

**University of
Northampton**

United Nations Principles for Responsible Management Education (UNPRME).

**Sharing Information on Progress
University of Northampton, 2021.**

UoN



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Statement of Commitment to the United Nations Principles of Responsible Management Education.



Climate Change Conference of the Parties (COP26) has illustrated clearly, if any further evidence were needed, that sustainability is at the forefront of business and organisational activities, impacting all corners of the globe. As communities where innovative ideas are encouraged, future managers' skills are developed, and where leaders are created to transcend barriers to creating sustainable business practices aligned to the sustainability values and principles, Higher Education Institutions have significant responsibility in leading and influencing the sustainability agenda.

December 2019 marked the University of Northampton's Faculty of Business and Law taking the important step of signing up to the United Nations' Principles of Responsible Management

Education. Since becoming a signatory, the Faculty has ensured that there is a commitment to the United Nations' Principles of Responsible Management Education across all its disciplinary areas. These Principles are viewed within the faculty as the bedrock for creating a positive impact on society as a whole, and thus supporting the core values of the University. Moreover, the Faculty has an embedded Research Centre for Sustainable Business Practice (CSBP) which shares the ethos and values of PRME. Within the CSBP, the six Principles of Responsible Management Education are ingrained as the foundations of sustainable business practice.

'Transforming Lives and Inspiring Change' is the University of Northampton's mission, and is fundamental to our Changemaker status within the internationally recognised Ashoka Community. The University's primary purpose is to positively impact social, environmental and financial aspects of the local, national and global community.

There is no doubt that COVID-19 has impacted society in an unprecedented manner. The University of Northampton has embraced the challenges of the pandemic to serve our local, national and international communities and to help them thrive in such difficult and challenging times.

This report has been produced at a time where the world leaders are engaged with COP26. The

University of Northampton has recognised the importance of this moment, and captured the energy and gravitas of the COP26 debates by proudly hosting a parallel COP26 week of activities in alignment with the Climate Change Conference of the Parties.

We as a University are delighted to take this opportunity to put forward and share our first Information on Progress (SIP) report. The development and subsequent dissemination of the report has enabled the University of Northampton to reflect on our practices across all aspects of the University against the six Principles of Responsible Management Education. We are honoured to reconfirm our commitment to maintain, support and endorse the United Nations PRME.

A handwritten signature in dark ink, appearing to read 'Shân Wareing', written in a fluid, cursive style.

Professor Shân Wareing
Deputy Vice Chancellor

Principles.





Principle 1.

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

In 2018, the University of Northampton (UON) initiated a reform of learning programmes across the University. As a result, we have concluded a five-year redesign of learning outcomes which has embedded social entrepreneurship skills and competencies across every subject area in a way that enhances the student's learning and future career prospects.

5 Years

Five – number of years spent redesigning our learning outcomes to embed social entrepreneurship and change across every subject area

Our graduate attributes statement, that defines UON graduates as 'knowledgeable, socially responsible, digitally proficient and highly employable global citizens', underpins this work. A write-up of this was presented as a case study in the [Stanford Social Innovation Review](#).

Additional to the programmes offered within the University of Northampton Waterside Campus, UK, we also provide a range of international and [overseas exchanges](#) for students to engage with [learning opportunities](#) within a different context to address social

needs. This builds an appreciation of the global impact students can have and how local sustainability initiatives contribute to global objectives. Although there are numerous instances where our students have been involved in the said international learning opportunities, for this document a small number of instances of these international programmes are included in the social value creating initiatives listed below:

- The higher education project in Japan that facilitated students' mobility to offer an international learning experience with a view to ultimately boosting local economy and fundamentally changing the Higher Education system in Japan. The full story on the partnership with the College of the Atlantic and the HELIO project can be viewed [here](#)
- As part of a six-week project, students had the opportunity to visit a developing country to devise, develop and launch new businesses that improve their community wellbeing. The full story on the project which was named Balloon Ventures volunteering programme can be found [here](#)
- The University has adopted Four [Changemaker](#) Challenges that define the social impact it wants to have locally. These challenges map onto the United Nations Sustainable Development Goals (UNSDGs) and provide a way for staff and students to develop their

skills by making a positive contribution to the local economy, community and environment and demonstrate the global impact

- Our Changemaker [Campus designation](#) confirms that we are committed to working to address local and global challenges.

Moreover, in 2019-20 the MBA programme was rewritten with the UNPRME guiding this development. This development embraces principles 1 and 2 of the UNPRME framework. The newly restructured MBA programme aims to be contemporary, innovative and distinctive, embracing the discursive turn in postgraduate business and management education, towards ethical and sustainable organisational practices. Within this broad aim, learners have opportunities to develop the practical skills and knowledge required to be entrepreneurs, business owners, and/or managers and leaders, through critical engagement with business and management theory and practice that emerges from a dynamic and disruptive business environment.

The programme includes modules that address the themes highlighted by the United Nations Principles for Responsible Management Education (UNPRME) initiative. The modules that exemplify these themes are:

- Digital Business; the various ways that disruptive digital

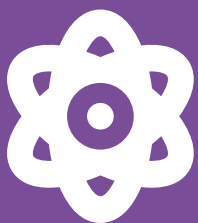


technology is reshaping many aspects of organisations from e-commerce, to data management and analysis, in ways that enhance responsible businesses approaches

- Ethical and Responsible Leadership; distributed notions of leadership, and the wider impact of ethical decision-making on organisations and society
- Enterprise in the Circular Economy Value Chain; environmental and sustainable business practices examining the 'farm to fork' model of food production
- Economic Analysis and Value; This module encourages a wider engagement with notions of 'value' in business, e.g. forms of social and environmental value.



