



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) 2016-2018

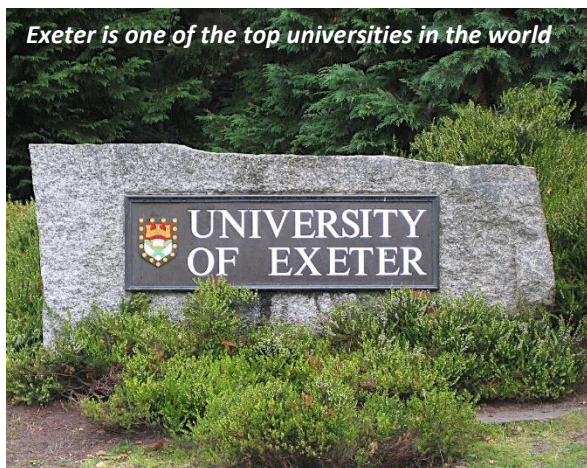
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This is the 4th Sharing Information of Progress Report (SIP) by the University of Exeter Business School (UEBS).

About the University of Exeter

The University of Exeter (UoE) combines world-class research with excellent student satisfaction across two UK campuses in Exeter and in Cornwall. Its mission is to *'make the exceptional happen by challenging traditional thinking and defying conventional boundaries'*. The University was formed in 1955 and is a member of the Russell Group, comprising 24 of the UK's most prestigious, selective and research-intensive institutions. Attracting over 22,500 students from more than 130 different countries, its success is built on a strong partnership with students, a clear focus on high performance and a wide array of partnerships with a range of stakeholders.



- Among the top 150 universities in the world in the Times Higher Education (THE) University Rankings.
- 7th position in the UK, 9th in Europe and top 40 in the world in the CWTS Leiden Ranking.
- 154th place in the QS World University Rankings.
- The Times and the Sunday Times Good University Guide ranks Exeter in 14th position.
- In the Complete University Guide, Exeter is in 12th position and 8th in the Russell Group.

Exeter's 2015/16 **Global Vision 2050 project**, which has informed our sovereign policies and research investments, posed a very simple question: *What will the world be like in 2050 and how can we use research to shape the future development of our planet?* Our research centres on some of the most fundamental global issues facing humankind: improving health, securing our food and water supplies, and making a positive impact upon environmental changes, global conflicts and terrorism. Development of a £52.5 million **Living Systems Institute (LSI)** is now complete, which will focus on disease prevention through predictive biology and eventually house 200 scientists. So too is the **Environment and Sustainability Institute (ESI)**, a £30 million interdisciplinary centre that leads research into the consequences of environmental change, its mitigation and management.

UoE seeks to shape the political agenda through research, education and governance: its research revealing the devastating impact of microplastics on human and animal health won the **'Research Impact'** category in the **Guardian University Awards 2018**.

Officially recognised as a Disability Confident employer, an Athena Swan accredited institution and a Stonewall Diversity Champion, the University also considers sustainability as vitally important. It plans to become a **Flagship Employer for Plastic Free Exeter** and received a **'First Class Award'** in the **People and Planet University 'Green' League 2017**, finishing 18 out of 154 participating UK universities. Our policies include those for Environmental Sustainability, Fairtrade, Sustainable Food, Sustainable Procurement, Biodiversity, Waste and Recycling amongst others, which are supported by strategies, standards (ISO14001) and targets. We are well on our way to achieve our ambitious carbon management goals to reduce emissions by 43% by 2020 against a 2005 baseline. Education for sustainability is available to all staff and the **Green Exeter** accreditation scheme, which is aligned with the University's ISO14001 Environmental Management Scheme certification, helps colleagues 'green' their work areas.

About University of Exeter Business School

The University of Exeter Business School (UEBS) is one of six academic colleges that makes up UoE. While based primarily at the Streatham Campus, in the city of Exeter, we also deliver a BSc Business programme at the University's Penryn Campus, in the neighbouring county of Cornwall, since 2015/16. Our 3,900 registered students comprise around 1.5% of the 250,000 students studying business and business-related subjects in the UK. We offer a range of rigorous undergraduate (UG), postgraduate taught (PGT) and postgraduate research (PGR) programmes, including The Exeter MBA.



A leading UK Business School with growing global recognition

- *Exeter MBA: Ranked top by Corporate Knights' Better World Ranking 2018 (1st).*
- *Financial Times (FT): MSc International Management (top 80), MSc Financial Analysis and Fund Management (62nd).*
- *Guardian University Guide 2018: Accounting and Finance ranked 6th.*
- *Complete University Guide 2018: Accounting and Finance (7th), Business and Management (9th), Economics (14th).*
- *Shanghai Ranking's Global Ranking of Academic Subjects: Ecology (6th), Oceanography (76-100), Environmental Science and Engineering (49th), Water Resources (51-75), Hospitality and Tourism Management (76-100).*

Having previously operated as a collection of separate departments, the School became a fully integrated business school in 2008, making significant progress in a short space of time. Professional accreditation has been secured with organisations including the Chartered Financial Analyst (CFA), Institute for Fiscal Studies, Chartered Institute of Procurement and Supply, Chartered Institute of Professional Development (CIPD), the Association of Chartered Certified Accountants (ACCA), and the Association of MBA's (AMBA). In the most recent national research assessment, the **Research Excellence Framework (REF) 2014**, 73% of published outputs and 82% of our impact case studies were ranked 'world-leading' or 'internationally excellent'.

Research lies at the heart of what we do, delivered through seven research centres and organised around themes of direct relevance and application to the UN Sustainable Development Goals:

- Behaviour, Identities and Decision-Making
- Firms, Markets and Value
- Organisations in Transition
- Sustainability and Circular Economy.

Collaboration is equally important, one of six core values that drives UEBS to embrace the UN PRME principles. This commitment also complements our membership of the **European Foundation for Management Development (EFMD)** and our commitment to ethics, responsibility and sustainability (ERS). In 2016, the EFMD peer review team recognised ERS as an area of excellence and awarded **European Quality Improvement System (EQUIS)** accreditation for 5 years. We are members of the **Academy of Business in Society (ABIS)**, which places our researchers in a global network of over 130 companies and academic institutions whose expertise is invested in achieving a more sustainable future for business in society through collaborative teaching, research and thought leadership. We are also a partner and council member of the **Globally Responsible Leadership Initiative (GRLI)**.

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Renewed commitment to PRME

Since inception, the University of Exeter Business School's (UEBS) key goal has been to support, develop and maintain an international, world-class offering in terms of educational experience, employability and cutting-edge research – with a focus on sustainability at the centre of all we do.

The UN Principles for Responsible Management Education positively shape the School's culture, our strategy, policies, actions and the ways in which we behave and influence our stakeholders and students – the global business leaders of tomorrow. We strive to lead by example in nurturing sustainable practices in our teaching, research, community engagement, corporate partnering and day-to-day operations. We are also proactive in organising public discussion about how best to achieve the sustainable and regenerative economies needed to promote the common good – through the many networking events we host and the *Global Challenges* our students tackle with corporate partners.

