

2020-2022

# Sharing Information on Progress Report **PRME**



University  
of Exeter

Business  
School

**PRME**

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

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# Renewed Commitment to PRME

The University of Exeter Business School<sup>1</sup> (UEBS) has three core foci: environmental sustainability, responsible leadership, and technological transformation. We believe it is at the intersection of these areas that real change is possible. Across all of these, we are supporting regional, national, and global businesses to respond to, and prepare for, the wicked challenges of our time – working with partners in our research and impact, teaching our students how to use sustainable and responsible business principles as they become the leaders of tomorrow, and bringing our expertise directly into organisations and boardrooms through Executive Education.



**Professor Alexandra Gerbasi**

Dean of the University of Exeter Business School and Deputy Pro-Vice Chancellor of the Faculty of Environmental, Science and Economy

The original impetus to join UNPRME came from the team responsible for our One Planet MBA, as it was known in 2010. Former MBA Director Prof. Malcom Kirkup worked in partnership with Jean-Paul Jeanrenaud, Director, Corporate Relations, WWF International, to inspire our first submission.

Reviewing our Sharing Information on Progress (SIP) reports over the years, alongside this submission, I believe we have seen significant positive development across our School. Originally the focus on sustainability was limited to our MBA, but this has now been replicated across our education offer from undergraduate and masters programmes to executive education. In addition to having modules focused on sustainability and responsible management across all our programmes, we have recently launched a BSc in Business and Environment, an MSc in Sustainable Business, and have established bespoke executive education for corporate partners in this sphere.

We have also placed more emphasis in UEBS on student centred research and impact. For example our Innovation for Urgent Global Challenges module introduces our students, through research-led teaching, to cutting edge management paradigms emerging in response to today's pressing grand global challenges. Furthermore our Future17 programme brings students together from different cultural backgrounds and educational settings to collaborate on a challenge set by a SDG Challenge Partner, who they will work with to understand the problem, diagnose the issues, examine potential approaches through evidence-based study and propose and justify pathways for developing solutions. It is modules and programmes such as these that have led to the positive impacts of our graduates beyond university, e.g., Bazoo, the world's 1st carbon-negative roll company, which was co-founded by a BSc Business Economics student during their time at the University.

Our governance and operational structures have matured, and we are no longer dependent upon a small team of enthusiasts running the MBA programme. We have well-established MBA Programme and Accreditation and Rankings Teams, working closely with designated senior academic leaders in the School to enable clear oversight through strategy groups relating to Education, Research, Global Engagement and Professional Education, which are ultimately accountable to our School Leadership

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<sup>1</sup> <https://business-school.exeter.ac.uk/>



Team. In turn, these structures are embedded into wider Faculty<sup>2</sup> and University structures<sup>3</sup> to enable strategic connectedness. In addition, the wider University has become a more active partner with UEBS in raising awareness and providing data to monitor and evaluate our progress. This is aligned with our new University 2030 strategy that commits the University toward being greener, healthier and fairer.

Our research remains focused on sustainability and responsible leadership, and we continue to expand our expertise and impact in this area. We were recently named the first of five partner universities of the Ellen MacArthur Foundation. Business School researchers last year launched NetZeroPlus, a UKRI-funded initiative to remove greenhouse gases from the atmosphere, thereby forming a vital part of the UK's bid to reach net zero by 2050. We also launched the National Interdisciplinary Circular Economy Hub (NICER), which will spearhead efforts to create new business models for a circular economy. Last year also saw the opening of the Exeter Sustainable Finance Centre, which will focus its research and teaching on how finance can contribute to the solutions to climate change and rising inequality. In fact, due to our work in this area, we were named Times Higher Education 2022 Business School of the Year.

As Dean (of UEBS) it gives me great pleasure to reaffirm my School's commitment to the Principles for Responsible Management Education (PRME) and to present our latest Sharing Information on Progress report.



Professor Alexandra Gerbasi, PhD  
Professor of Leadership  
Dean of the University of Exeter Business School &  
Deputy Pro-Vice Chancellor  
Faculty of Environment, Science and Economy University of Exeter

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<sup>2</sup> <https://www.exeter.ac.uk/departments/ese/>

<sup>3</sup> <https://www.exeter.ac.uk/departments/>

# The University of Exeter

The University of Exeter (UoE) combines world-class research with excellent student satisfaction, from our campuses in the South West of England, in Exeter and Cornwall. We are one of the very few universities to be both a member of the Russell Group and to have achieved a Gold award in the 2019 Teaching Excellence Framework (TEF), evidence of our established international reputation for excellence in both teaching and research. In July 2022 the University came 1<sup>st</sup> out of the 24 leading UK research-led institutions for Overall Satisfaction (82.7%), in the National Student Survey (NSS) 2022.

## Global Education

The University of Exeter has c.30,000 students from 130 countries. With over 125,000 University alumni in 183 countries, we provide our academic community of staff, students and visiting researchers a truly global experience in a diverse and inclusive environment.

## Responsible Education, Research and Thought Leadership

Our research is at the heart of what we do at the University of Exeter and is making a difference across the world. We unite expertise from across our academic disciplines, breaking down barriers to create innovative solutions to complex, global challenges.



**Professor Lisa Roberts**  
The Vice-Chancellor and Chief Executive

## Our History

The University of Exeter has been dedicated to discovery through education since 1851 when the Exeter Schools of Art and Science were founded. In 1922, we became the University College of the South West, and in 1955 we received our Charter, achieving full university status and becoming the University of Exeter. In 1978, the University was joined by St Luke's College of Education, and in 2004 we opened our Penryn campus, providing higher education throughout Cornwall.

## Our Purpose

The purpose of the University of Exeter is to use the power of our education and research to create a sustainable, healthy and socially just future.

In the next decade we will build upon our strong interdisciplinary culture to:

- Lead meaningful action against the climate emergency and ecological crisis.
- Make key breakthroughs to transform human health and wellbeing.
- Lead the progress towards creating a fair, socially just and inclusive society.

## Our Strategy<sup>4</sup>

We will develop critical, creative and empowered people through our educational programmes and by creating knowledge, making discoveries and providing solutions through our research. We are

committed to working with our partners and communities, to being a great employer, providing accessible education and preserving, advancing and disseminating knowledge.

## Our Environment and Climate Emergency Policy (ECE)

Environmental sustainability and climate change are probably the greatest issues facing humankind in the twenty-first century: they are a major focus of Exeter's research and teaching activities and a key responsibility for the staff, students and governors of the University.

In May 2019 the University declared an environment and climate emergency and in response to this established a team to focus on the actions required to combat this, based on evidence and science. Subsequent to this, the institution launched its Environment and Climate Emergency Policy, adopted on 1<sup>st</sup> March 2022, which aims to integrate carbon and environmental management into all University processes. The policy works toward maximising the influence of the University in reducing

## UoE Achievements (2021-2022)

- The University is ranked 143<sup>rd</sup> in the latest (2022) *Times Higher Education World University Rankings*, the most influential global league table.
- The University is ranked 149<sup>th</sup> in the latest (2022) *QS World University Rankings*.
- We are 6<sup>th</sup> in the UK, 9<sup>th</sup> in Europe and 29<sup>th</sup> in the world in the *CWTS Leiden Ranking*, when the quality of publications is taken into account.
- This year's *Guardian University Guide* (2022) lists Exeter in 15<sup>th</sup> position out of 121 higher education institutions.
- *The Complete University Guide* (2022) published in the *Independent* lists Exeter in 13<sup>th</sup> place with 12 subjects ranked in the top 10.
- The University was ranked 16<sup>th</sup> in 2021 and 6<sup>th</sup> in 2022 in the *People & Planet League*, a league table that ranks UK universities on sustainability and ethics.
- Exeter has been ranked in the 101-150 grouping in the latest *Academic Ranking of World Universities* (ARWU), released by *Shanghai Ranking*.

<sup>4</sup> <https://www.exeter.ac.uk/about/strategy2030/>

its footprint through education and research, its operations and its ambitions. It is integral to each of the University's Sovereign Strategies.

## ECE Goals

- Goal 1: To be carbon neutral (net zero) for scope 1 and 2 emissions by 2030 via a front-loaded approach.
- Goal 2: To ensure we have data analytics so that we can reduce scope 3 emissions with a plan to reach net zero by 2030 publicly communicated.
- Goal 3: To pursue a policy of 'environmental net gain' on our estates, and to use our research and education to deliver environmental net gain within region, country and across the globe.
- Goal 4: To be recognised as an Environment and Sustainability leader across the university sector, nationally and internationally by 2025, and first in the Russell Group universities in key sustainability benchmarks.

## ECE Targets

There are 44 individual targets in the ECE Policy clustering around 14 categories: Ownership and engagement; digital; sustainable procurement; business travel; local travel; research; global; education; buildings and work place; energy and water; waste and recycling; hospitality, catering and retail; biodiversity; data analytics and reporting.

## ECE Methods

### *The University Sustainability Team*

In October 2021 the University appointed Joanna Chamberlain (right) as Director of Sustainability. Joanna previously served as the Head of Sustainability at the University of Cambridge, and as the Senior Policy Advisor for Sustainable Development at the Higher Education Funding Council (HEFCE). Joanna is a Chartered Environmentalist, a Fellow of the Institute of Environmental Management and Assessment and a Fellow of the Environmental Association for Universities and Colleges (EAUC). In 2022, she was also named on the inaugural ENDS Report Power List as one of the 100 UK environmental professionals<sup>5</sup> who have made the greatest impact in the past two years. Joanna leads the sustainability team that includes roles supporting our carbon reporting, energy consumption, waste management and sustainable travel.