Additionally, there are programmes that develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy. Instances of these programmes that are partially or fully focused on climate action, and/or sustainable production and consumption include: BSc (Hons) [Climate Change](#), BSc (Hons) [Geography](#), BSc (Hons) [Environmental Science](#), BSc (Hons) [Leather Technology](#), BA (Hons) [Business and Management](#), BA (Hons) [Management and Leadership](#), BSc (Hons) [Economics](#), and MSc [Advanced Industrial Practice \(Wastes Management\)](#).



Principle 2.

Values: We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Our research Institute for Social Innovation and Impact (ISII) is leading (in partnership with our Enterprise and Employability team) the development of the University's strategy to map, record and disseminate its impact in relation to the United Nation's Sustainable Development Goals (SDGs). The aim is to better understand the local, national and global impact that the University, set within a global framework, that allows for comparisons and knowledge transfer to take place.

This includes the creation of SDG impact indicators on the University's research management system (Elsevier backed PURE), and a commitment to submit to the Times Higher Impact Rankings and Kings College London's Public Value Index¹.

In its first submission to the THE Impact Rankings, UON demonstrated its credentials as a top 200 University and was ranked 27th for tackling inequality.

27 – UON is ranked 27th out of 200 for tackling equality

The University has an objective of being top 20 in the UK in the Impact Rankings and has embarked on an ambitious plan to measure its social, economic, cultural and environmental impact in line with the UNSDGs.

Top 20 – our objective for future Impact Rankings

This has resulted in a comprehensive reassessment of the University's strategic goals as set out in the Changemaker Challenges, and the adoption of an institutional theory of change aligned to the SDGs with a focus on Net Zero campus by 2030, sustainability, and stronger partnership working.

0 – we're working towards being a Net Zero campus by 2030

This will feed into the students' experience (especially in relation to the Changemaker Certification programme) and student/staff volunteering, enhanced curriculum,

and research led learning and teaching based on UNSDG impacts.

ISII also assists the University's support services to capture their SDG related impact, especially with regard to Estates and Campus Services, and Planning, with Estates already incorporating the Sustainability Leadership Scorecard into their work. This work is combined into an annual social impact report for the University, produced by the ISII, mapping the Institution's impact in relation to the SDGs.

Furthermore, our Waterside Campus, which opened in 2018, was constructed with sustainability and low environmental impact in mind. Our academic buildings have been built in accordance with the BREEAM² assessment guidelines, with each building metric achieved the 'Very Good' rating.

In our new campus, a key new development for contributing to low environmental impact is the Energy Centre, where the University works closely with sustainable energy specialists, Vital Energi, to ensure that the centre produces less emissions than traditional heating systems, saving between 1,000 and 2,000 tonnes of CO2 per year.

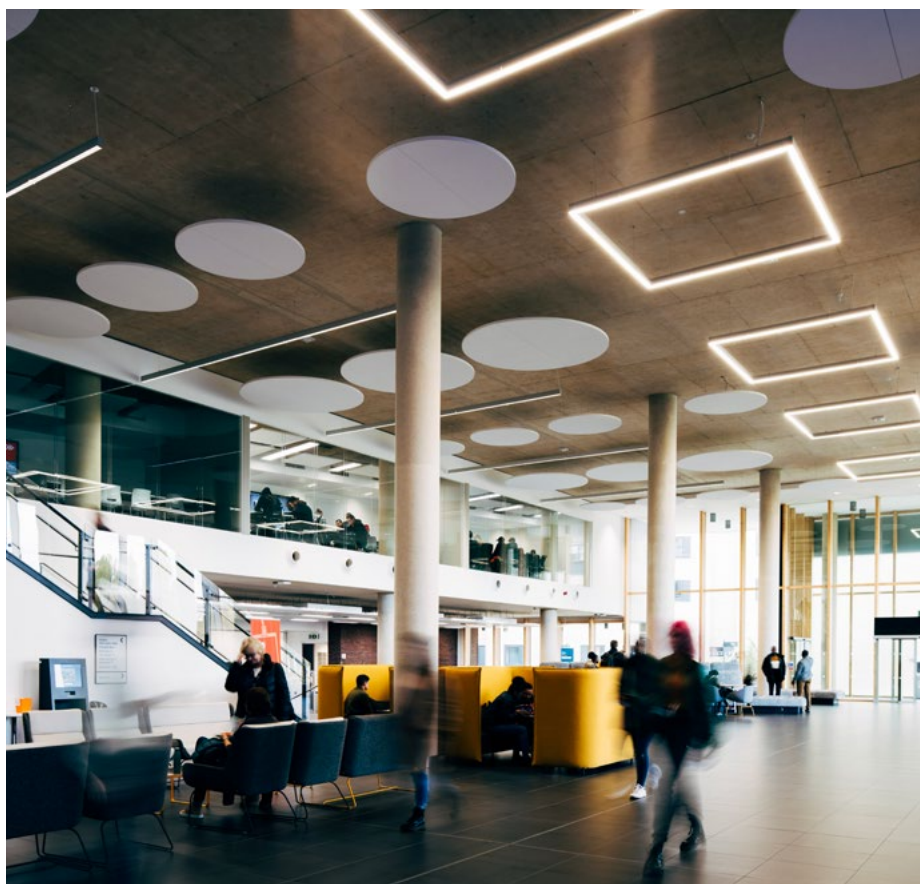
¹ See <https://wonkhe.com/blogs/how-can-we-assess-the-public-value-of-universities/> for an overview of public value measurement in HEIs.