Exceeding the goals we set in our previous progress report, it is with considerable pride that the School continues to build upon its existing reputation as a leader in research which focuses on ethics, sustainability and responsibility (ERS). For UEBS, research holds the key to connect corporate governance with ERS and drive forward a stakeholder-oriented approach to governance. In seeking to better understand the business case for a sustainable and regenerative economy, research explores the role of social and environmental information for market participants and other stakeholders. We investigate how governance and top management teams shape a firm's socially responsible activities and reporting practices, for example, and how investors can be a driver of change.

We have made investments to grow our own commitment to the circular economy and will welcome Dame Ellen MacArthur, founder of the Ellen MacArthur Foundation, later this month to officially launch our new Exeter Centre for Circular Economy (ECCE). The Centre's mission is simple, to be a catalyst to advance the transition to a circular economy. In 2017, the Land, Environment, Economics and Policy Institute (LEEP) joined us from the University's College of Social Science and International Studies. In collaboration with its international research partners, LEEP develops knowledge and understanding to inform governments, businesses and communities about how land and the environment are managed and used: the policies that affect this; the impact upon people; and how policy should be better designed, appraised and evaluated.

Finally, the School takes its role as a 'good citizen' very seriously, acutely aware of the limits of the planet and society, all the while promoting the careful use of all resources. This is evident in our ambitious commitments over the next 24 months.



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



Professor Allen joined UEBS in September 2016 from the University of Surrey.

UN PRME major achievements 2016-2018

At-a-glance progress report

2016-2018 PRME target	Progress
Strategy: To work towards implementing an ERS strategy for the School	<ul style="list-style-type: none"> ● Achieved Responsible management and ERS referenced in School's strategy.
Values: To incorporate an overview of our ERS commitments & structures in new staff induction	<ul style="list-style-type: none"> ● Achieved All new staff are provided with an overview of the University's Environment Policy. ● Achieved Research active staff must complete online research ethics training.
<p>Method: To recruit an ERS specialist to International Advisory Board.</p> <p>To formalise how our ERS commitments shape our programmes by including ERS criteria in programme design templates.</p> <p>To convert our paperless research ethics review process into online forms.</p> <p>To drive towards carbon neutrality in our local footprint & continue to achieve Platinum standard at Green Impact Awards.</p>	<ul style="list-style-type: none"> ● Achieved Appointed José M. de Areilza in 2018. ● Achieved ERS is embedded within our graduate attributes, which must be attainable for students on any programme. These attributes will shape the programme development. ● Achieved Converted to new e-Ethics online application system in 2017. ● Achieved Maintained Platinum status since 2013 and have additionally become a Green Exeter Exemplar.
Research: To provide online research ethics training for research faculty.	<ul style="list-style-type: none"> ● Achieved Staff are required to complete a range of online ethics and associated training.
Partnership: No target set	
Dialogue: No target set	

Key achievements

- **Global Pioneer University**

In November 2017, we were awarded the accolade of 'Global Pioneer University' by the Ellen MacArthur Foundation – one of only eight universities globally

- **Green Exeter Exemplar**

In 2017, the Business School was the first College at the University of Exeter to achieve 'Essentials' and 'Exemplar' status with the University's new Green Exeter accreditation scheme, which measures success in 'greening' working practices and operations.

- **Enhancing students' ethical understanding & reasoning**

Whilst we've made considerable progress including ethical themes within our management and accounting curriculum, we recognised that economics was less developed. In 2016, we introduced two new electives – *Economics and Ethics* (BEE2030), which examines value judgement in policy-making, and *Financial Crises* (BEE3051).

- **Interdisciplinary collaboration**

Diana Valencia Duarte (MSc Food Security and Sustainable Agriculture) presented her dissertation research '*Adoption of best practice standards by dairy farms in Colombia*' at the 23rd *International Sustainable Development Research Society Conference* in 2017 with academic supervisors from our Sustainable and Circular Economy Research Cluster.

- **Sustainability & Circular Economy research**

In 2016/17, a vibrant seminar series welcomed researchers from around the world to explore the latest research on a wide range of subjects from environmental activism to the conceptualisation of modern slavery and the challenge of circular economy principles to food manufacturers.



CONGRATULATIONS!



The Business School:

Has achieved the **Green Exeter Award, Essential Status** and **82% Exemplar Status**.
Making us the first group across the University to complete the award and demonstrate the Business School's commitment to sustainability!

Green Exeter Business School Lead:

Ophelia Lindley
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Assessment of outcomes against objectives

In the previous SIP we set ourselves ambitious and challenging objectives. We are delighted to report significant progress against our goals and in support of our global vision for ethics, responsibility and sustainability (ERS).

To work towards implementing an ERS strategy for the School

UEBS operates within the University's strategic planning framework. The School's strategy and sub-strategies (for Education; Research; Global and Corporate Engagement) and five-year business plan are now more closely aligned than ever with the University's strategy, *Making the Exceptional Happen 2016-2021*.

The School's current strategy for 2017-2022, which was approved in May 2018, is the result of a comprehensive strategic review and refresh that began approximately six months after we welcomed our new Pro Vice-Chancellor and Executive Dean (PVC/ED), Professor David Bruce Allen, in September 2016. The Strategy has now been embraced by our Educational Programme Boards, Research Strategy Group (RSG) and Green Team. In our recent EQUIS reaccreditation, awarded for five years, we were rated as exceeding the ERS standard in five out of eight categories.

UEBS adheres to the University's **Environmental Sustainability Policy** and proactively encourage sustainable travel practices by staff, students and visitors, as well as seeking to reduce waste, recycle waste, raise energy efficiency and reduce our carbon footprint in our offices, teaching rooms and catering outlets. We review energy consumption and monitor waste disposal in buildings. All staff seek to maximise the proportion of materials made available online and minimise photocopying; online marking will become the default approach, except where it may be detrimental to health or pedagogy. Suppliers are required to adopt sustainable construction principles, effective waste management, ISO14001 standards, Waste and Resources Action Programme targets and Considerate Constructors' standards to encourage continuous improvements within the industry. Sustainable practices are reviewed annually, documented, implemented and maintained to ensure continual improvement. We monitor progress and achievements through the Green Impact Awards, run at a local level by the University, but part of a wider scheme managed nationally by the Environmental Association for Universities and Colleges.

To incorporate an overview of our ERS commitments & structures in new staff induction

All staff go through a comprehensive induction process, which begins with a detailed **Induction Day**. This introduces them to: our mission, vision, strategy and values; our ways of working; research clusters, research strategy and resources; working with business; international student recruitment; the student experience; our international accreditations; technologies in education; careers and alumni relations. As part of the induction day, staff are provided with a copy of the University's **Environmental Sustainability Policy**. Staff are also reminded about research ethics, and the contact details of the UEBS Ethics Officer.

The University also now requires research staff to complete a range of online research ethics training courses (see objective overleaf).

