



In May 2019, the University of Exeter declared an Environment and Climate Emergency to support those calling for urgent action and show commitment to leading the change required

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

Sharing Information on Progress Report (SIP) 2018-2020

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This is the 5th Sharing Information of Progress (SIP) Report by the University of Exeter Business School.

About the University of Exeter

Combining world-class research with excellent student satisfaction across two UK campuses in Exeter and Cornwall, the University of Exeter's mission is to *'make the exceptional happen by challenging traditional thinking and defying conventional boundaries'*.

Formed in 1955, it is a member of the Russell Group, comprising 24 of the UK's most prestigious, selective and research-intensive institutions. The University attracts over 25,000 students from more than 130 different countries; its success is built on a strong partnership with students, a clear focus on high performance and wide array of mutually beneficial partnerships with a range of stakeholders.

University of Exeter achievements

- Ranked among the top 175 universities in the world in the **2021 Times Higher Education (THE) University Rankings**.
- 6th in the UK, 9th in Europe and 29th in the world in the **2020 CWTS Leiden Ranking**.
- 164th place in the **2021 QS World University Rankings**.
- 12th in the **2021 Times and the Sunday Times Good University Guide**.
- 12th overall in the **2021 Complete University Guide** with 24 subjects ranked top 10.

In September 2020, the University appointed a new Vice-Chancellor and Chief-Executive, Professor Lisa Roberts, who joined us from her previous role as Deputy Vice-Chancellor: Research and Innovation at the University of Leeds. With a wealth of experience in education, partnerships and innovation, we very much look forward to reporting the outcome of her forthcoming consultation with staff to develop the University Strategy 2022-2027.



Professor Roberts, Vice-Chancellor, and Professor of Virology

Responsible education, research and thought leadership

Perhaps the University's biggest recent commitment to sustainability and corporate social responsibility was its declaration on 20th May 2019 of a state of **Environment and Climate Emergency** and commissioning of an independent review led by Professor Juliet Osborne, Chair of Applied Ecology in the Environment and Sustainability Institute (ESI). The resulting Environment and Climate Emergency Working Group White Paper ([ECEWP](#))¹, published in November, sets out four ambitious goals and 20 core recommendations to make the University a sustainability and climate change leader. We anticipate these to be reflected in subsequent Sharing Information of Progress (SIP) reports as the White Paper guides transformation of both the University and our own activities.

This followed the 2018 launch of the University's Global Systems Institute (GSI), a world-class interdisciplinary community of researchers, educators and partners which seeks to secure a flourishing future for humanity as an integral part of a life-sustaining Earth system. The Institute, which will have a purpose-built base on Streatham campus in 2022, brings together interconnected social, economic, political, biological and environmental system research, engagement and education to take a systemic view of coupled global changes in the human social and economic sphere and the biosphere, co-creating transformative solutions.

¹https://www.exeter.ac.uk/media/universityofexeter/campuservices/sustainability/climateemergency/documents/Full-EnvClimE-White-Paper-11_11_19.pdf

One early success of this approach has been the University's research into the devastating effect of plastics pollution on the health of humans and wildlife. The research, the first to show microplastic beads were being washed into the oceans, helped shape the UK Government's blueprint to improve the natural environment, '*A Green Future: Our 25 Year Plan to Improve the Environment*'. It also led to the University receiving the **Queen's Anniversary Prize for Higher Education** in February 2020.

This year, the global Covid-19 pandemic has infiltrated all of our lives in some way. The University has risen to its challenges, not only continuing to deliver exceptional student experiences, but also being part of the national research effort to understand the causes and impacts of the virus. This includes a partnership with the Royal Devon and Exeter NHS Foundation Trust and Oxford University to trial therapeutic treatments, and forecasting the spread of disease by the Computer Science Department.

The University's broader vision for data science is to innovate new means of interrogating and understanding data, applying cutting-edge data analytical methodologies, statistical modelling and high-performance computing. The new Institute for Data Science and Artificial Intelligence (IDSAI)² provides a hub for data scientists, mathematicians and computer specialists across all disciplines. It collaborates with industries as varied as health, environmental, sustainability, climate, transport and engineering. For example, as part of an in-depth Met Office Academic Partnership, researchers are working closely with the Met Office to tackle key challenges in weather and climate prediction.

A proud member of the Athena SWAN Charter, Exeter has held a Bronze institutional award since 2011 and Silver since 2018. All Science, Technology, Engineering, Mathematics and Medicine (STEMM) disciplines hold individual Silver or Bronze awards.³ The University constantly seeks to improve Diversity, Inclusion, Cohesion and Equality (DICE) for both students and staff.⁴ Over the past two years, this has involved tackling significant contemporary issues, such as gender inequality and racism, most notably since the death of George Floyd. An actively Anti-Racist University, our stance is that tackling racism is for all, not just our black and minority ethnic colleagues. Our response builds on the Provost Commission, initiated in May 2018, which began a continuing process to deliver an inclusive curriculum and inclusive environment through enhancing cultural awareness, training and communication.

Highlights 2019 & 2020

- First place in February 2019 National Union of Students (NUS) **Sustainable Development Goals Teach-in** campaign, for the number of 'staff pledged' and 'students reached' national leader boards.
- Launch in March 2019 of **Go Green Week** in partnership with the Student's Guild.
- Launch in August 2019 of the **Waste Action Reuse Portal (WARPiT)** to avoid 8,617 kg of waste and save 25,223 kg of CO₂.
- Appointed new **Head of Sustainability** in October 2019 to lead a team responding to the ECEWP goals and recommendations.
- Roll out from October 2019 of the **ultra-low water-use toilet project**, funded by the EU's Horizon 2020, in partnership with the University's Centre for Water Systems.
- Streatham and St Luke's Campuses receive **2019 Green Flag Awards**.
- First place in Devon, 5th in the UK, in the **Love to Ride September cycle challenge**.
- Launch in September 2020 of **Green Rewards**, an online platform and app to record positive sustainable and wellbeing actions and log Green Points to earn vouchers with local traders.
- New and returning students receive a **Climate Companion Pack**, which includes information about our environmental impacts and suggestions to limit them as a University community.

² <https://www.exeter.ac.uk/idsai/>

³ <https://www.exeter.ac.uk/inclusion/accreditations/athenaswan/>

⁴ <https://business-school.exeter.ac.uk/about/edi/>

About University of Exeter Business School

The University of Exeter Business School (UEBS) was founded in 2008 and is now a leading business school in Europe, ranked among the best in the world. It is one of less than one per cent of all business schools worldwide to be triple accredited with the European Foundation for Management Development (EFMD) Quality Improvement System (EQUIS), the Association to Advance Collegiate Schools of Business (AACSB) and the Association of MBA's (AMBA).⁵

UEBS, one of six academic colleges at the University of Exeter, has been led by Professor David Bruce Allen since September 2016. He was previously the Executive Dean of the Faculty of Arts and Social Sciences at the University of Surrey, and from 2010 to 2015 the Dean of the Faculty of Management and Law. Under his leadership, we continue to offer a relevant and remarkable portfolio of undergraduate (UG), postgraduate taught (PGT) and postgraduate research (PGR) programmes, including various Degree Apprenticeships run in collaboration with external partners (domestic and international).

UEBS achievements

- Shortlisted *Business School of the Year* in *2020 Times Higher Education (THE) Awards*.
- 11th in the *2020 Corporate Knights Better World MBA Ranking*.
- Top 151-200 in *2021 QS Global MBA Rankings* and 51-60 in *QS Europe MBA Rankings*.
- MBA, MSc in Management and MSc Financial Analysis and Fund Management (FAFM) placed 86th in *2019 FT European Business School Rankings*.
- 86th in *The Economist's 2020 Executive MBA Ranking*.
- 56th in the *2020 America Economia Global MBA Ranking*.
- Tier One in *CEO Magazine's 2020 Global MBA Rankings*.
- FAFM placed 51st in the *2020 FT Masters in Finance Ranking* and top 100 in *2020 QS Business Master Rankings: Finance*.
- Management MSc placed 101+ in *2020 QS Business Master Rankings: Management*.
- *AACSB Accreditation in 2019*

As well as accreditation from EQUIS (first accredited 2009; most recent reaccreditation 2016), AMBA (first accredited 2004; most recent 2017) and AACSB (first accredited 2019), many of our programmes are closely aligned with professional bodies, requiring separate quality assurance processes. These include: Chartered Financial Analyst (CFA); Institute for Fiscal Studies (IFS); Chartered Institute of Professional Development (CIPD); Chartered Institute of Marketing (CIM); Association of Chartered Certified Accountants (ACCA); Chartered Management Institute (CMI); Chartered Institute of Procurement and Supply (CIPS); and Chartered Institute for Securities and Investment (CISI).

We also enjoy membership of a wide range of leading international networks, including the UN Principles of Responsible Management Education (PRME), in which faculty frequently engage as founders, board members, keynote speakers, expert panel members, examiners and participants.

Additional memberships include:

- Academy of Management (AoM)
- British Academy of Management (BAM)
- Chartered Association of Business Schools (CABS)
- European Group for Organization Studies (EGOS)
- Global Responsible Leadership Initiative (GRLI)
- Institute of Travel and Tourism (Corporate Membership)
- Association of Tourism in Higher Education (ATHE) Institute membership
- Quantitative Techniques for Economics and Management Network (QTEM)
- Ellen MacArthur Foundation.

⁵ <https://www.mba.today/guide/triple-accreditation-business-schools>

Research lies at the heart of what we do, structured administratively across four academic departments and associated research centres:

- Department of Economics
- Department of Science, Innovation, Technology and Entrepreneurship (SITE)
- Department of Management
- Department Finance and Accounting.

Partnership and inclusivity are just two of the core values that drive UEBS to embrace the UN PRME principles. We proactively encourage cross-departmental and cross-college working through our education and research activity. We are delighted that, as a result, many of our actions carry the hallmarks of interdisciplinary partnerships, such as the 3.5 year project to coordinate circular economy research in the UK, secured in 2020, that convenes the circular economy community and integrates perspectives from academic, policy, consumer, third sector and business stakeholders.