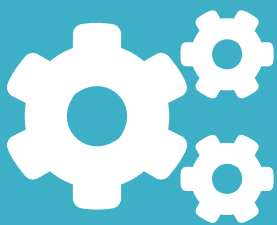
² BREEAM is a sustainability assessment method for master planning projects, infrastructure, and buildings (breeam.com).

CO² ↓ 1000 - 2000 tonnes per year

1,000 to 2,000 tonnes – amount of CO² our campus heating systems save per year compared to traditional systems

The University's Environmental Management System is externally accredited by Investors in the Environment (IiE). For the academic year 2018/19, we received the 'Great Green Star Award' accreditation, the highest accolade possible. The Great Green Star is awarded to the top 10% of Green Level members that achieve a minimum score of 95% during their audit.





Principle 3.

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

In 2013, UON was designated an Ashoka U Changemaker Campus, one of only 50 in the world.



1/50 Ashoka U Changemaker Campuses

50 - UON is one of only 50 Ashoka U Changemaker Campuses in the world

This designation recognises UON's commitment to tackling the global wicked problems of the 21st Century through social innovation, and its whole institutional approach in doing so. UON is also the holder of the Social Enterprise Gold Mark, recognising it has governance, policies and processes, and ethical financial systems and Environmental, Social and Corporate Governance (ESG) decision making in place to promote and support sustainability. UON is one of only six Gold Mark universities in the UK.



1/6

Social Enterprise Gold Marks

UON is one of only six Gold Mark universities in the UK

Consistency in academic standards at the University of Northampton is overseen by the Senate Committee on Academic Standards and Quality. In respect of programme design, consistency and parity across the student experience is managed through the University Modular Framework (UMF) which is a flexible framework for students' study and governs almost all the University's programmes across Levels 4 to 8¹. The principal purpose of the UMF is to provide a framework for the design, structure, assessment, construction and regulation of programmes of study. In addition, the UMF provides a common set of progression and assessment regulations that apply to all students undertaking modules within their programme. It also aims to provide a student-centred learning experience that enables individual progression, development, and achievement.

Since the University Review of Assessment in 2016/17, all Level 3-7 modules and programmes have included an appropriate number of Changemaker and Employability-focused learning outcomes, embedding social innovation at the core of the students' experience. In turn, this influences the learning, teaching and assessment activity on the programme, meaning that all our students engage in learning, teaching and assessment activities that specifically and intentionally seek to help them develop and

build their own Changemaker attributes as articulated in our ChANGE Framework of Graduate Attributes (Changemaker Attributes at Northampton for Graduate Employability). In this way, our students further enhance their graduate employability potentials and are better prepared to succeed in life and work post-university.

Learning Outcomes, particularly the Changemaker and Employability ones, use our award-winning COGS² Learning Outcomes Toolkit as a starting point. The toolkit draws heavily on the national Framework for Higher Education Qualifications (FHEQ) as well as embodies the University of Northampton's Changemaker ethos. Moreover, UON is reviewing the quality processes to ensure UNSDG impact are identified, monitored and included in all new programmes and periodic subject reviews.

The University also offers several parallel opportunities to staff. An instance, our Staff Development team runs a year-long Leadership Development Programme (LDP) with the following objectives:

- to develop the type of leaders needed by the University
- The Changemaker Fellowship, developing community leadership capabilities of its staff to make a positive impact in community groups, charities, and social sector

¹ Higher Education levels in England, Wales and Northern Ireland are explained [here](#).

² Changemaker Outcomes for Graduate Success

- To provide opportunities for leaders and emerging leaders from academic and professional services to improve their practice
- To provide opportunities for reflection and widening perspective, based on research and best practice
- To receive input from various areas and levels of the University allowing for effective knowledge exchange.

The University's strategy clearly identifies the vision for the University to create a unique teaching and learning model and to Transform Lives and Inspire Change. The Human Resources strategy for the University and the Changemaker Plus report both identify a direction for leadership. This provided the opportunity for us to identify the remit and scope the programme, and to translate the vision for the University into practical impact for the organisation by enabling leaders to perform effectively. The programme focusses heavily on values, vision and transformation. A key target group for LDP was academic Subject Leaders and academic staff with strategic responsibilities, as they are a crucial part of delivering the University's teaching and learning strategy, other participants were identified from leaders among professional services. We have achieved excellent engagement with the programme from delegates and senior leaders, and there have been many positive outcomes for individual delegates

and the University.

The University's Knowledge Exchange (KE) strategy is now aligned to delivering UNSDG impacts with its own theory of change that demonstrates how locally delivered KE generates impacts to UNSDGs. Moreover, UON recently implemented a policy change entitling all staff to take 15 hours a year community leave to work in the community to develop their leadership capabilities and enhance their wellbeing.



Hours Community Leave

15 – number of hours leave staff can take each year to work in the community

Our campus location itself has provided the opportunity for both staff and students to appreciate an effective natural environment for learning. There are 12 Nature Improvement Areas (NIA) throughout England, and our new Waterside campus sits within the Nene Valley Way Nature Improvement Area, making biodiversity of Waterside Campus a fundamental part of the University's sustainability ethos. In 2017, an Ecology Zone was created with the purpose of providing a varied habitat for local flora and fauna. A recent survey of the Ecology Zone by the Botanical Society of Britain & Ireland recorded a total of 65 plant species,

with a further 79 species recorded across the campus.



Plant species on campus

79 – number of plant species within the University campus





Principle 4.

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

As a University, we are committed to engage with impactful research that benefits society and makes a difference to local, national and international communities. Our research activities span on several fronts.

We have a growing portfolio of Knowledge Transfer Partnerships (KTP) embedding knowledge into companies across the UK - ranging from fire protection in lifts to developments in leather tanning, mild cognitive impairment and online applications – ensuring that our knowledge is sustainably developing future business thoughts and growth.