To recruit an ERS specialist onto the International Advisory Board



In 2018 we appointed José M de Areilza to our International Advisory Board (IAB) and are committed to maintain ERS representation on the IAB in future. José holds a double appointment as Professor in the Department of Law and Department of Strategy and General Management at ESADE and was awarded the Jean Monnet Chair in 2013 by the European Commission. He will assist us to engage more with issues of sustainability in relation to international trade and legal frameworks.

To formalise how our ERS commitments shape our programmes by including ERS criteria in programme design templates

Our ERS commitments shape our programmes through the work of our Education Strategy Group (ESG), which is regularly briefed by the Associate Dean for Education (ADE), Associate Dean for Research (ADR) and Chair of Research Ethics. Together we seek to implement ERS themes and best practice into the curriculum on existing programmes, but also to develop new innovative programmes with a distinctive focus on environmental sustainability.

Since the last report, we have implemented Programmes Boards which provide an opportunity to review the content of our programmes. Our cyclical review (taking place once every three years) involves a full curriculum mapping review, and will include external corporate representation and will use inputs such as sector reports and current research in the field. It is at this point that we also can assure ourselves that our programmes meet our graduate attributes, which includes being ‘an active global citizen’ (see Principle 1 for further detail.)

To provide online research ethics training for research faculty

Both the School and wider University are committed to maintaining the highest standards of, and embedding a culture of research integrity and are a member of Universities UK, an advocacy organisation for universities in the UK, which has developed ‘**The Concordat to Support Research Integrity**’. At a national level, we are members of the Chartered Association of Business Schools (CABS) and are committed to the advice and guidance contained in CAB’s **Ethics Guide** in the areas of ‘REAL’: Research; Engagement and enterprise (including consultancy); Administration and management; and learning, teaching and student support. We also endorse the British Government’s key principles of ‘**Rigour, respect and responsibility: A universal ethical code for scientists**’, as outlined by the Department for Business, Innovation and Skills’ (BIS). In 2016-2018, the University of Exeter has required research staff to complete a range of online training courses. Training includes: Information Security for Researchers; Prevent Duty – Policy and Procedures on Freedom of Speech; Research Integrity; and Higher Education Academy (HEA) Fellowship through the Aspire Framework. Online Environmental Sustainability training has been available to staff in the Business School since 2013.

To convert our paperless research ethics review process into online forms

The Business School was the first College within UoE to convert all research ethics applications to the new e-Ethics online application system in 2017. In the 2017-2018 academic year, for the first time in our history, we independently reviewed all student research projects to learn more about our research activity. We wanted to find out about the variety and type of research being conducted, the level of risk involved and the awareness of staff and students about the importance of research ethics. The exercise involved cross referring almost 756 applications for independent review. We are currently learning the lessons from this exercise and revising our ethical review process as one of our key objectives for 2018-2020.

To drive towards carbon neutrality in our local footprint & continue to achieve Platinum standard at the Green Impact Awards

After first achieving Platinum status in 2013, the highest accolade, we looked for a new challenge to develop our sustainability practices and awareness. In 2017, the Business School was the first College at the University to achieve 'Essentials' and 'Exemplar' status with the new **Green Exeter** scheme¹ (see the **IN FOCUS** box).

IN FOCUS - ERS in action: Green Exeter Scheme

The University of Exeter's **Green Exeter** accreditation scheme is split into three phases, with recognition provided at each of the phases:

- **Starting the journey:** All teams need to register with the scheme to get access to the toolkits and resources. To participate, the registration will need to be accompanied by a 'Green Exeter Commitment statement' which should be completed and signed by your Senior Manager Sponsor. All new teams can request a one-hour 'Getting Started' workshop with the Environment and Sustainability Adviser.
- **Essentials:** Everyone should be carrying out their activities in such a way that they meet environmental regulatory requirements and internal standards. By completing the Essentials element everyone will understand their environmental role and will have plans in place to ensure continual improvement. The Essentials section is about People and Planning.
- **Exemplar:** An exemplar department is one that has all the essentials in place and is delivering their environmental action plans. The Exemplar section is about Doing. Exemplars will realise a percentage score, so they can demonstrate year-on-year improvements. Once the percentage target is reached, we will simply carry out a health check on an annual basis to maintain your Exemplar status.



¹ <http://www.exeter.ac.uk/sustainability/greenexeter/>

Progress against Principles

Principle 1: Purpose



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

Within UEBS, we appreciate 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 goals, objectives and activities.

Mission

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

Vision

To be recognised globally for bringing together outstanding students, staff and partners to develop exceptionally able and employable graduates, and to create distinctive research of the highest calibre and relevance.

Goals

The world is changing rapidly. Business permeates all aspects of life. The future of work is dynamic and unpredictable. It is our duty to prepare our students, staff and partners to succeed in a complex, hyper-connected future.

We will deliver transformative, distinctive programmes that respond to the external environment, are underpinned by science, innovation and technology. We will support entrepreneurship and intrapreneurship and prepare our students to be responsible leaders adapting to the needs of a radically changing world.

Our research will be intensely practice-focused, generating theoretical advances through engagement. Our academic staff will achieve excellence across the five pillars of: highly-cited outputs; funded research; impact through industry engagement; innovation in education; and student mentoring and employability.

Making it happen

The UEBS Education Strategy places great emphasis on the notion that: ‘*A hallmark of Exeter students is their engagement with their learning, their community and more generally their commitment to citizenship*’. We are committed to nurturing a distinct set of carefully selected characteristics and qualities in our students, over and above the expertise in their subject discipline, which we refer to as the **Exeter Graduate Attributes**. These are mapped against the *UNESCO Roadmap for Implementing the Global Action Programme – Education for Sustainable Development*² and are defined within the University of Exeter’s *Education Strategy 2014-2020*³.

- **An imaginative and critical thinker and problem solver:** The ability to think critically, analyse, and challenge, is the essence of what makes Exeter students valuable citizens, attractive graduate employees and investable entrepreneurs.
- **An active global citizen:** Our graduates will leave with a commitment to actively engage in society, an awareness of sustainability issues, and an understanding of the cultures and view of others in the world, and a desire to further the common good.
- **A creative and enterprising team player:** Exeter graduates will possess the creativity and drive to inspire change, with an ability to work collaboratively with the widest range of people, whatever their chosen professions.
- **An engaged and participative leader able to effect change:** All Exeter students will graduate with experience of leading and effecting change, empowering them to make a responsible and sustainable difference as a future leader, whatever the context.
- **A confident, resilient and adaptable individual:** Exeter graduates will be equipped to be effective and influential in any context, with the integrity, attitude, mental resourcefulness and knowledge to succeed, regardless of personal circumstance.