## Highlights (2021-2022)

- The University of Exeter received a Gold Award by LGBTQ+ equality charity, Stonewall, for its commitment and efforts to become an LGBTQ+ inclusive employer (February 2022).
- The University of Exeter has been ranked as the 46<sup>th</sup> most international university in the world, based on data from the *Times Higher Education* World University Rankings (January 2022).
- University of Exeter carbon emissions down 19%, compared to 2018/19 baseline (November 2021).
- Exeter launches [Green Futures Scholarships](#) (November 2021).
- The University of Exeter joins new [Nature Positive Universities Alliance](#) (2022).
- All eligible laboratories achieved [LEAF accreditation](#) (March 2022).
- All campuses received [Green Flag Award](#) (October 2021).

<sup>5</sup> <https://www.endsreport.com/article/1756241/power-list-2022-joanna-chamberlain>



### *Sustainable Curriculum*

The University plans to embed the UN Sustainable Development Goals and raise awareness of the Climate Emergency across all programmes by 2025. A variety of initiatives are being pursued for 2022-2023. Further details of how the Business School is integrating these plans are detailed in this SIP report.

### *Sustainable Employability*

Our Career Zone supports students from any discipline to develop their skills in the sustainability sector. A broad definition of sustainability is embraced to include mental health and wellbeing in the workplace, through to a variety of green initiatives. By providing students with opportunities to *Dip*, *Dabble* and/or *Dive*, we seek to enable them to *Thrive*.

Many opportunities count towards The Exeter Award<sup>6</sup>, an employability achievement award for current undergraduate and taught postgraduate students. The University's Sustainability Team<sup>7</sup> have several of initiatives and opportunities to engage with the sector.

Students seeking to start-up their own sustainable enterprise can find support through a wide range of Student Start-Up Programmes<sup>8</sup>, including the Exeter Entrepreneurs Society, the Intrapreneurial Knowledge Exchange Enterprise Pathway (IKEEP) and the multi-award winning Green Consultants<sup>9</sup> programme.

### *Sustainable Skills Development*

Future17<sup>10</sup> is a new global initiative between the University of Exeter, QS and a consortium of leading international universities. It is a module designed to support students to develop the skills needed to collaboratively tackle 21<sup>st</sup> century global challenges through working with professionals to create pathways for innovative solutions to real-world issues associated with one or more of the 17 UN SDGs.



### *Sustainable Student Engagement*

We aim to engage students across campuses and programmes with the Environment and Climate Emergency agenda. In June, our Grand Challenges engage students in an interdisciplinary group to design innovative solutions to real world challenges. This year's (2022) challenges include Climate Emergency, Future Food, Mental Health, Social Inequality, and Planetary Health. Internships and credit bearing placements are also available with organisations such as Treeconomics, Planethub and ClearLead Consulting.

<sup>6</sup> <https://www.exeter.ac.uk/students/careers/employability-schemes/exeteraward/>

<sup>7</sup> <https://www.exeter.ac.uk/about/sustainability/>

<sup>8</sup> <https://business-school.exeter.ac.uk/research/centres/entrepreneurship/studentstartups/>

<sup>9</sup> <https://www.exeter.ac.uk/students/careers/employability-schemes/greenconsultants/>

<sup>10</sup> <https://www.exeter.ac.uk/students/careers/sustainability/future17/>

### *Sustainable Students*

The Students' Guild<sup>11</sup> and Falmouth and Exeter Students' Union<sup>12</sup> play a vital part in engaging students in sustainability. There are several student-led societies that directly address the UN Sustainable Development Goals. Here are just a few in which Business School students are involved:

- Be the Change Society - Campaigning for sustainability in Exeter with a strong focus on environmentalism.
- Enactus - Championing social enterprise and making connection with a larger network of societies around the world. Enactus finds entrepreneurial solutions to global issues through local and international projects.
- Exeter Student Volunteers (ESV) - Focusing on care for the elderly and homeless, through to more environmentally focused action, ESV engages with a wide range of practical hands-on projects.
- UN Women UK Society - Affiliated with UN Women, a global charity for advancing equality and empowerment of women and girls across the world.
- Rethinking Society - Exists to encourage civility in the exchange of ideas and to rethink broad topics in pursuit of more progressive solutions to challenging problems (e.g. War, Mental Health).
- Slow Food on Campus Society - Campaigns for sustainable cooking and eating advice for students. The society seeks to promote local food and create a community around a sustainable food culture.
- Student Action for Refugees Society (STAR) - Providing a space to hold events and discussions to promote positive mindsets towards refugees and to advance refugee rights. The organisation raises funds for local charities like Refugee Support Devon, and is part of a network of 30 universities who have a STAR society.
- Eco Soc - Aims to give everyone the opportunity to learn about nature, experience Cornish wildlife and gain skills in ecology and conservation.
- Green Living - Encourages and educates on sustainable living, foraging, gardening and natural crafts.

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<sup>11</sup> <https://www.exeterguild.com/>

<sup>12</sup> <https://www.thesu.org.uk/union/>

# The Faculty of Environment, Science and Economy

At the beginning of the 2022/23 academic year, the University implemented new organisational structures which established three new academic Faculties aligned with the key aspects of our new institutional 2030 Strategy. The Faculty of Environment, Science and Economy delivers world-leading research and education, leading the University's Strategy 2030 vision to take meaningful action on the climate emergency and ecological crisis.

The Faculty aims to break new boundaries and have a positive impact on the world. As a leading university in interdisciplinary environment and sustainability, the Faculty brings together the departments of Computer Science, Earth and Environmental Science, Ecology and Conservation, Engineering, Geography, Mathematics and Statistics, Physics and Astronomy and the Business School. Aligning the Business School with STEM subjects represents a deliberate focus on bringing our business education and research together with other STEM disciplines to maximise impact for organisations and society.

The Faculty combines expertise across disciplines through the following Institutes:

The Environment and Sustainability Institute<sup>13</sup> (ESI) provides cutting-edge research into the problems of, and solutions to, environmental change. The world-class research and education undertaken by the ESI aims to support natural systems for more sustainable futures. ESI's contributions focus on ecosystem dynamics including biodiversity renewal, renewable energy development and the importance of partnerships and public engagement in delivering change.

The Global Systems Institute<sup>14</sup> (GSI) is built around an interconnected approach to research, education and impact, with engagement at its centre. The Institute's vision is that we need to look beyond single 'environmental' issues if we are to secure a flourishing future for humanity as an integral part of a life-sustaining Earth system.

The Institute for Data Science and Artificial Intelligence<sup>15</sup> (IDSAI), provides a hub for data-intensive science and artificial intelligence (AI) activity within the University and the wider region. The Institute's vision for data science is to innovate new means of interrogating and understanding data and then to innovate and apply cutting-edge data analytical methodologies to diverse questions. They are a truly interdisciplinary research institute with data scientists, mathematicians, and computer specialists across the Faculties, Research Institutes, and Departments.

The Living Systems Institute<sup>16</sup> (LSI) pioneers interdisciplinary science aimed at understanding and controlling the individual and collective properties of cells, the basic units of all life. We combine biology and medicine with advanced physical sciences technologies and powerful mathematical modelling capabilities. Fusing disciplines enables deep examination of mechanisms at all levels, from

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<sup>13</sup> <https://www.exeter.ac.uk/research/esi/>

<sup>14</sup> <https://www.exeter.ac.uk/research/gsi/>

<sup>15</sup> <https://www.exeter.ac.uk/research/idsai/>

<sup>16</sup> <https://www.exeter.ac.uk/research/livingsystems/>

atom to animal. We apply this collaborative philosophy to cell function in key areas of molecular & cellular biophysics; stem cells & development; cellular and systems neuroscience.

## The Business School

We've taken just over a decade to establish the University of Exeter Business School (UEBS) as one of the UK's leading institutions. We've achieved this by striving to be the best we can be, bringing together inspirational and internationally-respected business educators from around the world in an environment that combines historical and intellectual heritage with modern facilities.

The School's culture and identity is very clearly defined with three core foci of **sustainability**, **responsible leadership** and **technological transformation**.

What we have achieved so far is already remarkable - our students at undergraduate, postgraduate and executive levels consistently perform toward the very top of any national assessment of performance indicators; they also rank amongst the most satisfied and most successfully employed students in the UK. Research conducted at Exeter is internationally respected, and is helping to shape the world we live in. In the 2021 Research Excellence Framework (REF) assessment Exeter increased the proportion of our research that is world-leading by more than 60% and increased the size of our research community by 70%.

The Business School has been recently re-structured into three **departments** in Management, Finance & Accounting, and Economics.

UEBS encourages cross-departmental and cross-faculty working and many of our activities carry the hallmarks of interdisciplinary partnerships. We are also proud of our many connections to professional associations. For example: European Foundation for Management Development (EFMD); The Association to Advance Collegiate Schools of Business (AACSB); the Association of MBAs (AMBA); Globally Responsible Leadership Initiative (GLRI); Quantitative Techniques for Economics and Management Masters Network (QTEM); Chartered Association of Business Schools (CABS); the Chartered Institute of Marketing (CIM); Chartered Financial Analyst (CFA); Institute for Fiscal Studies (IFS); Chartered Institute of Procurement and Supply (CIPS); Chartered Institute of Personnel and Development (CIPD); the Association of Chartered Certified Accountants (ACCA); and of course UNPRME.

### UEBS Achievements (2021-2022)

- Business School of the Year in the 2022 *Times Higher Education* (THE) Awards.
- Exeter MBA named 4<sup>th</sup> best in the UK in the *Corporate Knights* 'Better World' sustainability ranking (2022).
- UK's most improved in the *Financial Times* Master's in Finance rankings (2021).
- Top 100 in *Financial Times* Masters in Management 2021 ranking.
- 72<sup>nd</sup> in *Financial Times* 'ranking of rankings' (2021).
- Business and Economics ranked top 150 in *Times Higher Education* (THE) World University Rankings by subject 2022.
- Athena SWAN Bronze Award (2021).