In 2019, we created the Big Ideas Programme (grants up to the value of £5,000) to enable our academics to work with organisations locally to develop partnerships and develop research and solutions to give wider impact.



£5,000 – grant value offered to local organisations as part of our Big Ideas Programme

The funding enabled the development of business collaboration projects. Organisations could submit an idea or project that could be helped by funding of up to £5,000 from the University of Northampton to work with our academics and

facilities. Along similar lines, the Business Innovation Grant of up to £5k (redeemable only within the University of Northampton) was designed to help develop new products, processes, services, gain new insights and help develop business. Grants for successful projects included projects around frailty, cyber breaches, modification of lean manufacturing methods, Virtual Reality (VR) Dolphins and outreach support for excluded children. We also deliver a range of business support programmes targeting social enterprises to improve their impact and provide a national service (Inspire to enterprise) through which we have supported over 4,000 social enterprises, and community groups to achieve sustainability and UNDG goals.

4,000

Social Enterprises



4,000 – number of social enterprises we've supported to achieve sustainability and UNDG goals

An instance of these is the Travis Perkins Wood Waste Reduction Project. As part of a joint commitment to reducing resource use and throwing less away, Travis Perkins and the University of Northampton have embarked on an audit of wood waste within Travis Perkins plc. The project aimed to understand the

origins of wood waste within the Travis Perkins supply chain, the amount of waste generated within branches and the methods used to recycle or reuse waste wood. By measuring the amount sent back to the Primary Distribution Hub for treatment and the amount reused or otherwise disposed of within the branches, the project aimed to identify opportunities to enhance recycling performance and to reduce cost. The project, which ran from March 2020 until October 2020, was undertaken by an MSc student on the Strategic Technology Management programme - Agata Michalska, from the University of Northampton under the supervision of Simon Wadsworth from Travis Perkins and Dr Andrew Gough from the University.

The Faculty of Business & Law at the University of Northampton is the home to two active research Centres: [China and Emerging Economies](#) Centre, and [Centre for Sustainable Business Practices](#) (CSBP).

CSBP aims to create a friendly, informative, inviting and inclusive environment for encouraging, facilitating, capturing and promoting research and teaching, and consultancy into wider research area of business sustainability. The intended impact of this centre links closely with the University's Social Impact agenda and supports all four University-wide Changemaker Challenges with reference to Northamptonshire. This centre forms an interdisciplinary research



environment across the Faculty of Business and Law. This is being encouraged by the creation of more focused themes of research, which brings together 26 staff members, several current PhD students, and a number of external associates.

Doctoral student numbers have been increasing steadily, as the Faculty has expanded, and our PhD supervisory capacity has strengthened. Many of the PhD students are examining various challenges of circular economy and supply chain management in diverse areas such as leather, food, wheat, medical supplies and thermal installation. Supervisory teams are often formed across different subject groups and have led to new collaboration and publishing opportunities. An example of this was one PhD student who was looking at Sustainability in the leather industry and was being supervised by a chemist from the Leather department, an expert in Supply Chain Management and an experienced researcher from the Marketing area. This combination led to a joint conference paper and a journal article. Also, an example of a joint funded project from this centre is based on our links to Fundacao Getulio Vargas (FGV) University in Brazil entitled "Eco food supply chains: exploring industrial ecosystems to minimise food waste and maximize social benefits".

We believe the doctoral programmes (DBA and PhD) have achieved quality contributions



geared towards conceptual and empirical research within the local community. The Faculty of Business & Law began a series of initiatives to significantly support the impact of corporations in the creation of sustainable social, environmental and economic value. The University of Northampton and the faculty are committed to research that not only generates new knowledge but is also designed to help improve people's lives and the environment. As a result of this vision, in the past few years, the doctoral research programmes expanded to advertise for PhD scholarships that have an impact on the local communities in Northampton. The Faculty sponsored four scholarships for topics that support the social impact of the university with the local community.

4 PHD Grants



Four – number of PhD scholarships sponsored by the Faculty of Business and Law to support social impact

The topics covered areas in Events Management; Supply Management, and Knowledge Transfer. An example of the projects that has been sponsored by the faculty interested to explore sustainability in the Leather Industry. The research aimed to explore the relationship between sustainability

drivers and sustainability indicators in the leather supply chain from a supply chain stakeholder perspective.

The Doctor of Business Administration (DBA) programme is another example that focuses on supporting professional businesses within Northamptonshire and beyond to link their practical experience with the theoretical experience by engaging in evidence-based research. The DBA programme provides opportunities to apply appropriate research methodologies within organisations, and supports key contributions to professional practice and theoretical knowledge.

Much of the research undertaken in the Faculty of Business & Law is driven by the fact that the University of Northampton is the first UK member of the Ashoka U network of Socially-impactful universities. It has a number of institution-wide Changemaker Challenges that have focused on Social Impact, and in particular within the Northamptonshire region., including Goodwill Solutions, a joint venture with the university that addresses inequality and improve education for disadvantaged young people, particularly ex-offenders, which was recently awarded the Queen's Award for Enterprise in recognition of the work in 2020.

Much of our research activity has arisen from the growing recognition that in today's world organisations are expected to operate in a corporate responsible

manner and consider the impact of their activities on the environment and society as well as on the creation of profit. This interest in social responsibility and the growing popularity of social enterprises, which is evident in the 2014 REF submission, has advanced into examining Social Innovation and how to measure Social Impact. The demand for research in this area, and the availability of funding to develop this knowledge has led to the creation of the Institute of Social Innovation and Impact (ISII). Meanwhile, other colleagues who are examining social and ecological sustainability within profit-making businesses across numerous disciplines such as Marketing, Finance, Human Resource Management (HRM), and Business Systems and Operations (BSO) have been brought together into the Centre for Sustainable Business Practices (CSBP).