Responsible management education, research and thought leadership

Our research in sustainability, in a broad sense, has a strong international reputation. Our strength is seen through the activities of our world-class research centres. Regularly publishing in leading journals, these research centres have attracted multi-million pound grant funding in areas related to sustainability, including from the Natural Environment Research Council (NERC), the Economic and Social Research Council (ESRC) and the Engineering and Physical Sciences Research Council (EPSRC), among others. Professor Ian Bateman is the Principal Investigator for The South West Partnership for Environmental and Economic Prosperity ([SWEPP](#)), a collaborative initiative that is delivering economic and community benefits to the South West of England, whilst also protecting and enhancing the area's natural resources. 2019 built on our expertise in environmental economics through the creation of an **Endowed Chair in Biodiversity Economics**, which is a £1.6 million partnership between the University of Exeter and Dragon Capital. This has enabled us to attract a world-class economist to build a group and research agenda around biodiversity and economic incentives.

Our faculty sit on prominent expert panels influencing national government policy, including the Natural Capital Committee (NCC) and the Joint Nature Conservation Committee (JNCC). UEBS faculty also engage with business leaders on issues related to sustainability. Professor Gail Whiteman, for example, is the founder of the [Arctic Basecamp](#) at Davos, an innovative science-outreach event concurrent with the World Economic Forum's annual meeting.

UEBS Research Centres

- Finance and Economic Experimental Laboratory at Exeter (FEELE)
- Land, Environment, Economics and Policy Institute (LEEP)
- Tax Administration Research Centre (TARC)
- Centre for Simulation, Analytics and Modelling (CSAM)
- Research Methods Centre (RMC)
- Exeter Centre for Social Networks (ECSN)
- Centre for Entrepreneurship
- Exeter Centre for Circular Economy (ECCE)
- Initiative in the Digital Economy at Exeter (INDEX)
- Exeter Centre for Leadership (ExCL)
- Xfi Centre for Finance and Investment (Xfi)
- Exeter Sustainable Finance Centre (ESF)
- Centre for Innovation in Business Education.

Values in action

Partnership in our research



Dr Adarves-Yorno's research on social identity and mindfulness informed the creation of a highly effective programme of rehabilitation in the Kenyan Prison Services. Developed initially in Naivasha prison in 2015, the **Mindful Leaders Programme** has been adopted by the charitable Nafisika Trust and expanded to 18 high security prisons. Incidences of violence, suicide and drug use all reduced following the programme, while relations with families, colleagues and authorities improved. It has progressed plans to work towards rates of zero recidivism and has developed inmates' self-awareness, positive attitudes, encouraging them to direct energy towards educational activities.

Renewed commitment to PRME

At the University of Exeter Business School, we believe in leading from the front to achieve a better world for us all. Through our research impact and by shaping the global business leaders of tomorrow, we put the environment and sustainability centre stage of our activities. We are proud of our forward-thinking, multidisciplinary approach to business education that prioritises people and the planet first and we remain committed to the UN Principles for Responsible Management Education.

Examples of how we do this are widespread, for example, our latest research centre is the Exeter Sustainable Finance Centre (ESF) which uses rigorous academic research to influence the practice of sustainable and responsible finance. It offers education and research events and engages with global stakeholders on sustainable and responsible investments, climate risk, and stakeholder governance.

In addition, our Exeter Centre for Circular Economy goes from strength to strength as it takes a leading role in the coordination of academic, business and policy makers to drive the transformation of how the UK uses resources.

We are also proud to recruit talented Academic staff such as Gail Whiteman, Professor of Sustainable Business who advises at Government and International level and Professor Ben Groom who chairs the £1.6m Dragon Capital Chair in Biodiversity Economics which increases the consideration of biodiversity in investment decisions.

This influential community of scholars develop and teach our education programmes such as our new BSC Business and the Environment, the MSc Business, Sustainability and Innovation and our flagship programme, The Exeter MBA that encourages students to think differently and address the social and environmental problems that threaten the future of business.

All of these elements, the world-class suite of programmes, the community of driven scholars and impactful international research saw us shortlisted for the Times Higher Education Best Business School award 2020. Although unsuccessful in relation to the top prize, we did receive a commendation on the strength of our work relating to environmental and sustainable Business. I am in no doubt this recognition is due to the UN Principles for Responsible Management Education positively shaping our culture, strategy and policies.



Professor David Bruce Allen
Pro-Vice Chancellor and Executive Dean
Professor of Strategy and Business Ethics



Professor Allen, Pro-Vice Chancellor and Executive Dean, and Professor of Strategy and Business Ethics

UN PRME major achievements 2018-2020

At-a-glance progress report

- **Achieved**
- **Partially achieved**

2018-2020 PRME target	Progress	2020-2022 target
Strategy: Continue to place a focus on ERS at the centre of our education strategy and activities. ► We will include environmental sustainability within the School's Strategic Plan.	● Achieved ► Our Education Strategy 2019-2025 seeks to develop our students as agents of change both within the University, as co-creators of knowledge, societal engagement, impact generation, industrial engagement, and beyond, as global 21st Century citizens.	► We will contribute to University Strategy consultation in 2021 and ensure Exeter gives a high priority to achieving the UN-SDGs.
Values: Continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.	● Achieved ► In 2019, UEBS reviewed and developed nine School values, which now include 'sustainability'.	► We will continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.
Method: In seeking accreditation, we will ensure that our processes provide continuing alignment with the UN Sustainable Development Goals. ► We will update technology across our meeting/ teaching rooms so that we can video link/skype with Penryn and those working outside the office. ► We will recruit a sustainability champion to join the International Advisory Board. ► We will investigate the feasibility of introducing a compostable food waste bin in the Business School Café (La Touché).	● Achieved ► In April 2019, UEBS became accredited for the first time by AACSB. ► We have upgraded digital facilities in main meeting rooms and smaller rooms, providing specialist equipment, which has proved invaluable during the pandemic. ► Ciara Eastell OBE joined the International Advisory Board in June 2019. ● Partially achieved ► La Touché introduced compostable food trays, however provision of composting facilities has been delayed by Covid-19 restrictions. ► Achieved Green Team Exemplar accreditation. ► Reduction of 326t CO ₂ (17% decrease) in 2019/20.	► We will seek to increase student numbers by 815 by 2022. ► We will achieve a 3% reduction in carbon footprint for 2020/21 of 55tCO ₂ , embed carbon evaluation into procurement; review international travel; develop a Carbon Action Plan. ► Introduce composting in the next reporting period. ► Achieve Athena Swan Bronze status. ► Create additional training materials to support research ethics applicants. ► Extend pass-fail research ethics criteria to more dissertation modules.
Research: Continue to secure funding to support research that addresses the UN Sustainable Development Goals in partnership with Research Councils UK (RCUK) and a wide range of corporate and not-for-profit stakeholders. ► We seek to launch the Exeter Centre for Circular Economy (ECCE) in September 2018.	● Achieved ► ECCE was formally launched in September 2018 by Dame Ellen MacArthur. ► UEBS Research Ethics Committee launched in October 2019 and Dr Adrian Bailey, promoted to the role of Director of Research Ethics.	► We will undertake to be a pilot for the University's new research management system in 2020/21. ► Create an administrator for the new research e-Ethics system.
Partnership: Continue strong partnerships with a variety of organisations and funders, building upon our research with a high level of impact. ► We will continue to develop our relationship with the Ellen MacArthur Foundation. ► We will seek new opportunities to engage academic and industry partners in CE.	● Achieved ► Our academics continue to conduct research that directly addresses the UN-SDGs and have worked with organisations including global corporations (e.g. IBM), intergovernmental organisations (e.g. UN), cooperatives (e.g. South Devon Organic Farmers), government bodies (e.g. DEFRA), social enterprises (e.g. ESSENCE), charities (e.g. Exeter Mosque) and SMEs (e.g. Devon Garden).	► Seek to co-brand our events with UN-PRME to provide greater exposure to our partnership.
Dialogue: ► We will seek to engage with Institute of Chartered Accountants in England and Wales (ICAEW) to explore how to address needs of the most vulnerable through social accounting. ► We will develop a range of CE courses. ► We will run a global MOOC (Massive online Course) promoting CE practice.	● Partially achieved ► Delivered 2019 PD Leake Lecture at ICAEW in October 2019. ► We have run eight cohorts of the CE Masterclass in partnership with EMF. ► Developed three undergraduate (UG) modules and a PgCert Circular Economy for Business Leaders. ► Production of the MOOC has been delayed by the response to Covid-19.	► We aim to complete the MOOC this year as part of the digital asset PG Cert build. ► We will seek to engage our research and education stakeholders in dialogue around the UN-SDGs.

Assessment of outcomes against objectives

Continue to place a focus on ERS at the centre of our education strategy and educational activities.

"ERS is not only deeply embedded within the curriculum across the portfolio of the School, but is integral to its culture, administrative policies and practices. It is exemplified in the MBA and the University's achievements through the Green Impact Awards."

EQUIS Peer Review Report (2016)

The relationship between ethics, responsibility and sustainability (ERS) positively influences the School's culture, strategy, policies and actions, and represents part of our distinctiveness. We strive to be a School that leads by example in delivering ERS practice in our education, research, community engagement, corporate partnering and day-to-day operations. We aim to both 'do' and 'lead others to do'.

Our current Education Strategy⁶ builds on our strong partnerships between staff and students, and evolves our established ethos of 'students as change agents'. We aim to be known globally for empowering our students, by involving them in the University's core mission to change the world and contribute to society through the creation, dissemination and application of new knowledge. Priorities at Exeter are defined in the context of key challenges facing the world as defined in the UN Sustainable Development Goals (UN-SDGs). They also respond to the skills required by the re-imagining of work resulting from digital technologies, automation and artificial intelligence, predicted to require increasing levels of higher level cognitive, and social and emotional skills.

Continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.

Central to everything we do, we work to the University's values⁷ of ambition, collaboration, challenge, community, impact and rigour. To reflect our own needs, UEBS developed a set of nine complementary core values which, following a review in 2019, now include 'sustainability' and the notion that: *'Through education and research, we are aware of the limits of the planet and society, and promote the careful use of all resources.'* Our nine values are: Excellence; Ambition; Truth; Respect; Inclusivity; Creativity; Sustainability; Partnership; and Personal Leadership.

In seeking accreditation, we will provide continuing alignment with the UN Sustainable Development Goals.

Following rigorous assessment, in April 2019 UEBS achieved accreditation from AACSB, the longest-serving global accrediting body for business schools. This included assessment of our research strategy, intellectual contributions and impact as they align to our mission. Earning accreditation demonstrates our commitment to continuous improvement within all that we do, and highlights the high quality and hard work of our academics and professional staff and the positive impact this has on our students and partner.