IN FOCUS - Purpose in action: Ethical understanding & reasoning

Business and Society (BEM1018) is a compulsory first-year module for all UG management programmes, which introduces students to ethical matters, ranging from CSR and circular economy (including business as a force for good) to ethical decision-making. Ethics are also an explicit component of our accounting programmes: for example, **Audit** (BEA3022) examines the function of auditing after repeated corporate failure, while **Accounting, Organisations and Society** (BEA3027) enables students to take this approach further if they wish. In 2016, we introduced two electives for our economics programmes – **Economics and Ethics** (BEE2030), which examines value judgement in policy-making, and **Financial Crises** (BEE3051), both now very popular. We also offer a range of other elective modules which tackle ethical themes: **Ethical and Responsible Innovation** (BEM3055); **Business and Climate Change** (BEM3056); **Managing Change and Crisis in Organisations** (BEM3052); and **Psychological Aspects of Consumption** (BEM3040), which takes a closer look at marketing to children. At master’s level, ethical issues are addressed where there is fit with the wider curriculum, eg, **Future Trends** (BEMM171) and **Strategy for International Managers** on the MSc International Management both address ethics and decision-making.

² <http://unesdoc.unesco.org/images/0023/002305/230514e.pdf>

³ <https://www.exeter.ac.uk/about/vision/educationstrategy/>

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.

To us, 'corporate values' are much more than a set of words to put on display: they really mean something and are taken seriously at all levels of the Business School. The values of respect, responsibility and collaboration guide our working lives together. We aim to be an employer of choice and treat employees fairly and with respect. We have clear policy statements on the ethical dimension of personal interaction in areas such as equality and diversity, equal opportunities, harassment and health and safety⁴.

UEBS works to the University of Exeter's values, demonstrating them through the way we behave, the way we communicate and the way we work. Shared by our students, staff, alumni and wider community, our values define who we are, how we set strategy and guide us in making day-to-day decisions.

Our 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.⁵

⁴ <http://www.exeter.ac.uk/staff/employment/hrpoliciesatoz/>

⁵ Read more at: <https://www.exeter.ac.uk/ourstrategy/values/#xsMPqfsWfWulx5Wj.99>

Making it happen

Our values are invoked in both formal and informal conversations within the Business School. The values are made visible in our policy and strategy documents and shape Professional Development Review conversations about our academic citizenship. Programme Boards gather student opinion on the values taught on our programmes and modules through surveys and feedback from our Staff Student Liaison Committees. This information is shared with module leaders and teaching staff to help them reflect upon how values are being taught within disciplinary contexts. Module intended learning outcomes are benchmarked against the criteria for sustainability contained in our commitments to EQUIS, AMBA and AACSB. Review of programmes and modules includes reflection upon the UN Global Compact.

There are many examples that could serve as a demonstration of our values in action. We focus here upon two important foci in relation to environmental sustainability and inclusivity.

Environmental Values into Practice

The University hosts regular sustainability engagement events on campus supporting and encouraging student uptake of sustainable behaviours. University sustainability staff now attend all University open days and offer-holder visitor days to promote and encourage sustainable behaviours to prospective students. The University has invested in sustainable transport provision: cycle parking, enhancements to bus services and hire by the hour e-bikes docking stations on campus. Sustainable travel information and resources are available on stands within the Business School. Students travelling by sustainable modes (walking, cycling or public transport) has risen to 94% in 2017/18. The University participates in inter-university challenges to increase sustainable behaviours linked to energy, water, waste and travel: e.g. NUS student switch off, National cycle challenge etc. The La Touche Café within the Business School is one of the University outlets participating in the campus-wide reusable cup initiative that sees those using a disposable cup for their hot drink incurring a 25p charge; as well as the introduction of University-branded KeepCups. Since its launch in September 2017, the scheme has seen over 64,000 fewer disposable cups used on campus.

Athena Swan

Since April 2017, the Business School's Athena SWAN Self-Assessment Team (SAT) have been working to put together the School's application for Bronze level status. Athena SWAN is important as it will ensure a positive working culture for all and in achieving a Bronze award, students and staff will see the School as an attractive place to study and work. The Business School Athena SWAN Survey aims to help us understand how men and women experience their working environment and what, if any, improvements may be needed to ensure equality.

IN FOCUS - Values in action: The Academic Woman Network

Dr Donna Poade (Lecturer in Management) has recently co-founded the network **Academic Women Exeter**. The network aims to increase gender equality through awareness raising, capacity building and networking for women in (or aspiring to be) in academia and is a cross discipline network open to all levels of academic women. The initiative started on social media and now has several hundred members globally. The **Inspiring Women Seminar Series** convened by the network is advertised to our students and presents the latest academic research from leading female figures across the University followed by an insight into their journey to academia. Contributors from the Business School include Professors Alex Gerbasi (Leadership), Kim Soin (Associate Dean of Postgraduate Research and the Doctoral College), Ruth Sealy (Organisation Studies), Dr Emma Jeanes (Organisation Studies) and Dr Sawsan Khuri (Honourary Lecturer and Entrepreneur).

THE
ACADEMIC
WOMAN
+

Principle 3: Method



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

Over the past two years, it has become clear that the most effective way of promoting the principles of responsible management education is to embed these principles within existing strategies. This approach informed the decision to align the Business School Strategy 2017-2022 with the overarching University strategy, *Making the Exceptional Happen 2016-2021*. It also 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.

Vision

The University of Exeter's vision is to be a global 100 research leader and create graduates of distinction within a community of the most talented and creative minds. UoE's top level goals very much support PRME principles, with the actions needed implemented through what are called 'sovereign strategies'. The University intends to achieve the vision by:

- Building research power to solve global challenges.
- Delivering an internationally excellent education.
- Creating an impact regionally, nationally and globally.
- Supporting our people to make the exceptional happen.
- Making the most of our resources.

Goals

We will use our collective talents to shape our future world and find innovative solutions to the challenges faced by humankind.

We will seek to create greater understanding and share our knowledge with others, encouraging them to discover new possibilities.

We will nurture our students, colleagues and communities, giving future generations the ability to change the world around us through skills, intellectual resources, courage and resilience.

We are driven by a desire to realise a future where our researchers, other colleagues, students, graduates, supporters and partners unite to tackle the most pressing global issues.

We will make the exceptional happen: from predicting and mitigating the complicated 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.

Making it happen

The BSc Business (Cornwall) at the Penryn Campus challenges students to disrupt ‘business as usual’ strategies and develop sustainable solutions to global problems⁶. For example, as part of the **Business Practice and Analysis** (BEP1020) module, first-year students accumulate 60 to 80 hours work experience in the third sector. Second-year students take a 15-credit module in **Social Enterprise Management** (BEP2070), which captures the rich talent of students with an interest in enterprise that has a social and environmental impact, focused on the local Cornish economy and environment. Final-year students then conduct a **Future-Facing Dissertation** (BEP3050) tackling global challenges at the interface with local contexts.

Ever since its creation seven years ago, the Exeter MBA – previously referred to as the One Planet MBA – has embedded sustainability within the traditional business and management curriculum. We emphasise the necessity for innovative, responsible and transformative leadership in a rapidly changing context: all modules have a sustainability theme and a focus on ethical and responsible approaches. Key to the MBA is the many corporate partnerships we have nurtured with leading, progressive organisations, which place innovation, sustainability and responsibility at the heart of their corporate strategies. Through the MBA’s Corporate Advisory Board (CAB), they enhance the practical focus of the programme.