The Institute for Social Innovation and Impact engages with conceptual and empirical research through research and consultancy. We utilise the Social Impact Matrix©, developed by the University of Northampton, in our research to understand the social, environment and economic value created by organisations through their activities/interventions and programmes. The Social Impact Matrix©, combines the framework of McLoughlin et al. (2009) with the 'triple-bottom line' that is present in the business models of social enterprise and the delivery of public services. This enables the ISII to outline the social, environment and economic value by outlining

the output (direct output of the programme); outcomes (longer-term benefits); and impacts (wider societal benefits). We have worked with several partners delivering social impact evaluations to help them understanding their successes and help implement further strategy. Specifically, we have conducted research, utilising this approach, to conduct social impact evaluations with local and national government (for example, evaluation of the Cadets for the Ministry of Defence); charities and VCSEs (for example, BBO Work Readiness and Action Programme for Goodwill Solutions funded by the National Lottery); and international/national NGO's (for example, the British Council). In addition, we have worked with third-sector/corporate partnerships to understand the impact that hybrid investment platforms, combining financial investment and corporate mentoring, can have on social enterprise development (Big Issue Invest working with Barclays Bank and Experian). In total, we have now worked with over 50 organisations to map and/or measure their economic, social and environmental impact, becoming one of the UK's leading research institutes for this type of work.

50+ **Organisations'**
Impact Measured

**The number of
organisations' social
impact we have measured**

In addition to this, the Centre for Sustainable Business Practices facilitates co-operation with colleagues across the University and with external partners with the goal of producing valuable research with demonstrable impact. The Centre aims:

- to create an interdisciplinary platform to conduct research and support sustainable business practices
- to contribute to the mission of the University to create Social Impact in terms of enabling businesses to have a positive effect on the economy as well as the wellbeing of society.

Members of the Centre undertake impactful, empirical and conceptual research that fall under the following disciplines:

- Sustainable and Innovative Business Models, Markets & Strategies
- Ethics, and Social Responsibility
- Social, Psychological, Cultural & Ecological Dimensions of Organisational Sustainability
- Standards, Sustainability Assessment, and Reporting
- Cyber Security, Risk, and Resilience
- Legal Frameworks and Implications
- Technology Enhanced Greening
- Data Analytics for Sustainability
- Applied Systems Analysis
- Disaster and Crisis Management
- Business Operations, Supply





Management and CE.

Since the beginning of 2018, members of the Research Centre for Sustainable Business Practices have published more than 50 research output, on subjects ranging from circular economy, cybersecurity, corporate social responsibility and advertising regulations. These research output are disseminated in the forms of journal articles, sponsored reports, conference papers, and book chapters. Selected publications are provided below:

- Blackburne, L., Gharehbaghi, K. and Hosseinian-Far, A., 2021. The knock-on effects of green buildings: High-rise construction design implications. *International Journal of Structural Integrity*.
- Sedighi, T., Varga, L., Hosseinian-Far, A. and Daneshkhah, A., 2021. Economic evaluation of mental health effects of flooding using Bayesian networks. *International journal of environmental research and public health*, 18(14), p.7467.
- Azizsafaei, M., Sarwar, D., Fassam, L., Khandan, R. and Hosseinian-Far, A., 2021. A Critical Overview of Food Supply Chain Risk Management. *Cybersecurity, Privacy and Freedom Protection in the Connected World*, pp.413-429.
- Sia, N.C., Hosseinian-Far, A. and Toe, T.T., 2021. Reasons Behind Poor Cybersecurity Readiness of Singapore's Small

Organizations: Reveal by Case Studies. In *Cybersecurity, Privacy and Freedom Protection in the Connected World* (pp. 269-283). Springer, Cham.

- Omoloso, O., Mortimer, K., Wise, W.R. and Jraisat, L., 2020. Sustainability Research in the Leather Industry: a critical review of progress and opportunities for future research. *Journal of Cleaner Production*, p.125441.
- Seuwou, P. and Adegoke, V.F., 2021. The Changing Global Landscape with Emerging Technologies and Their Implications for Smart Societies. In *Handbook of Research on 5G Networks and Advancements in Computing, Electronics, and Electrical Engineering* (pp. 402-423). IGI Global.
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 - Farsi, M., Daneshkhah, A., Hosseinian-Far, A. and Jahankhani, H. eds., 2020. *Digital Twin Technologies and Smart Cities*. Springer.
 - Dickinson-Delaporte, S., Mortimer, K., Kerr, G., Waller, D.S. and Kendrick, A., 2020. Power and responsibility: Advertising self-regulation and consumer protection in a digital world. *Journal of Consumer Affairs*.
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 - Hasan, M.N., Anastasiadis, S., Spence, L.J. and Uba, C.D., 2020. Environmental attitudes of polluting SMEs: Qualitative insights from a low-income developing country. *Business Strategy & Development*.
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Principle 5.

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Through the UON-led industry forums, we engage with approximately 1,500 contacts across the Northamptonshire Business community on a wide variety of topics to enable a stronger sustainable business community.

1500 **Contacts Engaged**

1,500 – number of contacts we regularly engage with across the local business community

The forums enable companies and voluntary sector/charities - with contacts at all levels from officers to managers and CEOs to collaborate and form strong networks amongst themselves and with UON. Regular presentations from UON have been provided to impart knowledge, that could be embedded into organisations. Companies are from all sectors and sizes, creating a truly representative cluster of companies. We have a recently formed sustainability forum led by industry, looking at ways organisations can develop best practice on sustainable issues. Moreover, we work with the local enterprise partnership to identify and support businesses looking to transform for the green economy, and who have a commitment to Net Zero. The forums include: Sustainability, Logistics, Manufacturing, Human Resources, Apprenticeships, Life Sciences,

Health Safety & Wellbeing.