"The University of Exeter's commitment to earning accreditation is a true reflection of their dedication—not only to their students, alumni network, and greater business community, but to the Higher Education industry as a whole."

Executive Vice President and Chief Accreditation Officer of AACSB
Stephanie M Bryant

⁶ https://www.exeter.ac.uk/media/universityofexeter/aboutusresponsive/documents/2019EXE007_Ed_Strategy_st3.pdf

⁷ <https://www.exeter.ac.uk/ourstrategy/values>

We will update technology across our meeting/ teaching rooms so that we can video link/skype with Penryn and those working outside the office.

The University and School have invested in a range of UEBS facilities to promote new digital ways of working, collaborating and teaching. We have transformed our main meeting spaces with the introduction of whiteboard capture, digital whiteboarding and wireless casting, together with enhancements in smaller rooms, including audio-visual systems to facilitate wireless casting and virtual meetings via Zoom, MS Teams and Skype. For some time now, we have allocated academic staff laptops as their primary devices to promote remote/flexible working. Additional equipment to record content and support online meetings, teaching and research has (where needed) included: headsets, webcams, desktop microphones, iPads/keyboards/pencils for digital whiteboarding and visualisers. These changes have reduced the need to travel between campuses and have been greatly appreciated by staff and students during the pandemic.

We will recruit a sustainability champion to join the International Advisory Board.

In June 2019, we welcomed Ciara Eastell OBE onto the International Board of Advisors⁸ to help drive our DICE objectives. She brings a wealth of experience working within the cultural and charity sectors, which complements the Board's existing sustainability experience by way of Paul Rew, former non-executive director of the Met Office and the Sustainable Development Commission, and Andrew Rickars, who has a background in investment banking and is the Chairman of Bloom Association Hong Kong, a charity dedicated to education and affirmative action concerning the sustainability of marine life.

Continue to secure funding to support research that addresses the UN SDGs in partnership with RCUK and a wide range of corporate and not-for-profit stakeholders.

Our academics have carried out a wide range of research that directly address the UN-SDGs. Successes are reported against Principle 4 and include, for example, Professor Peter Hopkinson's pioneering research into a circular future for plastics and plastic waste, and Professor Alan Brown's harnessing of blockchain technology and machine learning to share individuals' biometric data in real-time to improve health outcomes.

We will continue to develop our relationship with the Ellen MacArthur Foundation (EMF).

In June 2019, Eline Boon, who leads the Plastics Economy initiative for the Ellen MacArthur Foundation, joined the UoE Grand Challenges Project, speaking with over 100 students involved in the 'Ocean Plastics' project.

⁸ <https://business-school.exeter.ac.uk/about/people/advisors/>

We will seek to launch the Exeter Centre for Circular Economy in September 2018.

The Exeter Centre for Circular Economy (ECCE) was formally launched in September 2018 by Dame Ellen MacArthur. ECCE is a research centre comprising staff based in three locations: Streatham, Penryn and London. The multi-disciplinary team composed of economists, engineers, designers, sociologists, management academics and practitioners is directly addressing the UN-SDGs.

"The opening of Exeter's Centre for Circular Economy marks a significant step in establishing circular economy as an important area of academic research and teaching at world-leading universities. The circular economy offers an opportunity to harness many academic disciplines to develop solutions to the linear economy that challenge conventional thinking."

**Founder & Chair of Trustees
Dame Ellen MacArthur DBE**

We will apply changes to our ethical review process for student-led research based upon the lessons learned in 2017/18.

We launched a UEBS Research Ethics Committee in October 2019, with Departmental Research Ethics Officers (DREOs) to relieve the Research Strategy Group of an increasing volume of applications, which have risen from just 24 in 2014/15, to 507 in 2017/18 and 660 in 2019/20. Reasons for the increase include: development of UEBS Research Ethics Policy to implement changes in response to the revised University Research Ethics Framework and 2018 [Commons Science and Technology Committee](#) inquiry into research integrity; increased advocacy for research ethics in UEBS by staff and DREOs; provision of online training for staff and students through the UEBS Exeter Learning Environment (ELE); and implementation of pass-fail criteria for research ethics on two modules, *BEMM056 Masters Dissertation (HRM)* and *BEP3050 Future-Facing Dissertation Project*.

Additionally, Dr Adrian Bailey, who was promoted to Director of Research Ethics, has contributed to a University working group tasked with procuring a fully integrated research ethics and research management system and UEBS will undertake to be a pilot for the new system in 2020-2021.

We will seek new opportunities to engage academic and industry partners in the Circular Economy (CE).

In September 2018, 50 businesses gathered to celebrate the launch of Tevi (Cornish for 'grow'), an EU-funded venture which aims create both economic and environmental growth in Cornwall and the Isles of Scilly. The initiative, which runs until 2021, provides small and medium-sized enterprises across the county with expert consultation, opportunities for recognition and certification, and grant funding. We want to help enterprises make the most of the prized asset upon which they rely – our beautiful natural environment – by helping them grow their business. Tevi supports enterprises to become more efficient

"It's exciting to find business support so perfectly aligned with our mission and values at Green & Blue. Tevi is just that programme and so far the meetings we've had have been enthusing and actions based and the research projects that the team has undertaken for us have been really useful as we develop new products."

**Sales and Marketing Manager, Green & Blue
Faye Clifton**

with their natural resource use and to minimise their waste in smart and innovative ways as part of the global transition towards a circular economy. The work is delivered in partnership with the Cornwall Wildlife Trust, Cornwall Council and the Cornwall Development Company.

Develop a range of courses introducing CE to increase the impact and implementation of CE principles.

Fiona Charnley, Co-Director of the Exeter Centre for the Circular Economy, won a £1m grant to continue the *EPSRC Connected Everything Network Plus* in collaboration with the Universities of Nottingham and Liverpool. Over 80 business executives representing 30 different organisations completed the most recent Masterclass in December 2019 'Closing the implementation Gap', run for EMF members and the seventh cohort began in April 2020.⁹

"The level of engagement and participation was once again incredibly high and produced deep insights from peer-to-peer exchanges about the challenges and successes in the implementation of CE in everyday practices."

Course Director
Professor Peter Hopkinson

Engage with ICAEW to explore how needs of the most vulnerable can be addressed via social accounting.

Professor John Burns and Dr Stephen Jollands gave the prestigious *2019 PD Leake Lecture* at the ICAEW in October 2019 to kick-start a debate in the accounting profession around the urgent need to identify principles and values to account for the vulnerable.^{10 11}

We intend to run a global MOOC (Massive Open Online Course), which will be about the essentials of a CE and aimed at a broad audience from 10-year-olds upwards.

The MOOC has been delayed due to the pandemic disruption, but is planned for 2021/22 as part of the digital asset PGCert. build. Our primary aim is to put Exeter on the map as a key player in respect of promoting the principles and practice of CE, creating the seeds of change in society and business. With this in mind, in partnership with EMF, we ran five cohorts through the CE Masterclass and a further three in 2020. As well as introducing two UG modules for 2019/20, *Level 3 BEM1020 Innovation in the Fourth Industrial Revolution*, and *Level 6 BEM3059, Circular Economy Business and Enterprise*, UEBs launched a fully online PGCert Circular Economy for Business Leaders and a further Level 3 module for the September 2020 intake.

Dialogue in action Accounting for the vulnerable



We know very little about the most vulnerable people in the UK, and until very recently, we did not even count the number of deaths of homeless people. In 2019, Professor John Burns and Dr Stephen Jollands gave the prestigious *2019 PD Leake Lecture* at the Institute of Chartered Accountants in England and Wales (ICAEW) to kick-start a debate in the accounting profession around the urgent need to identify principles and values to account for the vulnerable. John and Stephen demonstrated that while accurate counting of the homeless is not possible, there is value in accounting for the homeless, meaning that we should learn about the capabilities of the vulnerable as the first step to their inclusion in society and their personal freedom. Their research presents findings from two in-depth cases studies from Lewisham and Auckland that demonstrate the challenges of accounting for the vulnerable. The paper is now published in *Accounting and Business Research*.

⁹ <https://businessschool.cmail19.com/t/ViewEmail/r/D0270988E49C2A832540EF23F30FEDED/93AB2C983A5617883EDEEDC46EB9B960%22>

¹⁰ <https://www.icaew.com/technical/business-and-management/finance-direction/acting-in-the-public-interest-accounting-for-the-vulnerable?fromSearch=1>

¹¹ <https://www.tandfonline.com/doi/full/10.1080/00014788.2020.1770940>

Investigate feasibility of a compostable food waste bin in the Business School Café (La Touché).

La Touché introduced compostable food trays from month year and UEBS is participating in the University's WARPit initiative, on online reuse platform that makes it easy for staff to get, give and loan surplus assets across the institution. Provision of composting facilities has been held up by Covid-19 measures, but we are hoping to introduce composting in the next reporting period.

Progress against Principles

Principle 1: Purpose



A learning community of the most talented and creative minds, we challenge ambitious and inquisitive learners to become global citizens and agents of change. We are committed to delivering education and student experience of the highest international quality, and to supporting all of our students to realise their potential.

The University of Exeter Education Strategy 2019-2025

The School's current strategy builds on our strong partnerships between staff and students, and evolves our established ethos of '*students as change agents*'. We aim to be known globally for empowering our students, by involving them in the University's core mission to change the world and contribute to society through the creation, dissemination and application of new knowledge.