# Research Centres and Areas of Expertise



## Business School Research Centres:

- Centre for Entrepreneurship
- Centre for Innovation in Business Education
- Centre for Simulation, Analytics and Modelling (ECSN)
- Exeter Centre for Leadership (ExCL)
- Exeter Sustainable Finance Centre (ESF)
- Initiative in the Digital Economy at Exeter (INDEX)
- Land, Environment, Economics and Policy Institute (LEEP)
- Research Methods Centre
- Tax Administration Research Centre (TARC)
- The Exeter Centre for Circular Economy (ECCE)

Research centres within UEBS are involved in multiple research projects, many of which are interdisciplinary and externally funded.

In a relatively short period, we have built an exceptional School with many interdisciplinary research centres, a wide portfolio of education offerings, and high-value partnerships (see [Principle 5: Partnerships](#)), all of which provide leadership to achieve a better world. Building on the long history of the Exeter Centre for Leadership (ExCL), and focus on responsible leadership, we are providing research-based solutions to the challenges of economic growth and environmental sustainability. Our newest research centre, the Exeter Sustainable Finance Centre (ESF), 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. Our Exeter Centre for Circular Economy (ECCE) goes from strength to strength as it takes a leading role in the national coordination of academic, business and policy makers to drive the transformation of how the UK uses resources.

We are incredibly proud of our talented academic staff who advise at Government and international level and lead in exciting new areas of research. For example, our endowed Chair in Biodiversity Economics, who looks at the consideration of biodiversity in investment decisions. Our influential community of scholars also continue to develop and teach our forward-thinking education programmes, such as our new BSc Business and Environment, and our flagship Exeter MBA. Our

programmes encourage students to think differently and address the social and environmental problems that threaten the future of business and indeed the planet.

Our ethos can be described in five words:

*“Leadership for a better world.”*

## Sustainability at The Business School

The University of Exeter signed the Sustainable Development Goals Accord in 2019, committing to report on the SDGs on an annual basis and beginning the process of embedding the SDGs in the curriculum, research and wider activities at the University.

With the backdrop of the climate and ecological crisis, inequality, and poverty, the transition to a more sustainable way of life is more important than ever, and education is key to catalysing shifts towards more sustainable behaviours and lifestyles.

As a Business School, we are committed to embedding the UN SDGs within our pedagogy and the experiences of our staff and students. Sustaining the resources that make business possible, whilst prioritising the needs of the natural world, is our first responsibility.

Much of our research is focused on examining the ways that the world of commerce can have a positive impact on the environment. We believe that it is time to fundamentally reconsider how organisations embed environmental sustainability into their operations and decision making.

### A Sustainable and Inclusive Global Community

Our strategic plan is supported by differentiated, detailed, and operationally focused strategies concerning Education; Research; Impact; Global and Corporate Engagement.

We believe we play a leading role in achieving a better world for everyone. The climate and environment emergency, growing concerns over social and income inequality and the irresistible transition to a digital economy, all demand action. It is clear to us that these challenges are of such a scale, that a shared effort is key. We feel a duty to develop and prepare our students, staff, and partners to succeed and make a positive impact on global issues.



We are rising to the challenge and through our research impact and by educating the global business leaders of tomorrow, we embrace responsible leadership and put the environment and

sustainability at the centre of all our activities. We are proud of our forward-thinking, multidisciplinary approach to business education that prioritises people and the planet.

# United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs) are a set of 17 goals which provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. The UN SDGs work together to address the most significant and critical issues that governments across the world are facing.

Providing guidance towards sustainable development and a sustainable future, the UN SDGs set out clear targets to end poverty, protect the planet, and achieve prosperity for all by 2030, by addressing the most important economic, social, environmental and governance challenges of our time.

The UN SDGs are at the heart of 'The 2030 Agenda for Sustainable Development', which was adopted by all United Nations Member States in 2015.

With the ability to shape students into the business leaders of the future, the UN SDGs have grown increasingly relevant for business schools in higher education institutions. By academic institutions aligning their work with the UN SDGs, institutions can ensure that the business leaders of the future are working towards success with responsible sustainability at their core.





# Principles for Responsible Management Education

## Overview

The Principles for Responsible Management Education (PRME) is a UN Global Compact-backed initiative with the mission to inspire and champion responsible management education, research, and thought leadership globally by bridging relationships and catalysing collaboration among the United Nations, the Global Compact, and academia.

The Six Principles of PRME are based on internationally-accepted values endorsed by UN Member States and provide an engagement framework for higher education institutions to embed responsibility and sustainability in education, research, and campus practices through a process of continuous improvement.

### The Six Principles:



# Our PRME Major Achievements 2020-2022

Key: Achieved Partially achieved		
Principle	2020-2022 PRME Target	Progress
Purpose	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.	4,099 comments were shared and 38,860 votes cast across the entire University. The data is anonymised, so it is impossible to report on the specific Business School input into this process, but there is anecdotal evidence of a strong Business School contribution. It was clear from this consultation that sustainability and the climate emergency were at the heart of stakeholder's concerns. Consequently, the 2030 Strategy reflects these priorities with a focus on sustainability, health and wellbeing and social justice.
Values	We will continue to deliver outstanding and innovative business education and research that address the major challenges confronting businesses and society.	The University of Exeter Business School was awarded 'Business School of the Year' at the Times Higher Education Awards 2022 in recognition of our actions in response to the global climate emergency.
Method	Through our Project Business International we will seek to increase our international student numbers by 815 against a 2018 benchmark by 2022.	In 2018/19 we had 1,943 international students in the Business School. This rose to 3,326 in 2022/23, an increase of 1,383, or 71%
	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.	The Business School achieved a 12.62% reduction over the two years leading up to 31st July 2022.  In October 2022, as part of the University's Sustainable Transport Plan, new virtual Co-Bikes stations were installed near student accommodation at Lawfrowda and Holland Hall. In December 2022, it was <a href="#">announced</a> that the next virtual Co-Bikes station will be installed at the Xfi Building (Business 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.		Conversations took place and continue to take place, e.g., we helped/empowered students to lobby the hospitality/catering department in the University to provide more and better meat free products at shops, catering outlets and in house catering. The students put forward a proposal and met with the Provost and the Head of Catering.
	Achieve Athena Swan Bronze status.		Achieved in September 2021.
	Create an administrator for the new research e-Ethics system.		Achieved June 2021.
	Create additional training materials and online learning activities to support research ethics applicants.		Achieved in September 2021 - A new set of training materials and video tutorials have been created to support the launch of the new cloud based research ethics platform.
	Extend pass-fail research ethics criteria to more dissertation modules.		Module Review implemented in September 2021.
Research	We will continue to develop world leading teaching and research through our programmes and research centres.		Please see below for details of our progress.
	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.		Module Review implemented in September 2021 to enhance student supervisor dialogue around research ethics.  The cloud-based Worktribe system went live in the September 2021 to facilitate research ethics applications and the work of the Research Ethics Committee.
Partner-ship	Seek to co-brand our events with UNPRME to provide greater exposure to our partnership.		UNPRME receives notable mentions at events, but our visual presence of the brand needs to be improved.
	Continue to develop our partnerships through our research centres.		See below for details of our progress.
Dialogue	We will seek to engage our research and education stakeholders in dialogue around the UN-SDGs.		We have begun to map our modules against the UN-SDGs. The mapping highlights which UN-SDGs are addressed by each module. Students now have more information on which to base their module choices.

## (Principle 1) – Purpose

# 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.

### The University of Exeter Education Strategy 2019-2025

Our strategy builds on our strong partnership 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 developing 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, through societal and industrial engagement, and impact generation) 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 outlined 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, 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' 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.

### *Making it happen with UEBS*

The School takes 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 actively 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.
- 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.

## (Principle 2) – Values

# 2

## VALUES

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

*“The Business School is led by an inclusive, dynamic, and passionate team that is clearly dedicated to the academic and pastoral wellbeing of students.”*

**2022 AMBA renewal**

The University of Exeter’s 2030 Strategy creates a promise that ‘we will work together, guided by our values’ of:

1. **Discovery** – we thrive on imagination and creativity to make new discoveries and to innovate in our ways of working.
2. **Respect** – we respect our community and our environment, and we build trust and wellbeing by showing kindness.
3. **Excellence** – we seek to excel and deliver the very best in everything that we do.
4. **Inclusion** – we welcome and champion diversity to create a sense of belonging so that everyone is valued.
5. **Community** – we work best when we collaborate to deliver shared priorities and goals.

The aforementioned values form the foundation of the Business School’s culture and identity and are underpinned by the Business School’s strategic pillars of **sustainability, responsible leadership** and **technological transformation**.

### Values in Action

Our undergraduate 3<sup>rd</sup> year module, Innovation for Urgent Global Challenges introduces our students, through research led teaching, to cutting edge management paradigms emerging in response to today’s pressing grand global challenges. Key grand global challenges include climate change, biodiversity loss, pandemics like COVID-19, antibiotic resistance, social injustice, economic inequities, populism, and emerging frontier risks from AI, space exploration, climate tipping points, among others.

## Equality, Diversity and Inclusion

**EDI Vision 2019-25: Everyone Welcome, Many Voices, One Community**

The University’s EDI Vision has three strategic objectives:

1. Success, Fairness and Equity for All – “All students and staff to have the best possible outcomes free from the barriers of prejudice and discrimination”.
2. Positive Perceptions and Experience – “All students and staff to experience the benefits of an inclusive culture”.
3. Knowledge and Competence – “Enabling and ensuring meaningful and impactful change through knowledge, awareness, reflective learning and cultural competence”.

### University Inclusion Groups

The University Inclusion Group meets once a term and is chaired by Shraddha Chaudhary (Shades), Assistant Director (Culture and Inclusion), and reports directly to the University Executive Board through the Dual Assurance framework for Equality, Diversity and Inclusion.