A new innovation is a Leadership Group. Supporting individuals within corporates and organisations who are undertaking level 4 qualifications and above to form their own leadership groups outside of their organisations. Challenging their thoughts on areas such as values, culture and employee engagement. We are helping to develop leaders of the future. With broader knowledge of the business arena and creating more sustainable workplaces, meetings start off with a presentation and then discussions and sharing of thoughts on a topic.

The Northants Logistics Forum is developing a range of activities from sustainable and circular economies to supporting armed forces leavers, engaging with schools to showcase the opportunities within the sector.

Via the forums, we are working with organisations to develop and embed knowledge into organisations:

- Development of KTP's,
- HR Salary Survey with B&L – interpretation of data and trends in organisations.

The Up for The Cup project lead by the University brings together some of Northampton's major employers; the University of Northampton, the Royal & Derngate Theatre, the Grosvenor Shopping Centre, local government offices, Northampton General Hospital and the railway station, to

form a partnership targeted with recycling 160,000 disposable cups.



160,000 Disposable Cups Recycled

160,000 – number of disposable cups we aim to recycle as part of our Up for The Cup partnership with local organisations

Up for The Cup has been funded by the Hubbub and Starbucks Coffee Cup Fund.

Additionally, the University is an active partner in the Oxford-Cambridge ARC Universities group where the green economy and sustainable future are two key priorities in its plans to generate £200bn in economic output by 2050, by combining research innovation and KE expertise in partnership with public, private and third sector stakeholders.

With over 1,000 staff and 10,000 students, travel is a key issue for the University to manage, and the Travel Plan exists to reduce the impact of our student, staff and visitor travel to our sites and to provide viable and accessible sustainable travel options instead, which results in a reduction of carbon emissions, Nitrogen Oxide (NOx) pollution and congestion. To achieve this, the University is working closely with a range of partners, including local government and businesses to provide sustainable alternatives;

our own fleet of subsidised Uno Buses, a park and ride facility and excellent cycling and walking routes.

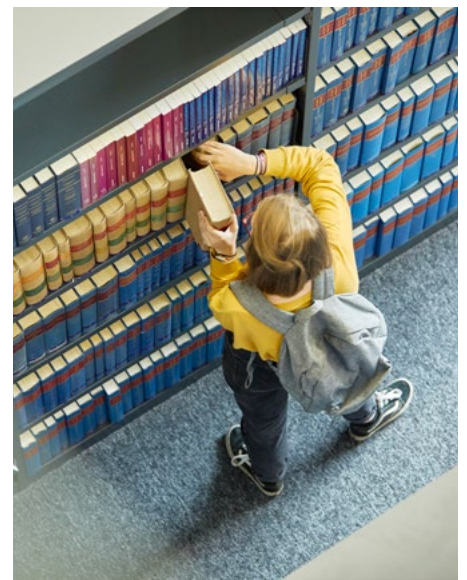
Depending upon the programme, students will find their own placement opportunity, or the University will provide a placement opportunity through a bank of organisations, matching the student to the workplace opportunity. The University is required to ensure that the organisations students are engaging with are able to provide the support required, as well as provide experiences that students can draw upon to meet learning outcomes for their programme. This quality assurance can only be achieved successfully by appropriate and meaningful relationship management with the organisations and understand how our students contribute to their

business, which may include social and environmental challenges.

The University of Northampton's strategy document focuses on the [Ashoka](#) 'Changemaker' concept as a core element, alongside an explicit mission to generate real impact in Northamptonshire, with strategic goals around making the County the best place to grow up, live, work and start and manage a business – in other words to foster a better community and business environment for the benefit of all stakeholders. UON is currently consulting on its civic university pledge which will cement the UNDGs into all partnerships with external stakeholders and commits to focussing its leadership in generating a sustainable future of the county and its residents.

Close civic-academic links have been strengthened through strong

University ties with the Lord-Lieutenancy of Northamptonshire, creating a distinctive platform for multi-stakeholder dialogue and partnership across the public, private, third and academic sectors for greater influence and collective impact. Not only does the Lieutenancy represent and uphold the dignity of the Crown and arrange royal visits to the County, but it also seeks to promote the success of its communities, civic services, culture and heritage, business and not-for-profit sectors, while drawing attention to social challenges. The immediate past Lord-Lieutenant, David Laing, who retired from the post in March 2020, is the University's Pro Chancellor.





Principle 6.

Dialogue: We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The Vice Chancellor of the University is committed to arranging a series of events taking place throughout the year which will celebrate each subject area of the University through a workshop, exhibition, debate or lecture. These open events will be designed for student, staff and external guests to attend and will provide an opportunity for those in our local and regional community to understand the breadth and scale of the University's subject areas. Amongst these subject areas are environmental science, business, law, economics and international development

Moreover, the ISII are heavily engaged in global dialogue around social responsibility, and sustainability, with a number of key partnerships aligned to organisations globally, this is particularly evident in South East Asia. We have a strong research presence in Asia, with previous or ongoing research funded by the British Council (mapping of higher education social innovations) in Hong Kong, Korea, Vietnam, Malaysia, Indonesia, and the Philippines. We have also conducted British Academy funded research into social impact measurement and social enterprise in Vietnam, in partnership with Vietnam National University in Hanoi. Further, we have also worked with National Economics University (NEU) in Hanoi on their research mapping social businesses in Vietnam, funded by the United Nations Development Programme. The ISII also supports NEU with mentoring and external



consultancy on their MA in Social Innovation and the operation of their social business incubator. The ISII also is exploring community-led social innovation in Vietnam, Laos and Cambodia as part of a Global Challenges Research Fund project, that has also led to two ongoing PhD studentships at the University of Northampton, to build upon the already completed PhD carried out by Dr Cao Tu Oanh exploring the role of social value creation in public service delivery. Finally, we also teach and mentor students at Global Business School Barcelona, in relation to social innovation, social enterprise and business start-up. All of these projects have led us to generate and support significant dialogue between a wide-range of stakeholder groups in relation to social innovation and social impact.