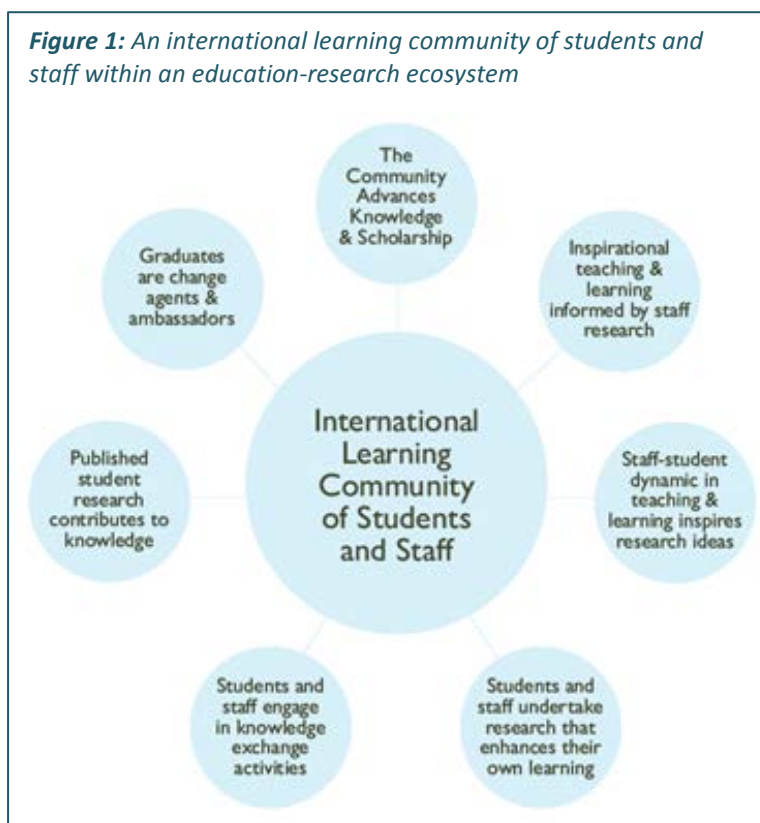
We will celebrate inquiry-led learning in which students are equal members of the learning community, learning *about* research, and *through* their own research, inquiries and discoveries. This will be supported by involving our partners – businesses, universities, public and third-sector organisations, schools and colleges – in co-creating and delivering education. We believe that by doing this, we will develop our students as agents of change both *within* the University, as co-creators of knowledge, societal engagement, impact generation, industrial engagement, and *beyond*, as global 21st century citizens.

Strategic priorities

The priorities in education at Exeter are defined in the context of key challenges facing the world as defined in the UN-SDGs. They recognise opportunities and challenges presented by the UK and global HE environment and respond to the skills required by the reimagining of work resulting from digital technologies, automation and AI, predicted to require increasing levels of higher level cognitive, and social and emotional skills.

Addressing these priorities will enable us to build a more diverse and sustainable institution. We will enhance our international reputation in alignment with our Global Strategy. Through explicit recognition of our '*Education-Research Ecosystem*' (see Figure 1) and the role of our learning community within it, we will capitalise on the synergies between research and education and in doing so address our Education and Research Strategies.

Figure 1: An international learning community of students and staff within an education-research ecosystem



Making it happen

Within UEBS, we take the view that ‘Business as usual’ is not just insufficient to tackle the environmental, social and economic issues we face as a planet, but also a significant cause of these problems. Addressing this situation practically and proactively permeates everything we do: guiding our mission and vision, which in turn shapes our education strategy and goals.

Mission

To deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.

Vision

Our vision is to be recognised globally for bringing together outstanding students, faculty and corporate partners to develop exceptionally able and employable graduates, and create distinctive research of the highest calibre and relevance.

Strategic goals

We will:

- Sustain **academic excellence** consistent with being among the best business schools internationally.
- Provide **outstanding career opportunities** for students: Creating a school with exceptional alumni.
- Conduct **research with world-class impact**: Creating and disseminating knowledge that addresses global challenges confronting businesses and society.

Education Strategy

We aim to attract high quality students who engage with Exeter’s learning and development experience. They will join intellectually stretching programmes which draw on our research expertise and provide a **business education that addresses global challenges** with integrated opportunities for substantial industrial placement or international study. Teaching and support will be exemplary; together, we will enable our students to become exceptional alumni with outstanding career opportunities.

Education goals

- **Academic excellence**: Ensure we are a highly selective business school attracting applications from high quality students committed to the ethos of participation and engagement in university life.
- **Outstanding career opportunities**: Ensure we are UK top 5, gauged by graduate-level employment six months after completion of an undergraduate degree (Destination of Leavers from Higher Education).
- **Research with world-class impact**: Ensure our students know of our research, learn from key researchers, participate in independent research activity through dissertations and projects, and can partner staff in research projects, so that they may choose to become the next generation of policy makers and academics, facilitating entry to the best postgraduate and PhD programmes.

Purpose in action ERS in our programmes



Our Level 3 (first-year) module ***Operations Management: A Sustainable Perspective*** is compulsory for UG Business students. It introduces students to all aspects of operations management, including operational performance, planning and control, quality management and supply chain management. The role and importance of sustainability is explicitly addressed throughout the module. For example, by investigating the provision of modern and eco-efficient customer solutions.

Seven themes

Achievement of the three overarching education goals will be met through action against seven interrelated themes:

- Excellent students and programmes
- Providing world-class teaching
- Participative research-led teaching and learning
- Enhancing student learning
- Transforming career opportunities
- Education beyond the Exeter classroom
- Continuing engagement with our alumni.

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 UN Global Compact.

Corporate values are taken seriously at all levels of UEBS. Core values of respect, responsibility and collaboration guide our working lives: we aim to be an employer of choice who treats employees fairly and with respect.

We have clear policy statements on the ethical dimension of personal interaction in areas such as DICE, harassment and health and safety. Our nine values underpin those of the University, and we demonstrate them through the ways in we behave, communicate and work. Shared by our students, staff, alumni and wider community, they define who we are, how we set strategy and guide us in making day-to-day decisions.

Values in action ERS in our programmes



Our Level 3 (first-year) module *Innovation for Urgent Global Challenges* looks at how the theory and practice of innovation is being reconfigured to address some of society's most pressing challenges, such as social inequality, climate change and antibiotic resistance. For example, we introduce students to 'social' innovation and 'reverse' innovation, which highlight the valuable contribution that can be made by those who are economically and socially marginalised. Dr Katie Ledingham convenes the module.



University of Exeter values

Ambition	This has driven us to where we are today and will help us to sustain a position within the global 100 leading universities.
Collaboration	We work best when we collaborate with students, staff and external partners.
Challenge	We strive to reach for the previously unachievable.
Community	We support and inspire each other to better our region.
Impact	Making the exceptional happen requires disruptive thinking, fresh ways of working and solutions with impact.
Rigour	We strive to reach the highest standards of scholarship and service.

Our values	
Excellence	Reflected in our continuous search for new ways to improve our education and research in order to become the best at what we do and reach the highest international standards.
Ambition	We constantly challenge ourselves to do better, pursuing goals with energy and enthusiasm.
Truth	We are dedicated to upholding the highest levels of integrity and ethical pursuit of knowledge.
Respect	We have respect for people that includes our concern for the interests of all our stakeholders.
Inclusivity	We promote and celebrate diversity, fostering equal opportunities and personal dignity.
Creativity	We are bold and enterprising, we support innovation.
Sustainability	Through education and research, we are aware of the limits of the planet and society, and promote the careful use of all resources.
Partnership	We work collaboratively to create international partners outside the academic across world.
Personal Leadership	We have a clear sense of direction and seize opportunities to be forward thinking.

Diversity, Inclusion, Cohesion and Equality (DICE)

We are proud to attract students and staff from all over the world and all kinds of backgrounds. DICE is central to our ethos and underpins everything that we do: we value diversity and believe that everyone deserves an equal opportunity to succeed.

As a community, we work towards the Pro-Vice Chancellor's concept of IDEAL – Inclusion, Diversity, Equality, (realised through) Access and Leadership. We ensure our learning community has access to the resources to meet their goals, providing training and development for everyone to reach their full potential.

In the UK, the equality standards to which we adhere are embodied in the 2010 Equality Act. UEBS recognises that all forms of unlawful discrimination, harassment, bullying and victimisation are unacceptable. Our goal is that no student, employee or job applicant receives less favourable facilities or treatment (either directly or indirectly) on the grounds of: age; disability; gender or gender reassignment; marriage or civil partnership; pregnancy/maternity/paternity/adoption; race; religion or belief; sex or sexual orientation.

We strive for equitable and transparent decision making within the Business School. Our academic and HR processes in recruitment, promotion, development and support are designed to meet our shared community objectives. We aim to increase equality, diversity and inclusion in our workforce, providing projects and programmes to which everyone may contribute.

Athena Swan

As part of our commitment to support and advance the careers of women in academia, we follow the principles of the Advance HE Gender Equality Charter. In 2016, the Executive Group adopted its Athena Swan framework as the tool to measure and further gender equality among faculty. The School's Inclusivity Group is currently preparing a five-year action plan based on the conclusions of a comprehensive self-evaluation exercise. The plan, together with a self-assessment report will be submitted in April 2021 in the hope Athena Swan Bronze award.

UG, PGR and PGT students, academic and professional services colleagues have been involved at different stages of this exercise. Wide consultation and analysis of quantitative and qualitative data underpin the basis of the five-year action plan.

Values in action DICE in our daily activities



Each year since 2018, UEBS has joined the University in celebrating **International Women's Day 2020**. In 2020, this included a series of interviews with and posts profiling inspiring female leaders, including the Managing Director of Exeter City Living, CEO of the Global Fund for Women and our Co-Director of ECCE.



Principle 3: Method



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

Our ERS obligations are realised day-to-day through integrated University and School policies and planning in relation to student learning, assessment, research ethics, curriculum design and department operations. The principles of responsible management education are embedded within our strategies and sub-strategies.

The Business School Strategy 2017-2022 aligns with the overarching University strategy, *Making the Exceptional Happen 2016-2021*. It reinforces the School's role as a key contributor to the University's long-term commitment to solving the challenges of environmental change from a scientific, societal and cultural perspective.¹²

University of Exeter Strategy

Making the Exceptional Happen 2016-2021

We will:

- Shape our future world and find innovative solutions to challenges facing humankind.
- Create greater understanding, share our knowledge and encourage others to discover new possibilities.
- Nurture our students, colleagues and communities, giving future generations the ability to change the world around us through skills, intellectual resources, courage and resilience.
- Be driven to realise a future where we unite to tackle pressing global issues.
- Make the exceptional happen: From predicting and mitigating the effects of climate change, to new innovative approaches to understanding diseases; from studying the complexities of memory, to understanding extrasolar planets; identifying what causes radicalisation, to curing neurophysiological conditions.

¹² [University Corporate Strategy 2016-21](#)

Centre for Innovation in Business Education

In line with the University and UEBS Education Strategy, we proactively promote excellence and innovation in teaching and learning (T&L). Since 2017, we have: populated an online staff development resource, the *Teaching Collaboratory*; held weekly student term-time and staff development T&L seminars to address skill gaps and develop teaching practice; enhanced our student Academic Development Programme, which includes the induction MOOC, modules, workshops, mentoring and online resources.¹³

Research Methods Centre (RMC)

Introduced in 2018, the RMC contributes to the School's mission of producing and communicating the highest quality of business and economics research. The Centre arranges workshops, events and speakers to introduce new methods and develop existing knowledge of academics and PhD students. Each year, we run over 20 hands-on workshops with experts in their fields, which recently featured Associate Editor of Academy of Management Journal Jill Perry-Smith, and Editor-in-Chief of Personnel Psychology Berrin Erdogan.