The membership includes representatives from Faculties, Professional Services and other key individuals such as representatives from the Students' Union in Cornwall and the Students' Guild in Exeter. The Group is also supported and informed by the University's 5 Equality Groups: Disability, Faith and Worldview, Gender, Race and Sexual Orientation.



**Shades Chaudhary**, Assistant Director (Culture and Inclusion)

### Athena SWAN

The University of Exeter Business School's commitment to improving gender equality has been recognised with an Athena SWAN Bronze Award<sup>17</sup>. The number of Business School female staff members at the level of professor has increased by just over 50% since 2016, including some in leadership roles, and at the start of 2021 a Chief Diversity Officer was appointed to lead on building the School's Equality, Diversity and Inclusion (EDI) agenda.

The School's commitment to improving gender equality is also reflected in the student body, where action has been taken to increase the visibility of female role models and review the curriculum to address gender imbalance.

Professor David Bruce Allen, former Pro-Vice Chancellor and Executive Dean of the University of Exeter Business School, spoke of his pride at the award and thanked the efforts of staff and students who conducted the rigorous self-assessment process:

*“We are immensely proud that the Business School has taken this important step towards advancing gender equality. It is our aim to be viewed as a safe and welcoming space by all our students, and to be an inclusive workplace for staff.*

*There is, of course, still work to be done, and we have put in place an ambitious action plan to ensure we keep improving female representation in our staff and student body and embed principles of gender equality and fairness in the Business School's day-to-day governance.”*

The School is now working towards achieving the Athena SWAN Silver Award in 2026. A dedicated team of Academic and Professional Services staff has been established and a 41-point action plan

<sup>17</sup> <https://www.advance-he.ac.uk/equality-charters/athena-swan-charter>

has been implemented, with a further 43 sub-points that work towards a number of key areas, including but not limited to:

- Improving gender equality amongst business school academics and staff
- Understanding and improving disparities of course uptake by gender
- Investigating degree classification profile by ethnicity
- Investigating reasons for female staff underrepresentation at key levels
- Monitoring the gender balance of supervisory teams
- Improving the volume and value of applications and awards led by female academics
- Improving the low levels of parental and shared leave taken up by males
- Achieving better gender balance on strategic committees and in leadership roles
- Ensuring workloads are balanced
- Monitoring and improving gender balance on speakers

The Athena SWAN team meet on a monthly to bi-monthly basis to report on progress on actions assigned and to discuss any barriers team members are facing. The Athena SWAN team report on overall action plan progress, through data collection, ongoing record keeping and update requests, to the College Inclusivity Group (soon to be renamed the School Inclusivity Group as a result of the restructure) twice per year.

## Sustainable Travel

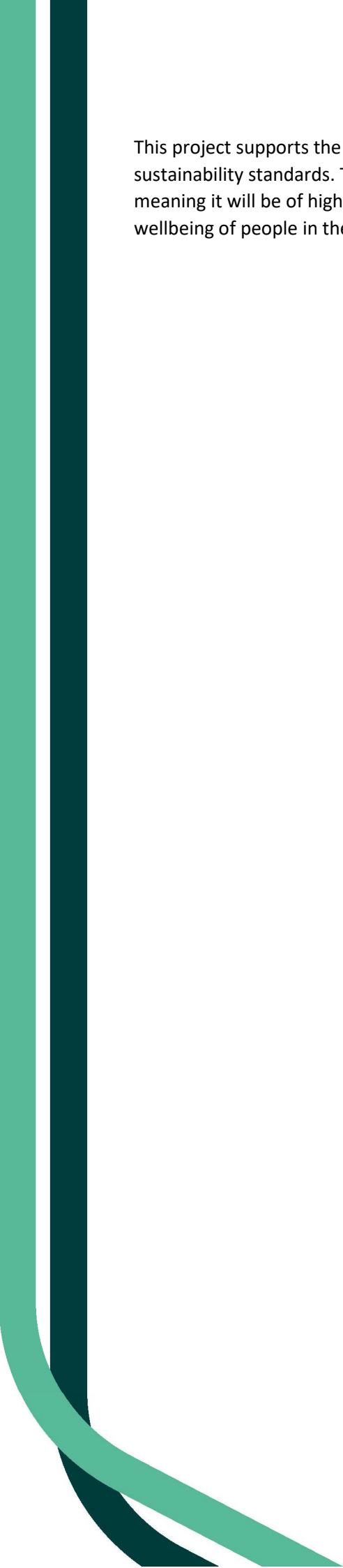
Key Travel has recently (2022) been appointed by the University to provide a new travel app, a new online booking platform, and offline booking services for all rail, flight and accommodation bookings including groups and related services such as visa applications. Key Travel is CIPS certified. The CIPS Sustainability Index is the independent, cross-sector means of measuring the sustainability of suppliers. Key Travel also allows for carbon off-setting for any travel booked via the app.

## Sustainable Design & Construction



In 2023 the Business School will be opening a new creative space built in the southeast courtyard of Streatham Court, at the University of Exeter Business School, Streatham Campus.





This project supports the University's ambitious plans to reduce carbon emissions and improve sustainability standards. The design team is targeting a BREEAM 'Excellent' rating for the building, meaning it will be of high sustainable performance for the environment, natural resources and the wellbeing of people in the new facility.

## (Principle 3) – Method

# 3

## METHOD

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

The Business School has long had a commitment to sustainability and responsible management within its teaching and research, as evidenced by the School's strategic pillars of Environmental Sustainability, Responsible Leadership and Technological Transformation. In 2022 the University of Exeter moved from a 6 College to 3 Faculty structure. The Business School is now homed within the newly formed Faculty of Environment, Science and Economy. This new Faculty joins the 3 core Business School departments of Economics, Finance & Accounting and Management with Computer Science, Earth and Environment Science, Ecology and Conservation, Engineering, Geography, Mathematics and Statistics and Physics and Astronomy. Aligning these departments within a single Faculty will build on our strong interdisciplinary culture and allow for Faculty wide strategies aimed at delivering on Our Vision.

The Business School is committed to embedding the UN Sustainable Development Goals throughout our teaching, learning and assessment (as per the University's *Sustainable Curriculum* pledge), not only to raise awareness of the UN SDGs in general, but also as a means to 'badge' our curriculum so that our students can make informed decisions when it comes to their module selection. In 2022 The University of Exeter came 2<sup>nd</sup> in the SDG League Table of how many educators took part in the SDG Teach In. As a baseline, from our recent Career Destination survey, which surveys our recent graduates 6 months after completing their studies, 49% of our alumni found employment whereby their responsibilities aimed to tackle one or more of the UN SDGs. This percentage is 5% higher than the University average. As the UN SDGs continue to become embedded in our teaching, learning and assessment we foresee our graduates making employment decisions based on the UN SDG knowledge they have acquired via their module and programme selection, and the UN SDGs that their future employment aims to tackle. We understand this is a space that we can improve upon, and although it has been useful to understand the impact on future employment, we currently don't have any benchmark data for our current student population. In 2023 we intend to participate in

### STRATEGY 2030

*Together we create the possible*

#### Our Vision

In order to achieve our purpose, in the next decade we will build our strong interdisciplinary culture to:

- Lead meaningful action against the climate emergency and ecological crisis.
- Make key breakthroughs to transform human health and wellbeing.
- Lead the progress towards creating a fair, socially just and inclusive society.

both the Positive Impact Rating (February 2023), as well as the Sulitest (March 2023), which will accompany the SDG Teach-In.

## Advocate Climate Taskforce (ACT)

In 2021, the University created ACT, which feeds into the Environmental & Climate Emergency Board. Before the transition to Faculties, each College appointed an Academic Advocate. Professor Gail Whiteman (right) is the Business School's Advocate. The objectives of ACT are:



- To work with the Advocate, the sustainability team and other stakeholders to develop the School's climate action plan, participate in developing strategies, including integration of E&CE requirements and into School/campus plans/strategies.
- To work with the School's sustainability co-ordinators to develop a communications plan, feeding to and from the Senior Leadership Team.
- To actively communicate and engage across the School to promote sustainability so that it is part of the School culture, with student led talks/discussions staff/student events and news updates.

Academic Advocates have continued their work through the recent restructuring into Faculties.

## The Business School Sustainability Team

The Business School Sustainability Team meets once or twice a term and 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 School Manager Jonnie Critchley, as well as undergraduate and postgraduate students.



**Melanie Nearchou, Ophelia Lindley (Chair), Dr Raphael Dennett, Dr Claire Dinan and Dr Adrian Bailey (UNPRME Lead)** negotiating social distancing for a rare Business School Sustainability Team photo call.

## Thinking BIG – Our Climate Emergency Action Plan (2020-2022)

The Business School achieved a 12.62% reduction in carbon emissions during the period 1<sup>st</sup> August 2019 to 31<sup>st</sup> July 2021. In 2019, the Business School emitted 1640 tonnes of carbon dioxide equivalent gases (tCO<sub>2</sub>e), reducing to 1433 tCO<sub>2</sub>e in 2021. Reducing carbon emissions by 207 tCO<sub>2</sub>e exceeded our target.

In the Business School there was an increase in Scope 1 emissions of 15%, which represents direct fuel consumption arising from operations owned by the University. There was a reduction of 1% in Scope 2 emissions, which represent emissions from the generation of purchased energy used in heating and cooling. Finally, there was a 15% reduction in Scope 3 emissions generated indirectly from sources owned or controlled by other entities in the value chain.

Carbon emissions from the University of Exeter as a whole fell by 19% in 2020-2021 (2018-2019 baseline), which was ahead of the 4.5% target. In 2019, total Scope 1, 2 and 3 emissions for the University were 90,264 tCO<sub>2</sub>e, reducing to 84,719 tCO<sub>2</sub>e in 2021, representing a 6.14% reduction.