As highlighted within **Principle 1**, many of our course modules specifically address the role of business in relation to societal problems, while others contain a strong focus. For example, **The Business of Climate Change** (BEM3016) explores the ways in which business can reduce greenhouse gas emissions, while **Co-operative Enterprise** (BEM3038) simulates a social enterprise start-up, emphasising the shared value approach to CSR codified in the *International Co-operative Alliance’s Values and Principals statement*. A variety of modules are made available to students from other disciplines. For example, Flexible Combined Honours students can create a ‘Global Futures – Sustainability’ themed pathway for their degree.

IN FOCUS - ERS in action through curriculum: BSc Business (Cornwall)

In 2016-2018, students on the BSc Business (Cornwall) degree have been involved in sustainable projects to make a positive impact on local communities, not just in Cornwall, but all over the world. These have included:

- **Cornwall Rural Community Charity (Cornwall):** Helping organisations who wished to become charities with writing their application letter, discussed with them what becoming a charity will entail and what responsibilities they will have.
- **Surfers Against Sewage (Cornwall):** Helping the Science and Policy Advisor prepare for various campaigns, predominantly the Big Spring Beach Clean campaign. Our students helped to organise the event and gather necessary resources for the event to take place.
- **Centro Studi Interdisciplinari Gailo (Naples):** Assisting the PR department, organising open days/trips for schools and building working relationships with other governmental and non-governmental bodies to accelerate and find funds. Also recruited new volunteers to the
- **Eden Project (Cornwall):** Work to support the Access Team with its Access and Inclusivity Award project, upgrading Eden’s access information and assisting the running of events organisation, organising events and fundraising.

⁶ <https://www.youtube.com/watch?v=GACBp04Y368>

Engaging our students as ‘agents of change’

In addition to curriculum content, there are many different initiatives to ensure our students leave us with the, *Exeter Graduate Attributes*. Constantly reviewed and updated to meet the needs of a changing world, some of these are highlighted below:

- **Careers in Nature Conservation:** Provides enhanced employability guidance in the context of European biodiversity management⁷.
- **Green consultants:** Gives students interested in a career in sustainability with practical experience, including a five-day project on campus to put into practice what they have learnt in their training⁸.
- **UoE Guild of Students’ Green Unit:** Holds a University *Go Green Week* to engage students and has a FairTrade Group that represents the student presence on the University’s FairTrade Steering Group. This year, the Unit is seeking support for a micro-brewery to be run as a social enterprise, converting waste bread into alcohol-free beer.
- **UoE Entrepreneurs in Residence:** As part of a new Royal Society scheme, two industry experts will spend 20% of their working time in residence over the next two years, sharing their expertise and with students and staff. Roger Killen, a founder of companies including Dr Foster and The Learning Clinic, will help boost the impact of Exeter’s research at the Living Systems Institute. While Professor Rob Lee, Senior Principal Scientist at Shell, will aim to bridge the gap between academia and industry at the BioEconomy Centre.
- **IGNITE: The Entrepreneurs Support Unit:** Run by UoE’s Guild of Students, IGNITE enables students to gain real experience of being socially responsible project leaders while also changing lives in targeted communities. IGNITE provides valuable support to students developing business plans for start-up social enterprises.
- **Think, Try, Do:** Runs in parallel with IGNITE and aims to inspire and equip students with skills to foster their own start-up company.

Diversity and inclusivity

Diversity of the School community is an essential part of our values and enriches employment, research, studying and learning experiences. Colleagues are required to undertake mandatory equality and diversity training, with detailed guidance made available on the HR web site. Inclusivity is recognised throughout our recruitment and staff progression routes: proactive steps are taken to consider pay equity, for example. A review of any potential ‘pay gap’ between male and female staff is held each year with emphasis placed on female pay progression.

- Of core faculty, 41% are female and our goal is to maximise the gender composition of newly hired faculty in our recent (and ongoing) recruitment campaign(s).
- The international mix of our core faculty is equally strong, with nearly 30 nationalities represented. Among non-UK staff, Chinese, German, Greek, Indian and Italian are the largest nationality groups. Overall, non-UK nationals account for 45% of academic staff.
- As a testament to our continued efforts in ensuring a positive working culture, since April 2017, we have been preparing the School’s application for *Athena SWAN Bronze*.

⁷ <http://www.exeter.ac.uk/careers/events/careersinnatureconservation/>

⁸

http://www.exeter.ac.uk/greenconsultants/?utm_source=exeter.ac.uk&utm_medium=billboard&utm_campaign=bbGreenConsultants

Operations

UEBS continues to be a leader in environmental sustainability within the University. Since achieving Platinum in the NUS Green Impact Scheme, we have focused on complying with UoE's Green Exeter award. In operating responsibly, we are guided by a wide range of policies, most notably UoE's *Environmental Sustainability Policy*⁹. The latter outlines the University's environmental objectives and provides a clear commitment to comply with relevant environmental legislation, regulations and other requirements. Progress against the policy is reviewed annually by a mechanism known as 'dual assurance'. As its name suggests, this model involves two people: a member of the Vice-Chancellor's Executive Group, who takes responsibility for the management and development of policy in an area of business. They are joined by an independent member of Council, knowledgeable in the same area, who provides assurance to Council that this activity is well-managed and that decisions have been reached following due process and appropriate consultation. The Estates and Environmental Sustainability independent lead is Sarah Buck OBE, an English structural and civil engineer and business woman, former President of the Institution of Structural Engineers (2007-2009).

The University of Exeter's Ethics Committee (UoEEC), a joint committee reporting to UoE's Council and Senate, is the highest ethical decision-making body and holds both the University and School Executive to account in accordance with the *University Ethics Policy*. The UoEEC is comprised of each of the six College Research Ethics Committee (REC) chairs, members of Senate and Council with expertise in ethical issues, the executive deans for colleges with PGT and PGR programmes, a member of professional services, and the president of the Exeter Students' Guild. This comprehensive membership effectively represents all our internal and external stakeholders. The UoEEC is chaired by the Deputy Vice-Chancellor (DVC) for research and impact, with dual assurance provided currently by Dame Clare Marx, the former President of the Royal College of Surgeons of England (2014-2017), who is due to become Chair of the General Medical Council in January 2019.

IN FOCUS - Operations in action: The UEBS Green Team

Comprising Ophelia Lindley, Emma Birch, Tony Reeve, Hayley Kendall and Dominic Brendell, the UEBS Green Team was verified in August 2017 by the University's Sustainability Manager, Karen Gallagher. She said: *"This is a great achievement and also demonstrates clear leadership as the first department to achieve Green Exeter status across the whole University."* As well as meeting all of the criteria, the team received seven areas of special praise for:

- Including environment at School Executive meetings and environmental update reports.
- Developing working culture awareness where environmental activities are considered part of normal business practice.
- Best practice communications with *The Business Buzz* article 'Do you know your environmental requirements?'
- A clear commitment to environment in proposed text for the Business Plan.
- Presenting the Environmental Policy to the School Executive.
- Providing a strong delivery network for the Green Exeter scheme.
- Well-planned Green Exeter web pages providing clear communication.



