Enterprise’, Japan Forum for Business and Society, Waseda University, Tokyo (JM 2017)
  - Institutionalizing CSR’ Singapore, ASEAN CSR Network, Singapore (JM 2015)
- To public events:
  - ‘Corporate social responsibility: a very short introduction’, Chipping Norton Literary Festival (JM 2015)
  - ‘CSR and Leadership’ public talk to Yale International Fox Fellowship, Yale University (JM 2016)
- To staff development programmes:
  - ‘The SDGs in a university context – how can universities lead the sustainability agenda on campus?’, CBS PRME Ministers Programme, 2017 (LT)
- To international delegations:
  - ‘Danish CSR in Context’ to a visiting delegation to the CBS Executive (JM 2016)
  - ‘Asian Perspectives on CSR’ to a visiting delegation to CBS from Indian Institute of Management Lucknow (JM 2016)

There have also been less high profile, but nonetheless important forms of collaboration:

- ‘CSR and Human Rights’ Mærsk Sustainability Group, 2015 (JM)
- ‘ASEAN CSR: issues in the region’ at ‘Meeting on ACN Strategy 2018-2022.’ Singapore, 2017 (LM)
- ‘CSR and government’ with Alpha Sights consultancy 2017 (JM)

Various practitioners have provided guest lectures in our classes and workshops e.g.: ASEAN CSR Network, Carlsberg, Danish Ethical Trading Initiative, Danish Fashion Institute, IKEA, LEGO, Novo Nordisk, VELUX.

All members of the VELUX Chair team have contributed to the *Business of Society* CBS blog (of which JM is a co-editor) <http://www.bos-cbscsr.dk/>

### Reflections and Prospects

The VELUX Chair has served the wider developments for sustainable and responsible business in various ways, and duly benefited from these. It should also be noted that these efforts have been enriched by the policy and practitioner experiences that LMcC, EL, LM and LT have brought to their work. Looking ahead, we aim to better engage practitioners in our periodic workshops and we propose to work with CBS Sustainability to this end.

We will plan a 2018 Workshop on ‘Transparency of Corporate Political Activity’ in collaboration with Transparency International, Denmark to present research findings of a student project supervised by JM.

We also aim to increase our international collaborations in the ASEAN region (LM’s PhD and JM’s position as Honorary Academic Advisor to the ASEAN CSR Network), in Bangladesh (the DANIDA proposal) and through JM’s involvement around the theme of Sustainable Development in the newly launched SIGMA Alliance of ‘business schools with a strong social science element’.

### REFLECTIONS AND PROSPECTS OVERALL

Spending has been well within budget and this gives opportunity for two further post-doctoral fellows. Plans are in place to secure further external funding after 2019. The VELUX Chair has integrated well into the wider departmental organization, particularly those constituents focusing on sustainable and responsible business. This has yielded valued collaborations in all aspects of our work.

Our Research publications meet high standards as measured by Chartered Association of Business Schools, as well as the general reputation of journals and publishers, generally and in our field. The two PhD students’ work promises to be realized in journal articles in due course. Our work is presented at various leading business and management forums.

Having initially picked up Teaching within CBS as allocated, the team has also made its mark on course design – bringing new elements to existing courses, re-designing courses and developing a new course. Now it is proposing a new programme, MSc *Sustainability, Innovation and Management*. This is complemented with wider forms of student engagement, principally with oikos and the CBS Principles for Responsible Management Education. Our work is valued in wider academic and non-academic forums as indicated in our Outreach.

The overall objectives of the proposal to create the VELUX Chair have thus far been met.

## List of Appendices

Appendix 1 Department of Management, Society and Communication  
organizational chart

Appendix 2 Budget Overview

Appendix 3 CVs

- Jeremy Moon
- Erin Leitheiser
- Lauren McCarthy
- Luisa Murphy
- Louise Thomsen

Appendix 4 Research

- List of Publications and Papers
- Research Publications
- Conference and other Papers

Appendix 5 Teaching

- Course Outlines
- Course Related Documents
- Supervision
- Proposal for MSc in Sustainability, Innovation and Management

Appendix 6 Student Engagement

- oikos report 2015
- oikos report 2016