### *How did the Covid-19 pandemic impact emissions?*

A significant portion of the reduction in emissions was due to the passive effect of the Covid-19 pandemic. Emissions from energy only increased by 0.5% from 2021-22 compared to the previous year, which suggests that behaviours adopting during the pandemic have persisted.

- The requirement to increase heating and ventilation within buildings is the main cause of the 15% increase in Scope 1 emissions. In 2021-2022 there was a University wide 17% increase in gas consumption.
- Achievements against Scope 3 targets were assisted in 2020-2021 by a University-wide 93% reduction from baseline in international travel, and a 71% reduction in commuting. However, the return to normal operations has resulted in a 584% increase in this category.
- Occupancy was significantly down in 2020-2021, and by at least 50% in 2021-2022. Reduced occupancy reduced carbon factors by 60% for water consumption in 2020-2021. In 2021-2022 there was a University-wide 9% reduction in electricity consumption.

## Research Ethics Committee - Module Review System

Through consultation with dissertation module convenors, the University of Exeter Business School Research Ethics Committee devised a Module Review System to cover all research being conducted by students on undergraduate and postgraduate modules.

Students are required to confirm that they have read each page of a research ethics manual, which contains information covering the following areas: the key principles of ethical research; ethical restrictions; participant information and consent; research commitments; ethical considerations for research using different techniques and for different types of data; data protection and storage.

Having signed each page of the research ethics manual, the students are required to complete a summary of their research proposal, which is reviewed and countersigned by their academic supervisor before being submitted to an online repository that is available for audit by the module convenor and Research Ethics Committee.



The system has led to an increase in student awareness and literacy about research ethics. The Module Review process and research ethics manual have been shared with the Department of Engineering within the ESE Faculty, and further afield with academics from the University of Cardiff who are seeking to implement their own ethical review process for student research.

## **Extra-curricular Sustainability Events for Students**

The University's Career Zone, in collaboration with the Business School, run a number of extra-curricular sustainability lectures, workshops and networking events. Below represent a few of the events that ran in 2021 and 2022.

### **Careers in Sustainability & Environmental Protection**

'Informal networking event with light refreshments where you can speak to alumni and employers at your leisure to find out about their careers paths and how to get into the sector plus current job opportunities. Speakers are from a range of organisations including - The Environment Agency, AECOM, CO2Balance and South West Woodlands Trust.'

### **Sustainability Debating Workshop**

'Expert academics and professional services staff alongside Purpose Union discuss how to effectively debate on sustainability and climate change.'

### **Master Your Future "10 Top Tips" Sustainability in Business**

'Explores some of the possible career paths available to you as well as sharing 10 top tips to kick-start a career in this area.'

### **Making the World a Better Place - Careers in Sustainability Alumni Panel**

'Event brings together an exciting panel of Exeter alumni and current students with career experience in the sustainability sector. Presenting:

Marion Osieyo - Global Strategist on Nature's Contributions to People at World Wildlife Fund for Nature (WWF).

Ananda Nidhi Lakshmikumari - Current MBA student and already holding an MSc from Imperial College London with a research focus on climate change mitigation with experience working with multiple types of power plant engineering projects (solar, hydro & thermal).

Nadia Smith - Clean Energy Specialist with South East London Community Energy.'

### **Careers in Sustainability & Environment: Making the world a better place - Alumni Networking Event**

#### **Sustainable Futures Business Networking Event**

'Professionals attending: Danny Daniell, Managing Director - ActivePlus Health and Wellbeing Innovation Centre Richard Wadman, Corporate Finance Director - PFK Francis Clark Katharine George, Director - Oh So Social Marketing Hollie Kirk, Impact and Partnership Development Manager - University of Exeter (Innovation, Impact and Business) Nick Pearson, Start-Up Programme Officer - University of Exeter (Impact, Innovation and Business) Mike Morris, Co-Founder - Meatfreed Alex Chandler-Zhu (BSc Business Graduate, 2020), Partner - No Guts No Glory Phil Glacklin, Managing Director - JP Morgan (Bournemouth) Matt Enock, Executive Director - JP Morgan (Bournemouth).'



## Sustainable and Adaptable Careers in a Digital Era

'Event explores how the digital economy will have an environmental impact and how understanding sustainability and having the ability to adapt to change and keep learning will be important for future career choices.'

## 'With Industrial Experience' Placements

In year 1 we encourage undergraduate students doing 'With Industrial Experience' (WIE) to think about their values prior to applying to work for an employer, and within this the sustainability agendas of employers are taken into consideration. Some recent employers who have taken on our students as part of the WIE programme and have a 'green' reputation when it comes to sustainability include: 3M, Camps International, Centrica (multiple students each year), ChicP, MVP, Sourceful and Two Drifters Rum.

As part of the WIE programme students are expected to undertake a business report, with this being worth 60% of their placement year. Students are given the freedom to choose a topic that interests them, but as you can see from the list of examples below, many of these interests focus on sustainability challenges:

- How is the beauty industry adapting to consumers becoming more focused on Sustainability?
- Analysing the impact of increased demand for sustainable supply chains on the technology consulting industry.
- How has increased demand for environmental sustainability impacted the smartphone sector and how specifically can Samsung respond?
- Spacetech: contributing to the UN2030 Sustainable Development Agenda.
- How can IBM ensure its associate consultants adapt to the growing environmental sustainability agenda?
- The impact of sustainable finance on the financial services industry.
- Thinking sustainably: an analysis of how the increased focus on sustainability in organisations impacts the consulting industry

## Co-Bikes

Devon County Council's Road Safety Scheme approached the University of Exeter to offer staff the opportunity to cycle to work. The scheme provides University employees access to a corporate offer with Exeter city's sustainable travel, on demand, electric bike hire scheme, Co-Bikes<sup>18</sup>. In 2016, the first stations were installed on campus and in 2022 the scheme was expanded by installing a further four stations across the Streatham Campus and one at St Luke's campus. Employees now have access to a total of 8 Co-bike stations across both campuses and St David's railway station, and can purchase 600-minute bundles to use the bikes at 4p per minute, registering and purchasing via an app.

## Food Composting

The La Touché café (based in the Business School) has cut down on plastic packaging by introducing compostable takeaway boxes. However, only general waste bins are available in the café. Business School waste is currently taken for incineration and conversion into electricity. Therefore, our next step will be to obtain bins for composting. On the wider campus, food waste is taken away from

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<sup>18</sup> <https://www.co-bikes.co.uk/>

residences and kitchens for composting and it is hoped that this service will be extended to the Business School in future.

## Sustainable Gifts

The Business School has not had any recourse to providing gifts in the past two years, mainly due to the impact of the pandemic. Members of the Business School Sustainability Team have held two meetings to source local and sustainable gifts that immediately communicate to the receiver our purpose and values. For example, the cork notepads have generated conversations about our sustainable focus with visitors.

## Meetings

All Business School meetings now have the option of attendance in-person or online. Hybrid working is now the norm with benefits for emissions reductions associated with transport. The Business School Human Resources team also offer the opportunity for recruitment and selection to be conducted online rather than in-person. The Business School no longer provides flights for international recruitment unless absolutely necessary.

## (Principle 4) – Research

# 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.

### Our Research Evaluated

The Chartered Association of Business Schools (CABS 2022), places the University of Exeter Business School in the top 10 for Business and Management research income. The University of Exeter was also the leading recipient of Engineering and Physical Science Research Council (EPSRC) funding in 2020-2021, of which 16% went to Business and Management research — the highest percentage among its peers by some margin.

The Business School receives a large amount of research funding and utilises this effectively to generate high levels of impact. The Business School achieved outstanding results in the Research Excellence Framework (REF) 2021. The majority of research from the School was submitted into two of the REF's Units of Assessment (UoA):

#### **UoA 16: Economics and Econometrics**

- 89% of research assessed as world-leading or internationally excellent.
- GPA of 3.19 – improving our sector ranking to 17<sup>th</sup> in the UK for our world leading research.
- 75% of research assessed as world-leading or internationally excellent for impact.
- 17% increase in world-leading or internationally excellent research, compared to REF 2014.
- 15% improvement on REF 2014 performance, delivering the 4<sup>th</sup> highest UoA improvement in Exeter since REF 2014.
- In the top 9 of UoAs submitted by Exeter for 4\*+3\* outputs.

#### **UoA 17: Business and Management Studies**

- 92% of research assessed as world-leading or internationally excellent.
- GPA of 3.46 - improving our sector ranking to 9<sup>th</sup> in the UK (from 39<sup>th</sup> in 2014) for all research.
- 21% improvement on REF 2014 performance, delivering the highest improvement in Exeter since REF 2014.
- 100% of research assessed as world-leading or internationally excellent for impact, ranking 4<sup>th</sup> in the UK for impact.
- 36% increase in world-leading (4\*) research, compared to REF 2014.

## Our Impact Evaluated

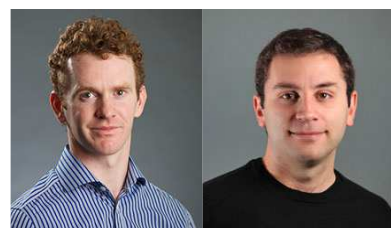
The Business School submitted 11 Impact Case Studies to REF 2021. UoA 16 (Economics & Econometrics) has delivered the 4<sup>th</sup> highest improvement in the institution on performance from 2014, and improving the overall sector ranking to 17<sup>th</sup> (from 19<sup>th</sup>), with an overall GPA increase of 15%. The impact case studies had an overall GPA of 3.25, which ranks the UoA 14<sup>th</sup> overall for impact.