Research integrity

In 2018/19, we conducted a full review of Standard Operating Procedures, creating a new Research Ethics Policy aligned with the University's revised Research Ethics Framework.¹⁴ A new position of Director of Research Ethics was established which, following the postholder's input on an institution-wide working group, led to UEBS being chosen to pilot an enhanced e-Ethics platform in 2019-2020 before wider adoption. We launched a new Research Ethics Committee with Departmental Research Ethics Officers, taking over ethical reviewing responsibilities from the Research Strategy Group. This adopts best practice outlined in the UK Research Integrity Office's [Code of Practice for Research](#)¹⁵ and [Concordat to Support Research Integrity](#) (2019).¹⁶ From March 2020, we provided Covid risk assessment processes to students.

To support students, we developed instructional videos about research ethics principles and how to make research ethics applications. We successfully piloted ethical review as a pass/fail element on two modules (*BEMM056 Masters Dissertation (HRM)* and *BEP3050 Future-Facing Dissertation Project*) and will roll it out across all dissertation modules in 2020/21. We believe the increase in independently reviewed student research projects is evidence of positive impact. In 2014/15, only 24 applications were reviewed. In 2019/20, 75 staff and 540 student applications out of a total of 660 were independently reviewed.

Open research

As a public university, we are committed to Open Research, which involves the UEBS in maintaining openness throughout the research cycle through collaborative working and sharing and making research methodology, software, code and equipment freely available online, along with instructions for using it. Open research includes making publications freely available online (open access), in addition to the underlying research data (open data). There is a moral principle, or spirit, behind open access that publicly funded research should be openly and freely available. This means that copies of all Business School research papers are now available in our online *Open Research Exeter (ORE) repository*.¹⁷

¹³ <https://business-school.exeter.ac.uk/research/centres/teaching/>

¹⁴ <http://www.exeter.ac.uk/cgr/researchethics/>

¹⁵ <https://ukrio.org/publications/code-of-practice-for-research/1-0-introduction/>

¹⁶ <https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2019/the-concordat-to-support-research-integrity.pdf>

¹⁷ <http://www.exeter.ac.uk/research/openresearch/>

Operations

Our Green Team of key Professional Services staff, academics and UG students continues to embed environmental activities within the School's normal business practice and working culture. Providing updates to College Executive meetings, it engages with *Green Exeter*, a University management tool built on the 'Plan, Do, Check, Act' model and ISO14001 Environmental Management certification. Our 2019/20 carbon footprint showed a reduction of 326t CO₂, a 17% decrease compared to 2018/19. The biggest carbon increase during 2019/20 came from procurement relating to construction and refurbishment, food, catering and hospitality. We have set a target during 2020/21 of 55t CO₂ (3.5% reduction).

Method in action DICE in our daily activities



Responding to *Black Lives Matters* during *Black History Month* in October 2020, a series of talks, panel discussions, workshops and Q&As, celebrated and reflected on black history, promoting dialogue around DICE. Each day, we highlighted a Black Briton on the School's website and social media, ranging from the pioneering nurse Mary Seacole to the rapper, songwriter and record producer Joseph Junior Adenuga (Skepta). Dr Patrick Vernon OBE, author of the landmark 100 Great Black Britons List, launched a writing competition for students to research and write about a Black Briton of their choice. Other highlights included a workshop using Lego to discuss questions of race, diversity and inclusion; an entrepreneurship student hackathon using research data to address problem areas for businesses to improve opportunities and integration for people of colour (POC); and a talk on the geographies of slavery tourism by Dr Emmanuel Adu-Ampong.

Principle 4: Research

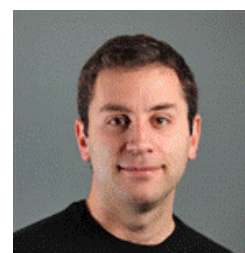


We conduct conceptual and empirical research to advance understanding of the role, dynamics and impact of organisations in creation of sustainable social, environmental and economic value.

UEBS is in the top 10 business schools according to a recent report from CABS on Business and Management research income.¹⁸ Our research is world leading and takes place through our departments and research centres.

Finance and Economic Experimental Laboratory at Exeter (FEELE)

FEELE is a state-of-the-art laboratory for research in experimental social science, located in the Department of Economics. It has two experimenter servers, in the process of transitioning to a cloud based server, and 32 networked terminals with sensors to measure skin conductance, heart rate and facial expressions. This allows researchers to move beyond traditional economics tasks focused solely on decisions, engaging with neuroscientific and psychological processes. A full-time lab manager ensures the laboratory's smooth running, providing support for programming and subject recruiting (primarily UG students). FEELE has enabled economics experiments to become an integral part of our teaching practice: from 2016 to 2019 an average of 4,332 participants annually made hundreds of thousands of controlled choices in the lab.



*Current Directors of FEELE,
Professor Miguel Fonseca
and Dr Luke Lindsay*



¹⁸ <https://charteredabs.org/wp-content/uploads/2020/05/77403-CABS-Research-Income-Report-2020-WEB-final.pdf>

Land, Environment, Economics and Policy Institute (LEEP)

LEEP¹⁹ aims to develop knowledge and understanding to inform governments, businesses and communities about how land and the environment are managed and used; the policies that affect this, their impact on people and how policy should be better designed, appraised and evaluated. In March 2018, the UK HM Treasury published its latest Green Book²⁰, a guide that informs government decisions about billions of pounds of public investment. LEEP worked with HM Treasury, the Department for Environment, Food and Rural Affairs (DEFRA) and Department for Transport and Natural Capital Committee to shape the guidance provided. Again, with DEFRA, LEEP developed the Natural Environment Valuation Online (NEVO) tool.²¹ NEVO provides map-based decision support to inform decisions that affect the natural environment of England and Wales. It assesses the value of ecosystem services relating to agriculture, recreation, forestry, CO₂ emissions, biodiversity and water.

Research in action Engagement through LEEP



LEEP held a two-day conference at the University in June 2019 in the run-up to the European Association of Environmental and Resource Economists (EAERE) conference. In 2020, it launched a monthly seminar series, welcoming international experts in environmental science on topics including:

- The Impact of Air Pollution on Labour Supply in China.
- Optimal Temperature for Earth – Updating DICE.
- Chronic Wasting Disease: Economic analysis of Complex Wildlife Disease.
- Behavioural Science and Conservation: can behavioural economics deliver on sustainability goals.
- Demonstration to Transformation: Taking Natural Capital Approaches to Scale.

Tax Administration Research Centre (TARC)

TARC researchers are drawn from Accounting (including the deputy director), Anthropology, Economics (including the director), Law and Psychology. As well as distinguished international fellows such as Michael Keen (IMF) and James Poterba (MIT), the Centre hosts dozens of visitors, postdoctoral fellows and doctoral students. In addition to producing academic publications, there is a strong focus on engaging with policy makers via reports, workshops and masterclasses and publication of its international *Journal of Tax Administration*.

Working with our strategic partner HMRC, TARC has co-produced research projects on tax compliance that have directly influenced policy development. It works with the Chartered Institute of Taxation and is connected to international tax authorities in Bulgaria, Netherlands, Greece and Rwanda, for example. TARC contributes to debates at a global level through contributions to the OECD and IMF, which led to work influencing the IMF Tax Administration Diagnostic Assessment Tool project.

¹⁹ <https://www.exeter.ac.uk/leep/>

²⁰ <https://sweep.ac.uk/exeter-research-inform-billions-government-spending/>

²¹ <https://sweep.ac.uk/nevo-tool-launched-with-a-webinar-watch-again/>

The Exeter Sustainable Finance Centre (ESF)

A new venture for UEBS, research will inform a new module *BEA3028 Sustainable and Responsible Finance* in 2020/21. This introduces the latest development of theory and practice in sustainable and responsible finance, the principles underlying sustainable and responsible decision making and how to apply them in business and investment practice. ESF has strong connections to the International Securities Lending Association (ISLA) and Council for Sustainable Finance (ICSF) through Dr Radek Stech, Senior Lecturer at Exeter Law School, founder of the Sustainable Finance, the Law and Stakeholders (SFLS) Network.²²

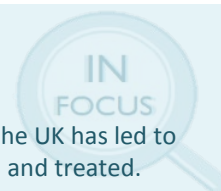
Centre for Simulation, Analytics and Modelling (CSAM)

CSAM is led by Professor Andi Smart and undertakes research in three areas: Smart Cities, Healthcare and Service Innovation. Examples of funded projects include VISTA-AR,²³ RESIST,²⁴ REPLICATE (EU),²⁵ and ULTIMATE.²⁶ The Centre has a track record of co-developing impactful studies (including PhD projects) with local NHS Trusts, for example, the modelling of endoscopy services, real-time simulation of A&E, supply chain of donor breast milk (in association with The Hearts Milk Bank). The Centre also hosts the *Health and Care Impact Network*, which was founded in 2016 with the Torbay and South Devon NHS Foundation Trust. The purpose of the Network is to improve delivery of health and care through applied research, knowledge dissemination and decision support. The Network has been successful in receiving grants from ESRC and charities.

Centre for Entrepreneurship

As the business world experiences increases in the scope and pace of change, dealing effectively with uncertainty is now crucial for business survival. Research themes – the 4th industrial revolution, ‘future of work’, global environmental and social challenges – require new ways of doing business. Our new Centre for Entrepreneurship will enable entrepreneurs to act as the change agents who will explore and create the next economy. It brings together the already successful Student Start-up Office and our Entrepreneurship faculty to create world leading thinking that will inform the future of business.

Research in action Professor Nav Mustafee



Pressure on A&E departments in the UK has led to patients waiting longer to be seen and treated. Interdisciplinary research (operational research and behavioural economics) has led to the development of a digital platform and app, *NHSquicker*, which shows real-time waiting times at A&E, Urgent Care Centre (UCC) and Minor Injuries Units (MIUs). Seven NHS trusts in South West England have adopted this technology, accessible to around 1.7 million NHS patients. The app enables patients to make an informed choice of where to go for treatment, which in turn has reduced A&E peak time demand.