In the past 24 months, the University of Northampton has been active on many fronts in promoting the PRME Principles 5 (Partnership) and 6 (Dialogue). Furthermore, the Faculty of Business and Law considers outreach work as an extremely important area of its contribution to the wider audience. An instance of initiatives taken by the Faculty, which demonstrate the importance placed on PRME, is the innovative 'Lord-Lieutenant's Leaders' Forum', instigated by Adrian Pryce, an Associate Professor of Strategy and International Business at the University, the outreach lead for CSBP, and also one of the 30 Deputy Lieutenant (DL) of Northamptonshire. Through the Forum, the Faculty has been able

to embrace the civic, business, charity and academic leaders together through engagements taking place twice a year, with leading keynote speakers, to discuss 'responsible business'. Two events were held in 2019 – one in March entitled 'Conscious Capitalism' with guest speaker Timothy Henry, a co-founder of the Conscious Capitalism movement, and the second in November, 'Inclusive Capitalism', with Deb Oxley, the CEO of the Employee Ownership Association. In spite of the restrictions caused by the pandemic in March 2020, the Faculty, and its Centre for Sustainable Business Practices were also able to host a series of open webinars entitled 'Build Back Better: From CSR to ESG and Beyond' with the aim of exploring the CSR-ESG themes of:

- Motives & Purpose
- Means & Methods
- Metrics & Measurement
- Monitoring & Reporting

Moreover, 'responsible business', and the specific themes outlined above feature in several of our related undergraduate and postgraduate teaching.

In 2022, UON is hosting a national UNSDG symposium in partnership with the third sector to instigate a conversation on the role of that sector in delivering UNSDG impacts in partnership with the corporate sector. Moreover, UON has signed up to the social mobility pledge, tackling inequalities, poverty and creating pathways through

education for everyone. UON has a social procurement strategy with social value embedded in procurement contracts with 10% levied for social value initiatives.



Levy For Social Value Initiatives

10% - amount we levy for social value initiatives within our procurement contracts

Direction of Travel.





Principle 1.

Purpose: The development of our Sustainability Strategy setting out our commitment to embedding sustainability into our operations, from the management of our Campus to learning and research. Key areas are mapping out our route to Net Zero Carbon and Zero avoidable waste and to build on and further develop partnerships in delivering sustainable travel across the University.

Signing of the Sustainable Development Goals (SDG) Accord, the UK university and college sector's collective response to inspire, celebrate and advance the role of education in delivering the United Nations' Sustainable Development Goals.



Principle 2.

Values: As was noted above in Section 1, over the next 12 months the University will be moving to a model of capturing its impact holistically and in line with the UN's SDGs. This has already included a submission to the 2021 [Times Higher Impact Rankings](#) and a second submission to Kings College London's Public Value Index ¹, as well as the realignment of the University's strategic focus with the SDG framework. The University's 2021 submission to THE Impact identified us as a top 200 HEI globally and 27th overall for SDG10: Reducing Inequalities. An additional submission to the THE Impact Rankings for 2022 has also been made. The ISII will be leading this work (in partnership with our Director of Enterprise and Employability, Wray Irwin), alongside producing the University's first SDG-aligned social impact report, which will be published in August 2022. Impact reports will then be produced annually, albeit focusing on different areas each year. We have also now published an overview of our SDG aligned work, which can be found online [here](#). This work will allow the University to focus on disseminating the social impact that it delivers through its social innovation strategies, so as to market and position itself more clearly in the HE marketplace. The aim of this work is that the University will be able to demonstrate its impact with regards to all 17 SDGs, including 'SDG17: Partnerships for the Goals'.

¹ See <https://wonkhe.com/blogs/how-can-we-assess-the-public-value-of-universities/> for an overview of public value measurement in HEIs.



Principle 3.

Method: To embed the values of global social responsibility into extra-curricular activities and social events, the MBA film club will be established as a social forum where students will access (and ultimately curate) documentaries and films that are concerned with issues of global social responsibility. The film club will provide a social focus for international and home students to discuss some of the global challenges facing the world today and into the future, and to consider how this may impact on their roles as future managers and leaders.

The MBA programme includes a module that explicitly enables learners to recognise, develop and apply responsible leadership qualities and skills, in line with the United Nations Principles for Responsible Management Education (UNPRME). Learners will consider how ethical and responsible leadership behaviours contribute towards creating ethically responsible organisations in dynamic international organisational environments.