UoA 17 delivered the highest improvement within the University on performance since 2014. The overall GPA for Impact is 3.75, made up from 5 of the 7 cases submitted rated as 4\* ('world-leading') and 2 as 3\* ('internationally excellent'). Based on the GPA, the UoA 17 is ranked 4<sup>th</sup> in the UK (of 108 submissions). Analysing the results by looking at the proportion of 4\* + 3\*, we are ranked 1<sup>st</sup> for impact.

## Our Research Centres / Facilities

### Finance and Economic Experimental Laboratory at Exeter (FEELE)

The Finance and Economics Experimental Laboratory at Exeter (FEELE) is a state-of-the-art laboratory for research in experimental social science, located in the Department of Economics. It has 32 networked terminals and two experimenter servers. Each terminal is equipped with sensors to measure skin conductance, heart rate, and facial expressions for emotional response. This allows researchers to move beyond traditional economics tasks that focus solely on decisions themselves, additionally engaging with neuroscientific and psychological processes that provide evidence on mechanisms. A full-time lab manager ensures that all aspects of the laboratory are running smoothly, including providing support for programming and for subject recruitment (primarily but not exclusively undergraduate students), so that staff and PGR students can make full use of this valuable resource at all times. The laboratory also enables economics experiments to be an integral part of the teaching practice at UEBS. Between 2020 and 2022, the lab has hosted over 11,000 participations from 2,161 unique individuals.



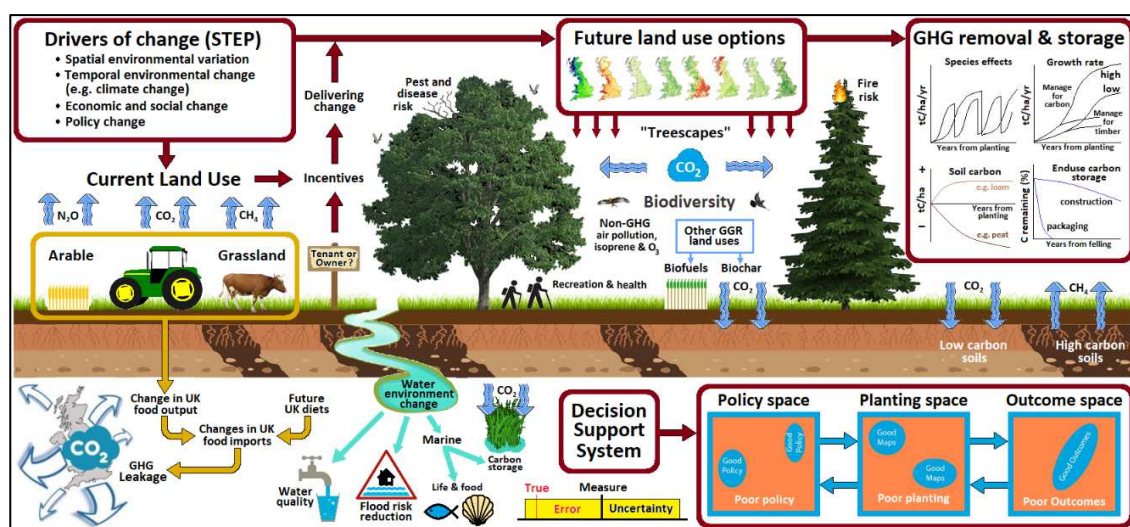
FEELE Directors **Professor Miguel Fonseca** and **Dr Luke Lindsay**



## Land, Environment, Economics and Policy Institute (LEEP)<sup>19</sup>

The aim of LEEP is to undertake internationally inspiring and frontier defining research for government and business decision makers, to deliver sustainable social value through the application of economics to environmental and societal challenges. Over 2020-2022, LEEP has:

- Professor Ben Groom appointed as Dragon Capital Chair, a £1.6m partnership between the University of Exeter and Dragon Capital, aims to examine the relationship between biodiversity and human well-being, and how much the economy depends on biodiversity and nature. Ben is considering how decision-making by individuals, governments and the financial sector can be improved to prevent biodiversity decline. They are also examining the effectiveness of policies and instruments designed to do this. In particular how the well-being of future generations can be reflected in decisions today.
- Led and delivered the enormously successful and impactful SWEEP Programme (see [SWEEP](#), within this document for more information).
- Launched the NetZeroPlus<sup>20</sup> project, led by Professor Ian Bateman<sup>21</sup>, which will play a critical role in supporting the UK Government's commitment to achieving 'net zero' greenhouse gas emissions by 2050. This work is gathering evidence to explore the Greenhouse Gas Removal consequences of different tree-planting options to inform decisions about meeting UK net zero commitments. Plus we are helping to identify what the necessary mix of ingredients are to achieve "the right tree in the right place". See schematic below:



- Engaged heavily in COP26 in Glasgow 2021 – LEEP's work is closely aligned with the stated goals to secure net zero by the middle of the century and to adapt and protect those communities and natural habitats that are already suffering the catastrophic consequences of climate change. LEEP hosted and presented at various events during COP26<sup>22</sup>.
- Grown the UK Farmer Discussion Network, led by Professor Alex Inman. The Farmer Network promotes open discussion within and between grass-roots local farming groups to enable farmers to debate and consider the big topics such as post-Brexit market conditions,

<sup>19</sup> <https://www.exeter.ac.uk/leep/>

<sup>20</sup> <https://netzeroplus.ac.uk>

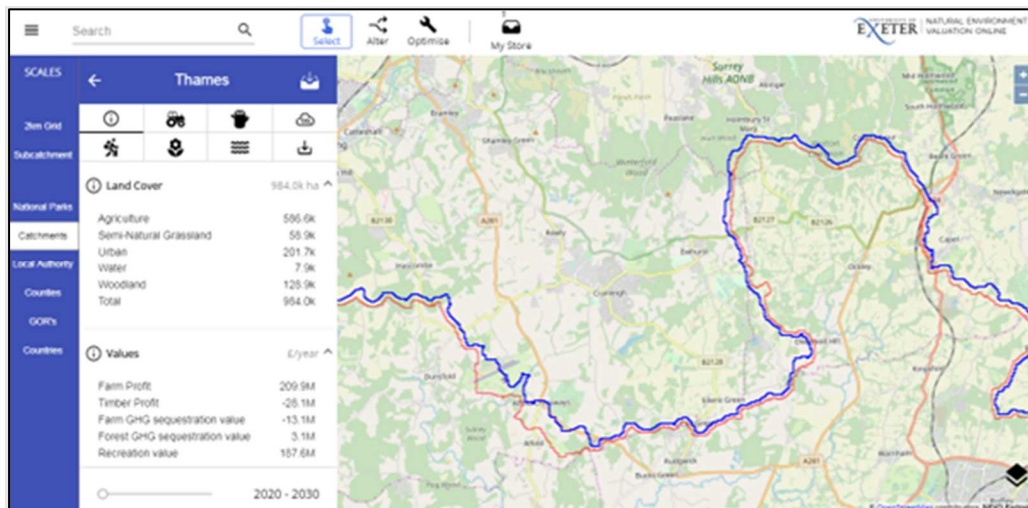
<sup>21</sup> [https://business-school.exeter.ac.uk/about/people/profile/index.php?web\\_id=Ian\\_Bateman](https://business-school.exeter.ac.uk/about/people/profile/index.php?web_id=Ian_Bateman)

<sup>22</sup> <https://www.exeter.ac.uk/research/leep/newsandevents/cop26/>



future farming grants, food supply chain dynamics, public education, new technologies and much more.

- Further developed the NEVO (Natural Environment Valuation Online<sup>23</sup>) tool, led by Professor Brett Day, and Dr Amy Binner. Designed to help users explore, quantify and make predictions about the benefits that are derived from existing and altered land use across England and Wales. The tool brings together spatially explicit data, natural science and economic models to provide insights into the integrated relationships between climate change, land use change, ecosystem service flows and economic values. Users are able to view information relating to a range of ecosystem services. See image below of NEVO interface:



- All of the work of LEEP made a significant contribution to the Business School winning the *Times Higher Education* (THE) Business School of the Year accolade in 2022.

<sup>23</sup> <https://www.leep.exeter.ac.uk/nevo/>

## Our People

**Dr Adrian Bailey** (right) is a Senior Lecturer in Management who is the main point of connection in the Business School between the global co-operative movement and the UN 2030 Agenda for Sustainable Development. More than 1 billion people are members of 3 million co-operatives around the world, providing work to 280 million people. The International Co-operative Alliance (ICA) and the International Labour Organisation (ILO) have both identified the critical role that co-operatives are playing in the realisation of the UN 2030 Agenda (Gagliardi and Gindis 2022).



During the last two years, Adrian has published a teaching case study, based upon in-depth ethnographic research into the South Devon Organic Producers Co-operative that supplies one of the largest online organic food retailers in the UK (Bailey et al. 2020). The open access case study has been utilised on postgraduate courses around the world (e.g. Massey University, New Zealand). He has also made a comparative analysis of co-operatives in China and the UK, noting how cultural differences impact governance (Liang et al. 2022). An article in the journal *Organization* explores Italian Social Agricultural Co-operatives, which are suggestive of multiple pathways for scaling post-growth organisations (Colombo, Bailey and Gomez 2022). In 2022, Adrian joined the Editorial Advisory Board of the *Journal of Co-operative Studies*.

In September 2022, Adrian welcomed a delegation of academics affiliated with the Graduate Program at Federal University of Paraná (UFPR), Brazil. The visitors are creators of the Beecoop, a Co-operative Transformation Ecosystem. The Beecoop aims to transform co-ops through “experiential” practice and is based upon the Finnish methodology for entrepreneurial education and agile marketing. During their visit the team shared their knowledge of developing customized projects for digitising business models in co-operatives.