Liz Davenport Chief Executive of the Torbay and South Devon NHS Foundation Trust said, “Quarterly changes in Minor Injury Units and A&E (MIU/A&E) presentations during busy hours (11am-6pm) for ages 18-50 years has shown that there is a significant shift from the start of 2018 in the pattern of attendances, with a reduction in A&E attendances and an increase in MIU attendances.”



²² <https://www.isla.co.uk/press-releases/isla-announces-formation-of-the-council-for-sustainable-finance-icsf/>

²³ <https://www.vista-ar.eu/en/>

²⁴ http://gotw.nerc.ac.uk/list_full.asp?pcode=NE%2FN012143%2F1&cookieConsent=A

²⁵ <https://replicate-project.eu/>

²⁶ https://www.exeter.ac.uk/news/homepage/title_801835_en.html

The Exeter Centre for Circular Economy (ECCE)

ECCE was launched by Dame Ellen MacArthur in September 2018. Our vision is to be the leading UK centre engaging in innovative CE research, knowledge transfer and executive education projects, designed to transform our economy, creating regenerative wealth and wellbeing. We aim to play a leading role in the development of the theory and evidence base for CE, inviting world leaders in academia and industry to share in co-creation of new research, educational initiatives and dedicated projects for our corporate partners. We plan to disseminate innovative and important research findings through high quality research publications, conferences and via educational offerings to business, government, academics and other stakeholders, establishing networks that bring business, government and civil society leaders together with circular economy academics from the world's top universities.

Recent highlights have included Professor Markus Zils presenting a keynote address in October 2019 to 250 delegates at the *Cirkulär Ekonomi Symposium, Stockholm*. In November 2019, the leaders of [BAM Clothing](#) and Founding CEO David Gordon, in collaboration with IDEO, one of the world's leading Design Consultants, set our MBA students the challenge of introducing Circularity to their business. BAM were so impressed with the ideas generated that we are now in discussion to take some of these forward through the MBA Consultancy Project and a Knowledge Transfer Partnership (KTP).

"Collaborating with Exeter University's MBA students was a reminder of how healthy it is to talk, exchange ideas and move the world forward to a better place. This is how sustainable practice and circular economy ideas become reality."

Founding CEO David Gordon
BAM Clothing

Initiative in the Digital Economy at Exeter (INDEX)

INDEX is a multidisciplinary team that explores the coalescing of data with value, and its implication upon individuals, organisations, innovation and society. The team brings together computer science, social science and engineering design perspectives. INDEX is currently involved in 13 funded projects and seeks to share their knowledge through teaching and executive education. Recent research into the response of the UK fruit and vegetable food supply chain to Covid-19 found that despite huge fluctuations the fresh food supply chain has responded remarkably well.²⁷

Exeter Centre for Leadership

Engaging with and shaping the latest evidence from economics, management, clinical and psychological research, the Centre provides practical insights to inform current leadership behaviour. Starting in January 2021, Dr Jamie Gloor, Senior Lecturer, is to embark on a five-year research project, exploring new ideas about creating diversity in leadership. The Swiss National Science Foundation grant of £1 million will fund the project, entitled "Playing the Game Relieves 'More of the Same'?" The study's starting point is the lack of diversity among leaders of big organisations, and the traditional ways of training, hiring and promoting leaders that perpetuate this cycle.

Research in action CE to drive agri-food innovation

IN
FOCUS

To maximise productivity, today's agri-food system has become linear and extractive. Resources are taken to make products, while wastes and by-products are discarded. This has degraded ecosystems and led to social, economic and environmental problems. Working with representatives across regional agri-food systems, NGOs and policymakers, our research has supported organisations to explore CE business models that support innovation, effectiveness and resilience, while restoring and protecting natural ecosystems. It has benefited over 500 agri-food organisations and associated regional value chains across Southwest England and northern Italy. Specifically, our research has:

- Created net positive environmental outcomes, i.e. saved energy, water and waste; reduced carbon emissions and protected biodiversity
- Increased business resilience and growth
- Embedded CE principles in policymaking.

²⁷ <https://arxiv.org/abs/2006.00279>

“The idea is that the top levels of leadership are more homogenous than we would like,” said Dr Gloor, “and the traditional ways of training, hiring, and promoting leaders have often been within people’s personal networks, so who they went to university with, who they work with and who they know.”

As part of the Centre’s third series of blogs, Professor Ciara Eastell, Professor of Practice, talked to five of Exeter’s civic leaders about their personal experience of leading their institutions through the initial response to the Covid-19 crisis. The “Leading in Lockdown: How Exeter’s leaders are responding to the challenge” panel discussed the responses to the pandemic from the CEOs of Devon County Council, Exeter College, Exeter City Council.

Doctoral research

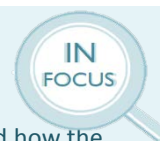
UEBS has 94 doctoral research students, of whom 14 are researching issues addressing environmental sustainability. A further 18 students are addressing socioeconomic issues relating to improving social equity and equality in the public, private and third sectors.

To illustrate the diversity and impact of doctoral research being conducted, we have included a selection of projects below:

- Communication and understanding of weather warnings: An experimental study.
- Quantitative analysis of the environment-energy nexus project, ADVENT (Addressing Valuation of Energy and Nature Together).
- Investigating mobile phone waste management and a proposed strategy for sustainability management in Thailand.
- Reverse supply Chain Management in the construction industry: A circular economy perspective.
- Tackling deforestation and food security with regenerative agriculture.
- The business of wind energy: Implications for sustainable development and energy security.
- Responsible sourcing of minerals – putting values into the value chain.
- The role of Accounting in the organising of conservation for endangered species, UN-SDG 15 – Life on Land.
- Investigating social contagion and mental illness.
- Disruptive innovation in the humanitarian sector.
- Macroeconomic implications of Syrian refugees in Lebanon and Sweden.
- Women on FTSE executive committees: Why women, despite being the majority sex in certain business functions, are unlikely to be appointed as Functional Heads.

Research in action

Dr Laura Colombo



Laura’s doctoral thesis explored how the practice of scaling is constructed differently in organisations seeking to embrace social and environmental sustainability in Italy. In October 2018, she disseminated her findings about social farming to 30 managers and staff at Banca Etica, an Italian cooperative Bank with over 41,000 members, which helped them build a framework for evaluating Social Farming projects in 2019. Recently celebrating her first publication in the Journal of Cleaner Production – ‘*The discourse of eco-innovation in the EU: an analysis of the Eco-Innovation Action Plan and Horizon 2020*’ – Laura is about to submit further papers on themes of scaling and sustainability. An interdisciplinary researcher, she provides guest lectures to MA Food Studies students (Geography Department) and lectures in Management within the Business School.



Student-led research

UEBS students are engaged in a wide range of research projects spanning the UN-SDGs (see examples listed in the tables on the following pages). The research reflects the interests and expertise of our staff, yet there are many examples of co-creation where students' own passions and interests shape the research agenda. It is not unusual to find USEBS students acknowledged in research publications.

Partnership in action

Dr Allen Alexander



Allen, a Senior Lecturer, and his team have created, refined and implemented an ***Innovation Fitness Toolkit (IFT)***. This enables organisations to develop, manage and capitalise on new products and services by adopting a robust framework that embeds Innovation Management Capability (IMC) into their processes. The toolkit has been implemented with public/private sector organisations of all sizes, including 260 private businesses in Devon, as well as other organisations in the UK, EU and US. It has successfully helped them enhance strategy, operations and management practices, as well as create a unified culture of growth and productivity. The positive impact of the IFT is evidenced by new products, follow-on projects, company formations, growth in employee numbers and trading longevity.










Research in action







Teaching case acknowledging student contribution



The South Devon Organic Producers (SDOP) co-op is one of the largest organic vegetable producers in the UK. The teaching case explored the supply chain relationships sustained by SDOP, including Riverford, a leading online organic retailer, and is being used with students on *BEM3033 Strategic Management* and *BEM3038 Co-operative Enterprise*. Originated by MSc International Management student Omer Aziz Bhatti in 2015, dissertation supervisor Dr Adrian Bailey continued the research and presented it in April 2016 to postgraduate students at Federal University, the Pontifical Catholic University of Paraná and OCEPAR (the Co-op Federation for Parana State), and to the Academy for Rural Development (CARD), the Centre for China Farmer Cooperatives (CCFC), and the China Academy of Social Sciences (CASS). The research was funded in 2015 by the Newton Mobility Grant with Pontifical Catholic University of Puerto Rico (PUCPR), Brazil, to develop sustainable agricultural supply chains. The case was subsequently prepared for publication in 2020 with PhD student Hao Dong and published in the December issue of the *International Food and Agribusiness Management Review*.


[Sustaining supply chain relationships for co-operative success: the case of South Devon Organic Producers Co-operative \(UK\).](#)

Research projects 2019-2020			
UN-SDG	Year	Research title	Level
1 NO POVERTY 	2019	System Innovation in Revolutionising Global Economics: What is Holding Us Back?	UG
	2020	Understanding the impact of the introduction of a Deposit Return Scheme (DRS) on the UK's Homeless Community	UG
		Evaluation of Poverty Eradication in Botswana	UG
2 ZERO HUNGER 	2019	Global Food Security, Climate Change and Resilience: An International Perspective	Staff
	2020	Can a peer-to-peer online system have potential to step into the Covid-19 crisis and make a positive contribution to people's relationship with food	UG
		What Does Introducing Entomophagy Mean to the World of Protein And Its Evolution in the 21st Century?	UG
		Global Food Security, Climate Change and Resilience: An International Perspective	UG
3 GOOD HEALTH AND WELL-BEING 	2020	Increasing uptake of long-acting reversible contraception in Cameroon	Staff
		Efficacy of the Digital Therapeutic Mobile App 'BioBase' to Improve Mental Health in a Working Population of Adults	Staff
		What role does mindfulness play in preventing stress and burn-out in final year undergraduate students?	UG
		What roles might Autonomous Vehicles (AVs) have in assisting those over 60 in the UK in relation to increased mobility and mental wellbeing?	PGT
		Global gene drive governance for climate adaptation and conservation	Staff
		Developing a business model for the application of VR technology for treating dental anxiety	MBA
		The 'Circular Food System' and its impact upon 'Well-Being'	UG
4 QUALITY EDUCATION 	2019	How to Effectively Motivate Teachers – An Empirical Study of Factors Influencing Employee Motivation in the UK Education Industry	PGT
		Exploring a Sustainable Organic Farm School Model within an alternative education provision	MBA
5 GENDER EQUALITY 	2020	Male Perceptions Of The Glass Ceiling: How Can Men Champion Change When They Do Not See The Problem?	PGT
		Barriers to female leadership: a comparative study of women managers in workplace in the United Kingdom and China	PGT
		The recruitment and retention of women in the automotive and motor manufacturing industry: A critical review of Jaguar Land Rover	PGT
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	2020	The Impact of COVID-19 on Plastic Wastes in NHS Hospitals	Staff
7 AFFORDABLE AND CLEAN ENERGY 	2020	Dissertation: How is a no-deal Brexit likely to impact supply-side actors in the renewable energy sector in Cornwall?	UG
		Economic Viability and medium-term sustainability of Hydrotreated Vegetable Oil as a transition fuel from fossils fuels to 100% green fuels	UG