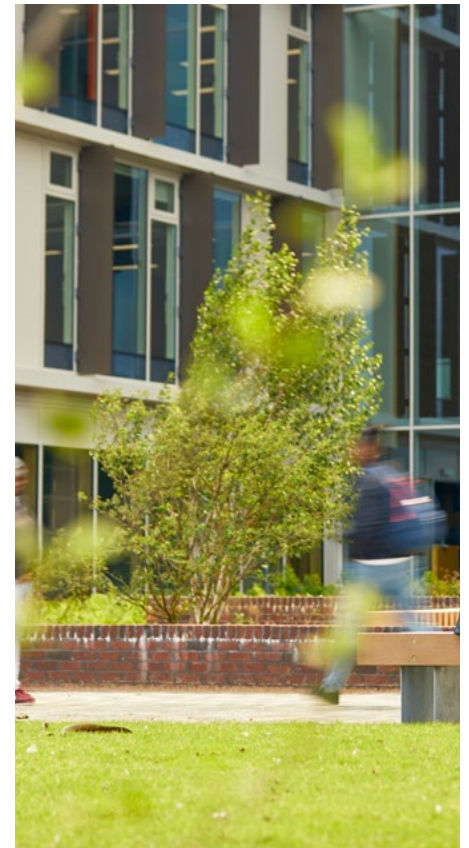
The future direction for the LDP programme includes building on its current success by including more on effective leadership of equality, diversity and inclusion and wellbeing.



Principle 4.

Research: In recent years and over the next 12-24 months, the ISII are delivering contracts that will utilise the Social Impact Matrix© to understand the social, environment and economic value created by activities/interventions and programmes. Specifically, we have contracts with Goodwill Solutions and Consortia to deliver evaluations of the 'Building Better Opportunities: Work Readiness Action Programme' and 'Building Better Opportunities: Working Progress Programme' (funded through the Big Lottery Fund) until 2022. These projects have been ongoing since 2016, utilising the Social Impact Matrix© to identify the social, environment and economic value of the programmes. Furthermore, the ISII has been contracted to deliver an evaluation, utilising the Social Impact Matrix©, of the Under One Roof (U1R) project for the YMCA, as well as evaluating the Premier League Kicks programme for the Premier League Charitable Fund. Alongside these large-scale projects, the ISII are contracted to produce evaluations for NCOP and APP, to demonstrate the impact of the University's efforts to deliver on its Widening Participation commitments and on improving the attainment and experience of disadvantaged students at University. The ISII has also been conducting research internationally for the British Council to better understand social innovation, impact and sustainability in higher education, including in Hong Kong, Indonesia, Malaysia, Mexico, the Philippines, South Korea and Vietnam. This has also led to the ISII establishing the Social Innovation Linkages and Knowledge Exchange Network (SILKEN) in partnership with Glasgow Caledonian University. These projects combined will support the ISII's partners to understand their economic, social and environmental impacts, and to demonstrate these for key stakeholders.

The Postgraduate Research (PGR) community at the Faculty of Business and Law is contributing to support our researchers to identify their development career plan for the next step after the completion of their study. The Faculty is contributing to a University initiative to set a development programme for our current PGR students. This initiative will help to create more links between our PGRs and local business in Northamptonshire. This initiative will bridge the relationship between the research community and the local business community which will impact on improving the social impact to the University.





Principle 5.

Partnership: We will further engage with organisations who embrace a social impact agenda. The assessment strategy of the MBA programme reflects this aspiration by enabling learners to apply disciplinary knowledge through authentic assessment tasks, working alongside organisations that embrace a social impact agenda. Assessment tasks are situated in different organisational contexts, emphasising social enterprises and non-profit organisations, and organisations that are recognised for their contribution or commitment to environmental or social impact. Assignments aim to address issues relating to inclusivity, diversity and equality aiming to be responsive to the cultures, backgrounds and experiences of all learners.

In view of the impacts on the pandemic on community, business and individuals, the University has made a promise in respect of Work-Based Learning (WBL) that safety comes first, for our students, and the businesses and their communities in which are students are involved. All indications are that the availability of placements for students either requiring employed contracts, or in unpaid experiences, will be significantly reduced as the impact of the pandemic challenges business and their workforce.

Therefore, the University is embarking on a repurposing of WBL, where students can undertake activities that still require engagement with businesses, but not in a physical work place. This could take the form for example of consultancy, project work, 'remote' placements, or reflections on experiences. To provide these opportunities, will require the University to work with managers of businesses to understand the social and environmental impacts on them and their customers and clients, so that our students, through their involvement are benefitting the organisation. This will also identify what type of activity students will be able to engage with for WBL.



Principle 6.

Dialogue: The ISII's previous work that to be completed in the next 12-24 months globally, will be centred upon continuing our work with the British Council in exploring how higher education can support social innovation across East and South East Asia, as well as in Mexico (as outlined above). Building upon this work and extending the ongoing work of the SILKEN, this work will engage a wide-variety of stakeholders including policy-makers, funders/investors, senior HE leaders, academics, social innovation practitioners and students, to better understand how they can support, facilitate and start social innovations that can drive global responsibility and sustainability. In addition, the University is committed to continue its support for two PhD studentships focused on Vietnam. We will also continue our work in supporting the social innovation incubators at NEU in Vietnam, and GBSB in Spain, as well as teaching on both programmes. This work aligns with the University's new Changemaker Incubator and commitment to supporting social innovation scaling and social investment. We are currently also exploring further initiatives with the British Council in supporting their social innovation programme for 2021/2022, to be delivered in Vietnam, Indonesia and Malaysia. Finally, the University signed an MOU with Sungkyunkwan University in Korea, which will deliver research, teaching and community engagement collaboration between the ISII and their Business School and has already resulted in Professor Hazenberg participating in their international conference titled 'Great Transition of Digital Transformation Conference' that was held in October 2021, giving a plenary talk titled 'The Necessity of Social Entrepreneurship in the Post-Covid 19 Era'.

Centre for Sustainable Business Practices (CSBP) is the central point for PRME reporting on the University and the Faculty activities, and leads a working group to assimilate efforts across the University. The report is prepared by:

- | | |
|-----------------------------|---|
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The following colleagues have contributed to the contents of this report, whose contributions are gratefully acknowledged:

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