Right to Left: Adrian welcomes visiting Professors from Federal University of Paraná (Brazil) to the Exeter Growers Co-operative in September 2022. Left to Right are: **Gustavo Abib** (Strategy and Risk), **Marcos Wagner da Fonseca** (Director, Faculty of Applied Sciences), **Thomas Martins** (Marketing).

Adrian has been educating students about the Co-operative identity since 2010 in partnership with the Co-operative Group (UK). The undergraduate module BEM3038 Co-operative Enterprise equips students to start-up a co-operative anywhere in the world. In the past two years he has welcomed the Founder-Directors of the Real Food Store and the Bristol Wood Recycling Project as guest speakers.

Taking over the capstone BEM3033 Strategic Management module on the BSc Business and Management programme in 2021, Adrian has emphasised the UN SD Goals in the curriculum and introduced co-operatives and charities as distinctive organisational forms. He utilises the case study of his own charitable start-up in Exeter, which has resettled two Syrian Refugee families since 2019 and has raised over £60,000 in donations to support the work.

**Tanya Larsen** (below) is a student on our MSc Finance and Investment programme (2021-2022), who has been sharing her knowledge with her peers and has been an inspiration to our Business School Sustainability Team. Tanya's early inspiration was fuelled by several experiences. Being witness to the destruction of ancient forests in her home region and working at the Chernobyl Fund, were both formative in strengthening Tanya's commitment to sustainable business models.



Tanya is the co-founder and CEO of Codes To Share that operates two discount code websites. VoucherShares.co.uk<sup>24</sup> is the first voucher codes website in the UK to focus on sustainability, encouraging consumers to become more responsible when shopping. Voucher Shares has joined a CO2 Neutral Website program and has become the first officially certified CO2 Neutral Voucher Codes Website. During her time in Exeter Tanya launched eCouponShares for the North American market.

Tanya is originally from a small town in Ukraine. She has recently set up DevonForUkraine.com to serve as an information portal. She has been instrumental in helping around 50 families to move to the UK and was invited by Mid Devon District Council to take on a role with the Churches Housing Action Team (CHAT) to support around 90 Ukrainian families in Mid Devon.

<sup>24</sup> <https://vouchershares.co.uk/>

## Research Projects 2020-2022

As a Business School that embeds sustainable development through its teaching and research, a high proportion of the c.625 publications, as well as our undergraduate (UG) and postgraduate (PGT and PGR) dissertations will directly, or indirectly, aim to tackle one or more of the 17 UN SDGs. Below represent a flavour of these publications and papers.

UN SDG	Year	Research Title	Level
1. NO POVERTY	2022	A 32-society investigation of the influence of perceived economic inequality on social class stereotyping.	Staff
	2021	Dissertation: Giving far and near. Assessing the relationship between attitudes towards overseas aid and individual charitable action and identity	UG
2. ZERO HUNGER	2022	Do exports of renewable resources lead to resource depletion? Evidence from fisheries.	Staff
	2021	Revisiting the link between cereal diversity and production in Ethiopia.	Staff
	2021	The Effects of Brexit and Covid-19 on Food Inflation in the United Kingdom.	Staff
3. GOOD HEALTH AND WELL-BEING	2021	COVID-19 and mental health deterioration by ethnicity and gender in the UK.	Staff
	2021	Experience, vulnerability, or overload? Emotional job demands as moderator in trajectories of emotional well-being and job satisfaction across the working lifespan.	Staff
	2021	Analysis of histopathology services in NHS laboratory(ies) in order to identify good practices and suggest opportunities for learning. (Torbay Hospital, NHS Foundation Trust)	MBA
	2021	Dissertation: The impact of different types of leadership on employee well-being	PGR
4. QUALITY EDUCATION	2021	Social Exclusion and Ethnic Segregation in Schools: The Role of Teacher's Ethnic Prejudice.	Staff
	2021	Dissertation: Neurodiversity and Learning	PGR
	2021	Dissertation: 'Capping Success at Capital: What are the comparative consequences of loan aversion on higher educational attainment between student populations in the United Kingdom and the United States?'	UG
5. GENDER EQUALITY	2022	The Role of Gender in the Aggressive Questioning of CEOs During Earnings Conference Calls.	Staff



	2021	Executives' gender pay gap and financing constraints.	Staff
	2021	Trans men doing gender at work.	Staff
6. CLEAN WATER AND SANITATION	2021	Quantifying the impact of the COVID-19 lockdown on household water consumption patterns in England.	Staff
	2021	A review of household water demand management and consumption measurement.	Staff
7. AFFORDABLE AND CLEAN ENERGY	2021	Transactional colonialism in wind energy investments: Energy injustices against vulnerable people in the Isthmus of Tehuantepec.	Staff
	2021	Dissertation: The research of future strategies of new energy industries.	PGR
8. DECENT WORK AND ECONOMIC GROWTH	2021	A cross-country analysis of the roles of border openness, human capital and legal institutions in explaining economic development.	Staff
	2022	Contribute to changing the lives of people in a hybrid world by working with our workplace services team to unveil industry and internal best practices, clearly defining various aspects of 'Moment that Matters'. (Unilever)	MBA
	2021	Dissertation: Impact of non-financial rewards on enhancing employee motivation levels	PGR
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE	2021	Metrics for Measuring Sustainable Product Design Concepts.	Staff
	2021	Mobile apps for SME business sustainability during COVID-19 and onwards.	Staff
	2021	An analysis of business strategies that Dashboard should implement to best leverage global developments in infrastructure regulation (Dashboard).	MBA
	2021	Identify the key barriers and propose solutions to improve sustained internalisation within the DSC UKI transport environment. (DHL)	MBA
	2021	How might enterprise organisations create a sustainability report card, as they accelerate their journey to cloud computing, that includes their data centre suppliers, and the ecosystem of partners they interact with? (Avanade)	MBA



	2021	Dissertation: An Investigation to the extent to which 4th industrial innovation will ensure economic sustainability and competitiveness in the next decade	PGR
	2022	Dissertation: How has Covid-19 impacted innovation in small businesses?	UG
10. REDUCED INEQUALITY	2022	The Language of Inequality: Evidence Economic Inequality Increases Wealth Category Salience.	Staff
	2021	Dissertation: Research on the Impact of Tax Treaties on Outward Foreign Direct Investment	PGR
11. SUSTAINABLE CITIES AND COMMUNITIES	2022	How to stop cities and companies causing planetary harm.	Staff
	2021	Economic and societal impact of an accelerated shift to a cashless society in the digital economy. (IBM)	MBA
	2021	A Novel Approach of Environment Impact Assessment and Emission Measurement on the Inter-city Transportation in the Greater Bay Area (GBA) of China using a Modified Gravity Model.	Staff
	2021	How does organizational culture need to evolve to support more sustainable business practice? (Space Doctors)	MBA
	2021	The supply chain integration – Supply chain sustainability relationship in the UK and Ghana pharmaceutical industry: A stakeholder and contingency perspective.	Staff
12. RESPONSIBLE CONSUMPTION AND PRODUCTION	2021	Sustainable consumption and production: Modelling product carbon footprint of beverage merchandise using a supply chain input-process-output approach.	Staff
	2021	How do we make upcycling the first choice for modern day fashion consumption? (Reture)	MBA
	2021	Environmental and financial value chain considerations when sourcing textiles in the hotel industry. (InterContinental Hotels Group)	MBA
	2021	On the road to Net Zero.	Staff
13. CLIMATE ACTION	2022	A review of planting principles to identify the right place for the right tree for 'net zero plus' woodlands: Applying a place-based natural capital framework for sustainable, efficient and equitable (SEE) decisions.	Staff

	2021	Determine what foodservice chains (one/two McCain customers ex: Nando's, A&W, Tim Hortons...) are doing with their back-of-house corrugated boxes, poly film plastics, and polyethylene oil containers (e.g. sending to landfill, recycling). (McCain)	MBA
	2021	How can the Met Office support the UK's Net Zero Agenda & decarbonisation efforts through the supply of weather data? (Met Office)	MBA
	2021	How can we align our monitoring services with the needs of carbon markets and carbon credit protocols? (Quanterra Systems Ltd)	MBA
	2021	Dissertation: With climate change looming, can the government and society at large rely on social marketing alone to bring about change?	UG
14. LIFE BELOW WATER	2021	Dissertation: Can sustainable tourism save reefs?	PGR
15. LIFE ON LAND	2021	How Can We Realize Sustainable Development Goals in Rocky Desertified Regions by Enhancing Crop Yield with Reduction of Environmental Risks?	Staff
	2021	A framework of the technologies available on soil carbon sequestration and their suitability for different environments. (WEF)	MBA
16. PEACE, JUSTICE AND STRONG INSTITUTIONS	2021	Consequences of Economic Inequality for the Social and Political Vitality of Society: A Social Identity Analysis.	Staff
	2021	The impact of environmental policy stringency on industrial productivity growth: A semi-parametric study of OECD countries.	Staff

## (Principle 5) – Partnership

# 5

## PARTNERSHIP

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

Our research and education do not stay within the walls of the University. Collaboration is at the centre of our ethos and we are sharing our expertise to make a practical difference regionally, nationally and internationally. We work with a wide range of partners across sectors to help them embed environmental sustainability into their operations, develop responsible leadership policies and harness the opportunities presented by technological transformation.

## Our 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. We have a growing network of teaching, research, professional and student exchange links with a wide range of European and international universities and business schools. UEBS students also have the opportunity to undertake a postgraduate Double Degree with our partner institutions (e.g. Fudan University School of Economics and Grenoble Ecole de Management).

### Degree Apprenticeships<sup>25</sup>

The University of Exeter Business School have been working in partnership with employers to co-create Degree Apprenticeships since 2018. Degree Apprenticeships (DA) are a three-way partnership between employers, the apprentice and the University where collaboration where the benefits are fourfold:

- Improving an organisation's performance, productivity and resilience by addressing important skill gaps.
- Helping businesses retain and attract the best talent by providing career development opportunities.
- Providing clear progression routes and opportunities for key employees and school leavers wishing to upskill and climb the career ladder.
- Invaluable insight to shape our programmes, ensure they meet industry requirements and standards and contribute to our ongoing research.