Research projects 2019-2020			
UN-SDG	Year	Research title	Level
8 DECENT WORK AND ECONOMIC GROWTH 	2019	Investigating Job Quality and Everyday Working Lives of Highly-Skilled and Low-Skilled Migrant Workers in the UK	Staff
	2020	What are the problems with Wal-Mart's welfare management in Shenzhen, China?	PGT
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	2019	"Adoption Experiences" – research element of UK Innovate project 104889 Autto 2 – Transforming Accountancy, Insurance and Legal Services with AI and data (TAILS)	Staff
	2020	To what extent does innovation as a process create sustainability/longevity for businesses operating within the vehicle recycling industry?	UG
		China's Leadership in Green Finance Management: Green Finance with Chinese characteristics.	PGT
10 REDUCED INEQUALITIES 	2018	Income Inequality and the Demand for Secrecy	Staff
	2019	Survey on Delivery of Micro-credit for low income women	Staff
		Accounting for the vulnerable	Staff
11 SUSTAINABLE CITIES AND COMMUNITIES 	2020	Does being presented with framed media stories about taxation influence tax compliance behaviour?	UG
		An economic Investigation into the synergies between the Circular Economy and the Transition Town Movement	UG
		Sustainable Community Development: Analysis of the UK housing crisis and exploration of the socio-economic development of UK towns	UG
		Identifying the gaps and future digital journey of embodied carbon accounting in the built environment – UK's Environment Agency, A Case Study	MBA
		Preventing food waste: Identifying determinants of food waste behaviour in university students in the United Kingdom	PGT
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	2019	Can a digital platform contribute to building a more sustainable food chain model?	UG
		A Study to Explore How Student in Campus in UK are Motivated to Purchase Goods Due to its Green Packaging and the issue of packaging waste	PGT
	2020	Internationalising Sharing Economy SME's – The opportunities, dangers, and barriers attached to SME internationalisation and its implications on the sharing economy as a concept	UG
		How do enterprises build up appropriate marketing strategies under the condition of ecological economics? Based on the research of the green marketing strategies of Starbucks Corporation	PGT
		Is there a difference between generation X and generation Y in their response to green marketing strategies?	PGT
13 CLIMATE ACTION 	2020	How has increased exposure of Global Warming across social media platforms influenced sustainability at fast fashion giant H&M and investigating the effects of this on the consumer behaviour gap?	UG
		Carbon Offsetting: The future of the aviation industry?	PGT
		Antecedents of green purchasing behaviour: study among consumers in Azerbaijan	PGT
		Which stages of the room linens and towels' life cycle present the most significant environmental issues of Holiday Inn in the United States? How can these impacts be reduced?	MBA

Research projects 2019-2020			
UN-SDG	Year	Research title	Level
14 LIFE BELOW WATER 	2018	Attitudes towards Iceland and Plastic Pollution	UG
		Fisher interactions with sea lions	Staff
15 LIFE ON LAND 	2020	Explore how rapidly supplying emergency shelters after natural disaster has an impact on socioeconomic recovery	MBA
		Sustainable Exploitation of Natural Capital in the South West of England Through Application of Earth Observation Imagery	MBA
		"Talking about gene drive: An exploration of language to enable understanding and deliberation in Africa, Europe, North America and Australasia"	Staff
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	2020	Conflict management in Chinese public hospitals.	PGT
		Strengthening accountability in Banking: Good practice and the Three Lines of Defence model (3LoD)	Staff
17 PARTNERSHIPS FOR THE GOALS 	2019	Economics and management research with Bulgarian National Revenue Agency	Staff

MBA consultancy projects 2019-2020		
UN-SDGs	Project title	Organisation
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	What Are the Key Ingredients to Winning Work and Ensuring Our Tender Process Remains Current and Competitive?	Ernst & Young
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	"What would a circular and healthy food system look like for Nestlé, at the city level? A comparative study of London (UK) and Bangkok (TH)"	Nestle
	"What kind of "beyond single-use" models present the most effective for Volvic in the French and German markets?"	Danone
	Life Cycle Analysis Project	McDonald's
	Supporting McDonald's circular economy goals by finding the best ways to make alternate use of packaging waste and communicating the message of recycling to consumers so that consumer dispose of the waste in the right place and promote recycling	McDonald's
	How might retail businesses participate in the circular economy, drive down cost, meet consumer expectations, and shift to a closed-loop supply chain	Avanade
4 QUALITY EDUCATION 	What are the key ingredients to a successful university collaboration program that will increase brand affinity and awareness within the next generation of financial professionals?	Refinitiv
	What factors that contribute to increase the engagement and belonging of postgraduates in the University of Exeter?	University of Exeter Students' Guild

MBA consultancy projects 2019-2020		
UN-SDGs	Project title	Organisation
	Help develop the regional innovation ecosystem of the South West, by mapping the support services available for entrepreneurs, drawing out key insights, and developing an interactive tool to find support and promote our ecosystem	SETsquared
	How can Sound City optimize the existing business model —Guest House and launch version 2.0?	Modern Sky
	Business model evaluation and optimization of Shanghai Yiheng Media Co., Ltd.	Shanghai Yiheng media Co., Ltd.
	Data and AI Governance	Unilever
	What value is there to organisations in actively measuring their impact, and what is the value case for PA Consulting to undertake an impact assessment?	PA Consulting
	In view of the changes in the international energy and electricity market (especially in the Middle East and North Africa Region) how does enterprise adjust its strategic direction and business models, as well as innovate and change its organisation.	SEPCOIII
	The Future of Marketing: Challenges and Opportunities	Space Doctors
	Gap Identification and digital tools review to harmonise embodied carbon accounting in the built environment – Environment Agency, UK – A case study.	Arcadis
	Actionable marketing strategies to enable membership in Exeter science park during the COVID-19 pandemic	Exeter Science Park
	New product category recommendations for WHSmith	WHSmith
	Agile Approaches to Develop Technology for Improving Customer Relations in Corporate Transaction Banking	JP Morgan
	The Data Analysis Bureau: What is the optimal route to sale, in order to maximise value?	The Data Analysis Bureau
	X-Data and Qualtrics: Experience Data and Data Science in Theory, Practice, and Retail Banking	SAP
	How can Rapid Action Packaging Ltd. provide a truly circular solution to the customer (brand or retailer), which promotes and incentivises consumer engagement in the reclamation and recycling processes of food-on-the-move packaging?	Rapid Action Packaging
	“Consumer demand and key distributors and retailers for plant-based milk alternatives in Singapore’s market”	Devon Garden
		
	How can we unlock the value of Earth Observation imagery and insights into the natural capital market to create long-term sustainable change?	Catapult

MBA consultancy projects 2019-2020		
UN-SDGs	Project title	Organisation
8 DECENT WORK AND ECONOMIC GROWTH 	The Importance of Culture Difference and Its Impacts on International Management: Evidence from GRUNDFOS – Subsidiary of Multinational Corporation in China	Grundfos pumps (Suzhou) Ltd
	A project for business operation and management of Wow Facial in China	WoW Facial
	Increasing employee engagement at IBM's digital sales & commercial team	IBM
	How can an authentic green mission help organisations attract and retain talent?	IBM
	How to transform a Chinese educational software company for future market resilience be more concise?	Wanjiang Information Technology Co. LTD
13 CLIMATE ACTION 	Explore how ShelterBox can measure socioeconomic impact after natural disaster	ShelterBox
7 AFFORDABLE AND CLEAN ENERGY 	How to manage large scale wind power plant project?	HairunTC
	A Research on Integrated Solar Coal for SEPCOIII	SEPCOIII
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Which stages of the room linens and towels' lifecycle present the most significant environmental issues of Holiday Inn in the United States? How can these impacts be reduced?	IHG
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Defining a Digital Clinician (DC) of Southern Health NHS Foundation Trust (SHFT)	Southern Health NHS Foundation Trust
3 GOOD HEALTH AND WELL-BEING 	Developing a Business Model for the Application of Virtual Reality Technology for Treating Dental Anxiety and Phobia	Cineon
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Use your understanding of the marketplace and consumer trends, and picture how we might create a world-leading sustainable brand	Dryrobe
15 LIFE ON LAND 		

Local community impact challenges 2019		
UN-SDGs	Challenge title	Organisation
 	To support Exeter Mosque in its aspirations to become more environmentally friendly by investigating means of reducing water usage and energy consumption	Exeter Mosque
 	How can we develop mutually beneficial partnerships with businesses?	Space PSM
 	If you were launching a hospice today, how would you make it carbon neutral?	Rowcroft Hospice
 	Keeping the heart in Crediton by overcoming the challenges relating to: <ul style="list-style-type: none"> • Lack of shared space • Commuter hub • People disconnection • Local economy 	The Crediton Heart Project
	Review, test and launch 'Friends of Balloons'	Balloons

^[1] <https://www.exeter.ac.uk/cgr/researchethics/codesandpolicies/>

^[2] <https://ore.exeter.ac.uk/repository>

Principle 5: Partnership



Generating sustainable impacts with businesses and not-for-profit organisations is at the centre of our identity as a stakeholder in our local, national and international communities.

“From the very beginning of the project, Majid demonstrated a very strong professional manner. He was fully engaged throughout the process to deliver against the objectives. It really felt like Majid was one of our team.”