⁹ http://www.exeter.ac.uk/media/universityofexeter/campuservices/sustainability/pdf/2017_Environment_Policy.pdf

Principle 4: Research



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

Since November 2017, the University has developed research bids aligned to our strategy to the value of £60 million. These will have impact upon some significant societal challenges around ocean plastics, leadership skills for sustainable development, sustainable urban design and food security and accelerating the shift to a circular economy.

The Business School adheres to the University's *Code of Good Practice in the Conduct of Research*, which includes a requirement for ethical approval for staff and student research wherever the methods involve the participation of people or the use of secondary data whose handling or publication might cause harm to individuals or organisations, eg, patient records¹⁰. Since our last SIP, the School Executive and University Travel Insurance Office have collaborated to make changes to the ethical approval process for staff and student research, which now includes guidance about health and safety.

As a public university, we are committed to 'Open Access', which involves the School in sharing research freely and openly for the benefit of the public, researchers and universities. 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*¹¹.

As part of recent reorganisation within the School, from August 2018, two new departments have been created: **Sustainable Future (SF)** and **Science, Innovation, Technology and Entrepreneurship (SITE)**. The rationale for these new departments is to build on our existing strength in circular economy and to more closely align with the sustainability and SITE research and teaching agendas across the University, which we see as essential for ensuring we make a positive and meaningful contribution to business and society. These new departments complement more traditional areas of Accounting, Finance, Management and Economics.

IN FOCUS - Research in action: Sustainability & Circular Economy Research Cluster

UEBS is taking part in a two-year EPSRC project to help SMEs in South West England work towards the circular economy (CE). It has been estimated that adopting CE principles could not only address environmental and social challenges, but also generate a net economic benefit of €1.8 trillion in Europe by 2030. Researchers will consider how can SMEs – which in British food manufacturing, account for 96% of businesses, 27% of employment and 19% of turnover – can best access these opportunities given their limited resources. The £483K project, instigated by the Research Cluster, brings together researchers from across UoE. It will explore the role of CE principles using supply chain modelling methods to help the region's food and farming industry tackle its many sustainability challenges, such as water, energy and material use. Researchers will also examine the opportunities for CE to eliminate waste and generate cleaner growth and resilience among nine small-medium dairy and baking enterprises across Devon and Cornwall.

¹⁰ <http://www.exeter.ac.uk/research/inspiring/about/goodpractice/>

¹¹ <https://ore.exeter.ac.uk/repository>

Making it happen

Doctoral research

The Business School has 101 doctoral research students, of which 18 are exploring issues addressing environmental sustainability. A further 16 are exploring issues of relevance to improving health care in the public sector and the effectiveness of organisations in the Third Sector.

Here are some example titles of recent doctoral theses:

- Sustainability approaches and scaling deep processes of Social Agricultural Co-operatives in Italy
- The Business of Wind Energy: Implications for Sustainable Development and Energy Security;
- Are organisations embracing diversity or overlooking hidden talent? Perceptions and attitudes of UK employers in the STEM sector towards potential and existing employees with Autism
- The changing role of business leaders in global governance: An empirical study of the role of business leaders in shaping the UN Sustainable Development Goals
- Sustainability Adoption in Hotel Restaurants: Evidence From Malaysia
- Methods Of Providing Sustainability Performance Information To Inform Consumer Decision-Making
- Management Control Systems for Sustainable Development: Evidence from a Thai Industrial Organisation
- Issues in Ethical Decision-Making Abilities of Accounting Students
- Restoration of marine coastal environments for climate change adaptation and mitigation.

Research Clusters

In the previous SIP, we had just introduced four new interdisciplinary Research Clusters designed to create an environment where research into sustainability is championed, which are:

- **Sustainability and Circular Economy:** Brings together political economists, supply chain experts, biologists, systems thinking specialists, business modellers, mathematical modellers, regenerative agriculturalists and social scientists from across the Business School to explore, interrogate and challenge a wide variety of ideas relating to how we can make life on this planet truly regenerative and resilient.
- **Behaviour, Identity and Decisions:** Comprises six linked research themes exploring how to achieve sustainable futures through institutional design and organisational interventions, guided by a greater understanding of human psychology and behaviour. 2016-2018 research has included the first global study to help the UK visitor economy become more dementia friendly. Part of a wider programme of research by the Prime Ministerial Working Group on Dementia, Air Transport and Tourism, it has since been introduced as a teaching case on the MSc International Tourism Management. In another project, UEBS is drawing on its research into gender issues in leadership and organisational reputation to enhance the impact of women's global leadership training within and beyond the World Association of Girl Guides and Girl Scouts (WAGGGS). While, our research into altruism and charitable giving, particularly 'windfall giving', seeks to influence fundraising and workplace giving practice.

- **Organisations in Transition:** This brings together 43 academics from four of our departments around three themes of common intellectual interest: innovation and entrepreneurship; service systems; simulation, analytics and modelling. The research covers a wide range of applications, from renewable energy to tourism, publishing and health care. The Cluster hosts the *Information, Modelling, Prediction and evaluation to inform ACTION Network* (IMPACT) of academics, health and social care managers, practitioners, clinicians, analysts and patients in Torbay and South Devon, to deliver research impact and best practice.
- **Firms, Markets and Value:** This vibrant research community is composed of academic researchers working across the Departments of Accounting, Economics and Finance. Members research over a broad spectrum of issues in relation to the functioning of markets, firm governance, corporate behaviour and valuation. One research project (in collaboration with the University of Naples Federico II), which explores the extent that CEO personal traits affect firm environmental innovation, has found that CEO hubris facilitates engagement in green innovative projects and that availability of resources per se is not enough to produce environmental innovation. Accepted for publication in the *British Journal of Management* and picked up in the *LSE Business Review*, the research is also being shared with students on the *Corporate Governance and Social Responsibility* (BEAM070) module.

Research Centres

In January 2016, staff were supported to adopt a ‘bottom-up’ process to identify research themes that cut across traditional departmental boundaries. The rationale was to empower staff to identify compelling and resilient themes that interested faculty, and enabled them to build internal and external collaborations in which they otherwise would not have participated. This created a culture of collaboration and contributed to the establishment or enhancement of seven research centres:

- Land, Environment, Economics and Policy Institute (LEEP)
- Exeter Centre for Leadership (ExCL)
- Tax Administration Research Centre (TARC)
- Centre for Simulation, Analytics and Modelling (CSAM)
- Exeter Centre for Circular Economy (ECCE)
- Research Methods Centre (RMC)
- Centre for the Digital Economy (CoDE).