Alison Say
Chief Digital Officer IBM

University of Exeter Academic Partnerships

The University is currently involved in hundreds of academic partnerships. Amongst others, these include:

- A large number student exchanges and study abroad arrangements, providing undergraduates and some postgraduates with the opportunity to study at an institution in another country.
- A partnership with INTO;
- Multiple international partnerships, including split site study agreements, dual degrees and double degrees, for example, our own double degrees with Grenoble (France) and Fudan University School of Economics (China);
- A number of UK validation partnerships with high quality, regional educational partners covering a range of disciplines. Typically delivered entirely at the partner’s location, these offer opportunities for students to progress onto further study at Exeter, such as our MA International Film Business with London Film School and validation of the BA (Ord) Business Management at Exeter College.²⁸

UEBS Education Partnerships

European and international business school partners

The School’s international strategy is to grow through partnership with excellent business schools throughout the world. As such, we have an expanding network of teaching, research, professional and student exchange links with a wide range of European and international universities and business schools, including the double degree options mentioned above.^{29 30}

Degree apprenticeships

In light of the global pandemic, the ability to study remotely is as important as ever. We have been involved with a number of different organisations, such as Goldman Sachs and Pennon, to deliver Degree Apprenticeship programmes to their employees, including the Chartered Manager Degree Apprenticeship (CMDA) and Senior Leader Master’s Degree Apprenticeship (SLDA). One of the basic drivers is for *“Degree apprenticeships offer the opportunity to put **knowledge to work** and this application **develops the apprentice, the organisation and the knowledge itself**”*. Theories, concepts and models become the tools by which to explore and tackle organisational problems.

The Exeter MBA

Business partnerships are central to The Exeter MBA as our flagship programme, offering consulting projects, guest lectures, advisory board members, on-site visits and more.

²⁸ <http://as.exeter.ac.uk/tqae/qualityandstandards/academic-partnerships/currentpartnerships/>

²⁹ <https://business-school.exeter.ac.uk/about/aboutthebusinessschool/partneruniversities/>

³⁰ <https://business-school.exeter.ac.uk/study/pgstudyabroad/doubledegree/>

We are proud to have developed partnerships with a range of progressive organisations: some of the world's most enlightened start-ups, charities, B-Corps and global brands, who place purposeful leadership, sustainability and innovation at the heart of their business strategies. In 2019/20, they include Canopy, Centrax, Ellen MacArthur Foundation, Met Office, Refinitiv, SAP, The Coca Cola Company, Volans and IBM.

Corporate partners work alongside our teaching team to co-deliver modules, support and mentor students, and help perfect interview skills. They also provide opportunities to address their company's real-life business challenges through assignments, case study analysis and projects.

Students choose a Corporate Challenge or Consultancy Project with an organisation that will enhance their future career, in areas such as entrepreneurship, strategy, innovation, marketing, international business, sustainability, finance and general business. In 2019/20, Majid Alkhulaify from Saudi Arabia completed his MBA project with IBM, looking at how the Commercial Team could increase employee engagement and, in turn, revenue. A key highlight of his MBA journey, Majid said it afforded him a better understanding of fundamental business values and expand his network.

The School's relationship with IBM is the MBA's most long established and successful. Dr Mandie Quartly, an AI and Data Science Platform Specialist in Global Ecosystem Development at IBM, has worked closely with us since her own MBA graduation in 2012. She has also jointly run the data analytics module. The **MBA Corporate Advisory Board**, which ensures the MBA's strategic direction is informed by best practice and reflects the needs of the people and organisations it serves, is currently chaired by Exeter alumnus Jamie Cole, Global Lead Client Partner at IBM. Previous chair Mike Bernard, former Marketing Director (Systems Routes to Market) for IBM Europe, has also provided advice on marketing the MBA to business and been instrumental in sourcing MBA consultancy projects. Mandie, Jamie and Mike and colleagues have conducted numerous guest lectures on our behalf.

Partnership in action The Exeter MBA and IBM



IBM has supplied student consultancy projects focused on live business challenges, which represents a large portion of students' self-study and overall MBA mark. Guest lectures from staff have helped students relate material taught on the MBA to the business of one of the largest global brands. The company's technical experts have also supported our four-day hackathon, which marks the culmination of *The 4th Industrial Revolution* module, which builds the proficiency of students in such things as machine learning and micro computing. They also travel to IBM Hursley to take part in workshops in the latest technology such as cybersecurity, AR and IoT. More recently, the company has advised the University about online course content during the pandemic. The relationship is mutually beneficial: each year we provide a full MBA scholarship to one IBM employee, as well as the opportunity for staff to work alongside academics and students (as potential employees) on the consultancy projects.

"IBM is committed to work with universities across the globe and the relationship with Exeter is a stand-out example in the UK. In particular, the relationship with the Business School and the scholarship place provides 'IBMers' with a unique development experience."

Jamie Cole
Chair of the MBA Corporate Advisory Board

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.

The School has a strong desire to contribute significantly to the local, national and international communities in which we operate. Collaboration is one of our core values; something that we strive to place at the centre of all our research, teaching and impact towards a sustainable future.

Making it happen

Internal Dialogue

On 20th May 2019, the University declared a state of Environment and Climate Emergency. The Vice-Chancellor's Executive Group (VCEG) commissioned an independent review led by Professor Juliet Osborne to make a set of recommendations about what this should mean for the University. An Environment and Climate Emergency Working Group was established with over 30 staff and students, bringing together our leading environment and climate experts. The group undertook a wide consultation and received over 200 ideas from staff and students. ***The University of Exeter: Environment and Climate Emergency Working Group White Paper (ECEWP)***³² was published on 11th November 2019. Two Business School academics, Stefan Boehm and Sarah Hartley are co-authors of the White Paper, while Mickey Howard (Professor of Supply Management) and Kate Hind (SWEEP Impact Fellow) are key contributors. The Business School is working closely with Emma Page, the Head of Sustainability for the University, through our Sustainability Team to help implement the 20 institutional responses to ECEWP. The Sustainability Team includes members of academic staff, including Senior Lecturers Drs Claire Dinan and Adrian Bailey, and Professional Services staff, such as Executive PA Ophelia Lindley and UEBS Director of Operations Matt Davey, as well as UG and PG students.

"The future of our planet and community is at stake. From today, we will bring together our world leading experts on climate change and the environment to develop a specific set of actions and a programme of work that has substance and will make a difference based on evidence and science."

Professor Sir Steve Smith
Vice-Chancellor, University of Exeter (2002-2020)

Students in Dialogue

At a University level, one of the activities of greatest impact is the week-long annual ***Grand Challenges***³³ initiative. This provides all first-year students an opportunity to work in interdisciplinary research groups alongside top academics from the University and external experts to explore some of the key dilemmas facing business and society. Students are introduced to the dilemmas in the first week of term, then attend a series of events which culminate in a weeklong intensive programme at the end of the year. Students work in enquiry groups of around 20 and eventually present their findings through a report, video or public awareness campaign. Our Grand Challenges have welcomed a variety of experts to the University, including, for example, Oliver Moreton from The Economist, Tiana Martin, Head of the National Counter Terrorism Office and Leo Hickman, Director of the Carbon Brief. Global challenges over the past two years have included: Climate Emergency; The Climate and Environment Futures; Food for Thought: Securing sustainable food systems in the 21st century; Fighting Fake News; Mental Health (see Figure 3); and Global Security.

³² https://www.exeter.ac.uk/media/universityofexeter/campussservices/sustainability/climateemergency/documents/Full-EnvClimE-White-Paper-11_11_19.pdf

³³ <https://www.exeter.ac.uk/grandchallenges/>

Figure 3: Grand Challenges 2019.

Students present their ideas to improve mental wellbeing to peers, staff and members of the public in the Forum.



Teaching in Dialogue

Every year, students are introduced to businesses and not-for-profit organisations facing significant challenges, which they are seeking to address through research. In the previous two years, our students have been involved in a range of research initiatives with business partners on the *BEMM771 Research and Consultancy Project*, *MBAM938 MBA Project* and *BEMM251 Dissertation (Management)* modules. Our 'With Industrial Placement' students are required to submit a business report designed for senior executives at their employer organisation.

Research in Dialogue

Much of our research is co-designed with organisations spanning a broad spectrum, from grassroots social movements and civil associations, to social enterprises, cooperatives, NGOs, global corporations and governments. To provide just one example, in April 2019, we presented research on *Natural Capital Accounting: Revisiting the Elephant in the Boardroom*³⁴. The event, sponsored by CIMA, brought academics from the University of West England (UWE), Coventry and Bristol Universities and was attended by UG, masters and doctoral students from the Business School. Keynote speakers included David Hodgson, Head of Finance and Business Support, Forest Enterprise England, and Andrew Phillips, Rural Director, Duchy of Cornwall.

³⁴ <https://www.cimaglobal.com/Research--Insight/natural-capital-accounting-revisiting-the-elephant-in-the-boardroom/>

Key objectives for 2021-2023



► We will contribute to the University of Exeter Strategy consultation in 2021 and ensure Exeter gives a high priority to achieving the UN-SDGs and recommendations of *The University of Exeter: Environment and Climate Emergency Working Group White Paper*.



► We will continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.



► Through our Project Business International we will seek to increase student numbers by 815 against a 2018 benchmark by 2022.

► In support of *Thinking BIG – Our Climate Emergency Action Plan (2020-2022)*, UEBS will achieve a 3% reduction in carbon footprint for 2020/21 of 55t CO₂ through our 16-point action plan, which covers, for example, lighting, sustainable gifts, recycling improvements, food composting, elimination of plastic takeaway packaging from the café and adding a bank of Co-Bikes near the School.

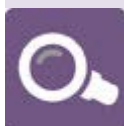
► We will work with the University to: embed carbon evaluation into all procurement decisions; review international travel to identify alternatives and low carbon options; and develop a Carbon Action Plan, nominating leads to promote environmental engagement through green awards.

► Achieve Athena Swan Bronze status.

► Create an administrator for the new research e-Ethics system (see below).

► Create additional training materials and online learning activities to support research ethics applicants.

► Extend pass-fail research ethics criteria to more dissertation modules.



► We will continue to develop world leading teaching and research through our programmes and research centres.

► We will implement a new e-Ethics system that will facilitate greater collaboration and learning between dissertation supervisors and students in the preparation of research ethics applications and the ethical review of research.



► Seek to co-brand our events with UN-PRME to provide greater exposure to our partnership.

► Continue to develop our partnerships through our research centres.



► We will seek to engage our research and education stakeholders in dialogue around the UN-SDGs.



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