IN FOCUS - Research in action: Organisations in Transition (OiT) Research Cluster

Since its establishment in early 2016, the OiT cluster has made rapid progress in building its presence as a distinctive new group. It has brought experts together from different disciplines and sectors, through a diverse range of collaborative projects, such as a review of the effects of social networks on firm performance and sustainability with the University of Gothenburg. This also included the establishment of a mini cluster including London Business School, Harvard Business School, Isenberg School of Management University of Massachusetts Amherst. In another, faculty modelled the operations of offshore wind turbines with CESI, France (a group of HE and vocational training institutes for Innovation and engineering), and the International Hellenic University, Greece (Building on completed Interreg project: Mer Innovate). One exemplar of the OiT's research and networking activities has been a project looking at the innovation in the nexus between an ageing UK, tourism and wellbeing. Involving the charities Age UK, Sensory Trust (Eden Project), the National Benevolent Fund for the Aged, Tourism for all, Revitalise, and Dementia Adventure, the research was linked to an EU project titled 'Tourism, Wellbeing and Ecosystem Service'.

Principle 5: Partnership



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

Partnerships are vitally important to generating impacts from our research and teaching activities. The University of Exeter's Innovation, Impact and Business (IIB) service supports the development of the School's partnership work. IIB provides practical support within three teams focusing on: impact and partnership development; regional impact and innovation; and commercial and business programmes.

In November 2017, we achieved **Global Pioneer** status with the Ellen MacArthur Foundation (EMF), one of only eight universities globally. We are working in partnership with the Foundation to accelerate towards a circular economy, by partnering with others within their membership: namely other university partners, global corporates, emerging innovators, governments and cities.¹²

¹² <https://www.ellenmacarthurfoundation.org>

IN FOCUS - Engagement in action: Ellen MacArthur Foundation (EMF)

We use our research to engage external stakeholders and inform our teaching. As a **Global Pioneer University** for the EMF (one of only eight universities globally), the **Circular Economy Masterclass Series** was designed to support the EMF membership to implement circular economy strategies. This seven-week online programme, aimed at middle and senior managers, has been designed at Masters' level. To date we have had >70 participants from across the world on the first cohort with plans to expand to 300p.a. In June 2018, the School ran a week-long **Grand Challenge** programme on ocean plastics in partnership with the EMF for 110 students in interdisciplinary teams. The challenge explored local and global situations and the need for positive impact by a redesign of the system. The group looked at 'end of pipe' solutions to support communities in areas of the globe where this is a most pressing problem, such as India, Indonesia and Malaysia. The Challenge engaged our partners Marks & Spencer, Coca-Cola and the EMF in giving participants a greater understanding of the issue from an industry perspective. Several students have since acted as ambassadors for the plastics challenge to encourage change cross the University campus and the city. In June, we ran a two-day **Academic Symposium** for 100 academics who came from 42 institutions from 30 countries from across the world to present their abstracts on **The Circular Economy: Past Present and Future**. There were presentations from all 100 participants across a series of global themes ranging from global food security and new business models to the plight of waste pickers in South America. Outcomes include the creation of a new network and open access to the material generated on our website and we hope to make this an annual rolling event. Since late 2017 the new centre has developed over £20m of bid proposals with circular economy (CE) themes which include projects as diverse as working with Cornish Small and Medium-sized Enterprises and developing new strategies for plastic waste within the Indian Ocean.

Making it happen

Our partnerships extend far beyond corporations: we engage with not-for-profit organisations and the public sector, including charities, co-operatives and a variety of social enterprises. For example, The **Co-operative Group** has supported Dr Adrian Bailey since 2010 to explore the ‘Statement of the Co-operative Identity’, as defined by the International Co-operative Alliance, with students undertaking the **Co-operative Enterprise** (BEM3038) module. In other work, Sarah Bailey and Melinda Szocs have been undertaking their doctoral research with ESSENCE, Exeter’s social enterprise network for co-ops and social purpose organisations.

IN FOCUS - Partnership in action: Libraries Unlimited

In 2016-2018, we have worked with Libraries Unlimited, a public sector mutual that operates over 50 libraries in Devon, on an Arts Council England research project to explore how to identify and maximise social and financial impact. With the Real Ideas Organisation and Open Data Devon, the project will inform a wide range of stakeholders how to nurture more entrepreneurial leadership cultures. Our students have been involved in various projects in 2017:

- As a Case Study in class-based group discussion on **Introduction to Leadership** (CLS1002).
- For a **Dissertation** (BUS3001) entitled ‘Generating Value Through Social Media Within Public Library Services’, which involved interviews with social media managers in Scandinavia and the UK.
- To assess group consultancy projects on **Management of Information Systems** (BEM3015).
- To provide a qualitative data set using a framework derived from the Arts Council England for masters’ students undertaking **Research and Analysis Skills for Business** (BEMM175) and **Research Methods and Techniques for Independent Research** (BEMM365).
- MBA students undertook group consultancy projects on **Emerging Business Models** (MBAM910).

SETsquared Partnership

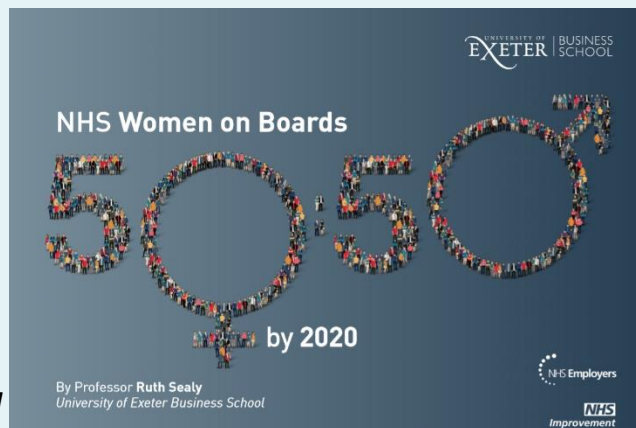
Since 2011, the University has been a member of the SETsquared enterprise collaboration in partnership with the Universities of Bath, Bristol, Southampton and Surrey. The highlight of this partnership is a weekend in November, when the Business School is transformed into an incubation space for Exeter’s brightest minds and entrepreneurial spirits. Now in its fourth year, *Techstar’s Startup Weekend Exeter* is a 54-hour start-up sprint designed to guide entrepreneurs in shaping their innovative ideas into business realities over the course of just three days. The weekend captures the essence of the entrepreneurial journey; full of energy, hard work, camaraderie, and hours of high-intensity fun as teams compete to determine who wins the award of: first overall; people’s choice; and best purpose driven idea. Over 30 pitches showcased an incredible array of creative, innovative and inspiring ideas – from making a wood pulp substitute out of sugar cane, to creating building materials out of used plastic bottles, to stilettos capable of converting into flats by detaching the heels!

Exeter Centre for Leadership

The Exeter Centre for Leadership offers a unique teaching and learning environment at UG, PG, MBA and executive levels, bringing together outstanding faculty, students and partners. Members of the Centre conduct distinctive and high-quality leadership and governance research. For example, Dr Inmaculada Adarves-Yorno has been working with the **Kenyan Prison Service and the African Prisons Project (APP)**, an organisation which develops leaders and makes prisons places of positive transformation. The project, which aims to create a unique rehabilitation programme, delivers training to senior managers of Kenyan prisons, including the maximum-security prison Naivasha. Imma is the Module Leader for **Leading Change in Practice** (CLS3005) and uses the mindfulness techniques adopted on the project with students to transform their understanding of leadership.

IN FOCUS - Partnership in action: Women in leadership

Professor Ruth Sealy, an expert on women on corporate boards, is currently a member of the UK's National Health Service (NHS) Advisory Board. The NHS has been set an ambitious target of '50:50 by 2020' for all NHS hospital and Clinical Commissioning Group (CCG) boards. Ruth's 2017 report, **NHS Women on Boards: 50:50 by 2020**, provides key recommendations to help the NHS achieve this aim. Progress on achieving gender parity in the NHS was recently discussed at an event in Parliament to mark International Women's Day 2018 in March, organised by the Health and Care Women Leaders Network with representatives from NHS Improvement, NHS Leadership Academy, the Care Quality Commission, the General Medical Council, and NHS trusts. In May 2018, Ruth also participated in the University's **Inspiring Women Seminar Series** and she regularly shares her expertise on women on corporate boards with students on the **Leadership and Global Challenges** (CLSM158) module.



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.

We regularly use our expertise to provide a platform to be proactive in organising public discussion on the best ways of achieving ERS in practice and for the common good. For example, in March 2016, we held a breakfast networking event for regional businesses, entitled 'A Business That Makes Just Money, Is A Poor Business', in collaboration with Cornwall Chamber of Commerce.

Every year students are introduced to businesses and not-for-profit organisations that have significant challenges 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 **Research and Consultancy Project** (BEMM771), **MBA Project** (MBAM938) and through research conducted by *With Industrial Placement* students in the form of a business report submitted to their employer.

At a University level, one of the activities of greatest impact is perhaps the week-long annual **Grand Challenges** 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 an 11-day intensive programme at the end of the year. They work in enquiry groups of around 20 and eventually present their findings through a report, video or public awareness campaign. Between 2016-2018, challenges set have covered the following global issues: mental health; global security challenges; climate change; food for thought; ocean plastic; and gender inequality.

IN FOCUS - Dialogue in action: UEBS students' Grand Challenges

Every year we run a week-long **Grand Challenge** in interdisciplinary teams from across the University. In 2016, we ran a challenge entitled 'Food for Thought: Securing Sustainable Food Systems in the 21st Century'. Students explored key debates on issues of food security, sustainable food production, food and health, global food trade, eating patterns and behaviours and food related inequality. In 2018, our chosen theme was 'Ocean Plastics' and we explored local and global situations. We considered the need for positive impact by a redesign of the system as well as dealing with 'end of pipe' solutions to support communities, especially in areas of the globe where this is a most pressing problem, most seriously India, Indonesia, Malaysia etc. We had presentations from M&S, Coca Cola and EMF as well as our own experts in ocean pollution and the impacts on marine biology. The resulting feedback has been great and the outcome has been that a number of students are picking up the plastics challenge to encourage change across the University campus and the city.

Making it happen

As highlighted in **Principle 5**, UEBS is involved in a wide range of research partnerships that are designed to create positive impacts for all manner of different stakeholders. Below is a selection of some of the projects that have been running since September 2016.

Giving Farmers a Voice in Policy Reforms

LEEP is partnering with the South West partnership for Environment and Economic Prosperity (SWEEP) to give farmers in North Devon the opportunity to shape and design an agri-environmental scheme which could pay for ecosystem services. This is particularly timely with Brexit and potential changes being made to the basic payment scheme farmers receive annually. The project involves establishing working groups of farmers in North Devon to discuss and create potential agri-environmental schemes which will be shared with policy makers and other interested stakeholders.

Exeter Senior Leaders in Circular Economy

In April 2019, we will run a five-day course for senior managers and executives who need to better understand circular economy principles to enable the implementation of sustainable strategies in their organisations.

Building Research Capacity with University Partners

In partnership with University College London (UCL) and Cranfield University, ECCE has submitted a bid to the Engineering and Physical Sciences Research Council (EPSRC) to create a new Centre for Doctoral Training aimed at facilitating the development of dynamic leaders with CE skills across all disciplines to drive change and support the acceleration to a circular economy. We will find out if we have been successful by the end of September 2018.

IN FOCUS - Dialogue in action: The Business, Nature and Value Research Network (BNV)

BNV engages global partners in sustainability research and was awarded the Newton Caldas grant for 'Sustainable Supply Chain Management in the Colombian Agricultural Sector' (2015-2017). Its third annual conference in 2016 was hosted and sponsored by Ministry of Education of China and organised by the Chinese Academy for Rural Development (CARD) and Centre for China Farmer Cooperatives (CCFC), Zhejiang University. Exploring the theme of 'Agri-Food Supply Chains and Cooperatives', it attracted delegates from universities in South Africa, Brazil, Netherlands, UK and China. In 2017, the 4th annual conference in Bogota (Colombia) focused on 'Agri-Food Sustainable Business Models', bringing together collaborators from Brazil, China, Colombia, Italy, UK and the US to form a platform for research into co-operatives. The conference was combined with an industry impact event, where Dr Adrian Bailey from the Business School presented findings from research conducted with the Universidad de los Andes on recent innovations in sustainable business models for sustainable food production and consumption. Representative from six companies and government officials were briefed by representatives from the post-conflict office of the Presidency and Colombian Agency for Technological Development (Corpoica).



Key objectives for 2018-2020



Purpose

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



Values

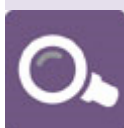
Supported by our values, we will continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.



Method

This is where we see the major challenges and opportunities for the Business School to make significant progress over the next two years. In February 2018, we were invited to apply for the initial accreditation with the Association to Advance Collegiate Schools of Business (AACSB). In seeking accreditation, we will ensure that our processes provide continuing alignment with the UN Sustainable Development Goals.

- We seek to formally launch the Exeter Centre for Circular Economy in September 2018. This will be the focal point of our CE activity for education, research and partnerships aligned to the transition towards circular economy.
- We will update technology in 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 include environmental sustainability within the School's Strategic Plan.
- We will investigate the feasibility of introducing a compostable food waste bin in the Business School Café (La Touche).
- We will apply changes to our ethical review process for student-led research based upon the lessons learned in 2017-2018.



Research

We will continue to secure funding to support research that addresses the UN Sustainable Development Goals in partnership with RCUK and a wide range of corporate and not-for-profit stakeholders.



Partnership

We seek to continue the strong partnerships that we have 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 and seek new opportunities to engage academic and industry partners in the principles and practices of the Circular Economy.



Dialogue

- We seek to engage with the Institute of Chartered Accountants in England and Wales (ICAEW) in 2018/19 to explore how the needs of the most vulnerable can be addressed through social accounting.
- We will develop a wide range of courses introducing CE. These programmes are aimed at increasing the impact and implementation of CE principles.
- 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. Exeter has had significant success with these free courses, typically engaging over 10,000 learners from across the world. Our primary aim in participating 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.



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PRME

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