<sup>25</sup> <https://www.exeter.ac.uk/study/degreeapprenticeships/>

Programmes offered include: Applied Finance (BSc); the Chartered Manager Degree Apprenticeship, with a BSc (Hons) in Responsible Business Management; the Senior Leader Apprenticeship, with a Post Graduate Diploma in Strategic Leadership and Management (with an option to top up to an MBA); and the Senior People Professional Apprenticeship, with an MSc in Applied Human Resource Management.

Working with almost 200 businesses the School attracts major regional and national partners who include JP Morgan, the Bank of England, Amazon, BT, Visa, the NHS (multiple Trusts), local and government authorities, the Met Office and the BBC. From those businesses over 600 apprentices have benefited from these management and Leadership Apprenticeships.



Degree Apprenticeship Graduation Ceremony December 2022

These programmes are delivered through blended learning providing individuals and employers the flexibility to access these programmes. In a post pandemic teaching environment employer and apprentices alike have embraced virtual learning with the majority of Senior Leader Apprenticeship delivered 100% virtually, without the requirement to travel to campus for residential delivery blocks.

By taking theory directly from the lecture theatre into the workplace enables these apprentices to make immediate impact in their organisations. For example;

- Senior Leader Apprentice James Trout was appointed an OBE for services to the support of young scientists with disabilities in his role as Governor at the South Devon University Technical College and for the Covid 19 responses in his leadership role for the Environment Agency.
- Shumailla Dar, Assistant Director of Strategy & Partnerships, Harrow Council, started her apprenticeship as a senior policy and strategy lead at Harrow Council, has almost single-handedly revamped the local authority's Equality, Diversity and Inclusion (EDI) strategy since joining Exeter programme.
- Champika Dona, a matron who manages two wards at Yeovil District Hospital, has proposed and delivered several quality improvements initiatives within her hospital since enrolling on the Senior Leadership Degree Apprenticeship programme, including projects to promote diversity, inclusivity and the transformation of services within the NHS.



National BAME Apprenticeship Awards Finalist **Shumailla Dar** (left) and award winner **Champika Dona** (centre)

## The Exeter MBA<sup>26</sup>

The MBA's corporate partners include 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.

Students benefit from our strong links and partnerships with a range of progressive organisations, working closely with them on Corporate Challenges and Consultancy Projects throughout the year. Each student can choose a project with an organisation that will help to enhance their future career in areas such as entrepreneurship, strategy, innovation, marketing, international business, sustainability, finance and general business.



Our corporate partners work alongside the MBA teaching team to co-deliver a number of 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.

In 2020-2022 our key corporate partners were: Canopy, Centrax, Ellen MacArthur Foundation, Met Office, Refinitiv, SAP, The Coca Cola Company, Volans and IBM.

## Our Research Partnerships

Research staff collaborate on projects with a wide network of national and international academics, government institutions, businesses, NGOs and other influential entities. There are also a number of Knowledge Transfer Partnerships that UEBS researchers are involved with.<sup>27</sup> Here we emphasise some of the highlights.

## The Exeter Centre for Circular Economy<sup>28</sup>

The Exeter Centre for Circular Economy (ECCE) was launched in 2018 and forms the core reference point for circular economy research across the University. Co-directors Professors Peter Hopkinson and Fiona Charnley lead a team of 15 academics with the aim to provide the research and evidence base to accelerate the circular economy across industry, policy and civic society. ECCE has generated over £10M of direct national government UKRI funding and partner on an additional £20M. In 2022 ECCE established the University of Exeter as the first Global Higher Education partner for the Ellen MacArthur Foundation (EMF), the world's largest and most influential circular economy leadership group. ECCE leads the EMF Global Masterclass 'Implementing the Circular Economy', with over 2,000 participants from many of the world's largest companies, as well as NGOs, Government organisations, start-ups and innovation companies, with outstanding feedback and clear evidence of

<sup>26</sup> <https://business-school.exeter.ac.uk/study/masters/mba/>

<sup>27</sup> <https://www.exeter.ac.uk/business/innovate/knowledgetransferpartnerships/>

<sup>28</sup> <https://business-school.exeter.ac.uk/research/centres/circular/>



impacting subsequent behaviours and practices across many different sectors and business contexts. The success of this programme has led to additional new 'deep-dive' courses being developed for specific companies.

Through ECCE, funding has been awarded to lead a major UK research programme – the National Interdisciplinary Circular Economy Research (NICER)<sup>29</sup> programme. NICER is a £30M, four-year programme involving five National Centres, involving 34 UK Universities, and representing strategic resource flows within the UK economy (metals, critical materials, textiles, chemicals and construction minerals). NICER is the largest CE funder research programme in the UK. The NICER CE-Hub<sup>30</sup>, is led by Charnley and Hopkinson who co-ordinate an extensive CE impact and outcome work programme and lead relationships across all key Government Policy departments and major aligned UK research programmes and their industrial consortia. The CE-hub has generated a range of policy and industry outcomes and impacts, including government data collection processes, targeted sectoral policy-industry-research CE adoption programmes, and collated evidence on the effectiveness of policy instruments for CE interventions and spotlighting key areas to intervene to impact product life cycles. The CE-Hub's mission also includes creating, sustaining and leading a broader UK CE community, to ensure diverse voices and different perspectives are included in CE debates, conversations and actions. This community currently stands at 3,000. More details can be found within the [Regional Dialogue](#) section of this document.



CE-Hub Team, 2022

## Land, Environment, Economics & Policy Institute<sup>31</sup>

The Land, Environment, Economics and Policy (LEEP) Institute regularly influences UK natural resource policy at the highest level. External partnerships range from multi-national firms to small businesses, governments at all levels, and local farmers (please also see [Land, Environment, Economics and Policy Institute \(LEEP\)](#) within Principle 4).

Directors of LEEP, Professors Ian Bateman, Ben Groom and Brett Day, work closely with DEFRA and other policy making bodies in addition to publishing foundational research with academic partners in world leading environmental economics journals. In 2020, Professor Ben Groom was appointed as the Dragon Capital Chair in Biodiversity Economics. Ben is guiding policy-relevant discounting procedures for the United Nations as well as the finance ministries of France, Netherlands and UK.



**Professor Ian Bateman,**  
Director of LEEP

<sup>29</sup> <https://ce-hub.org/nicer-programme/>

<sup>30</sup> <https://ce-hub.org/>

<sup>31</sup> <https://www.exeter.ac.uk/research/leep/>



LEEP-In Conference, 2019

## South West Partnership for Environmental and Economic Prosperity<sup>32</sup>

The South West Partnership for Environmental and Economic Prosperity (SWEEP) is a highly successful and impactful research-focused partnership. The SWEEP approach applies environmental research to bring natural capital into the heart of decision making, to benefit the environment, society and economy: an exemplar of best practice in the South West of the UK.



SWEEP is a cross-university six-year (2017-2023), £5 million initiative funded by NERC and led by LEEP. It is the result of a collaboration between three research institutions – the University of Exeter, the University of Plymouth and Plymouth Marine Laboratory – working together with a large group (300+) of highly engaged business, policy and community partners.

SWEEP has transformed environment-led decision making in the South West region and beyond; supporting decision-makers to adopt a Natural Capital Approach to investments and policy through the development of bespoke guidance, decision support and mapping tools. Ultimately, this enables a more resilient and enhanced natural environment, producing gains for business, government, and society.

In 2022, SWEEP was awarded the University of Exeter Knowledge Exchange Team of the Year<sup>33</sup>, and some of the highlights of SWEEP activity and impact is summarised in the figure below 'SWEEP in Numbers'.

<sup>32</sup> <https://sweep.ac.uk/>

<sup>33</sup> <https://sweep.ac.uk/impact/knowledge-exchange-awards/>

## SWEEP IN NUMBERS



## Centre for Resilience in Environment, Water and Waste<sup>34</sup>

In 2019, the University announced £10 million funding for the Centre for Resilience in Environment, Water and Waste (CREWW). The centre is a joint venture between the University of Exeter and South West Water (SWW)<sup>35</sup>. Although progress was disrupted by the pandemic, work is progressing rapidly on the physical infrastructure designed to house CREWW on the University's Streatham Campus. The research programme at the Centre will conduct world-leading research into the provision of safe and resilient water services in the UK and overseas.

Central to its focus will be how to manage our natural resources to ensure there is sufficient water to cope with population growth, the pressures of climate change, and improving resilience to the potentially devastating effects of flood, drought and emerging pollutants.

The new centre, which has also received more than £20 million of funding from SWW, will accommodate state-of-the-art, specialist laboratory facilities, and designated space to encourage collaborative research between academics and experts from the water industry.

The Centre will enable SWW to use pioneering new technology, such as robotics or artificial intelligence, to enhance water efficiency, create better water treatment processes and reduce potential impacts on the natural environment.

Crucially, the research will draw on Exeter's world-leading expertise across a wide range of disciplines to develop innovative new solutions that benefit the environment, global societies and the economy.

A number of the CREWW team are already connected to SWEEP projects, and the new centre will strengthen the links between the two initiatives, and with the waste and water industries. Professor Ian Bateman, Director of LEEP, SWEEP and part of the CREWW academic team said:

<sup>34</sup> [www.exeter.ac.uk/creww](http://www.exeter.ac.uk/creww)

<sup>35</sup> <https://www.southwestwater.co.uk/>

*“CREWW represents a superb opportunity to build on existing links between South West Water and SWEEP, combining the skills of Impact Fellows and staff from numerous disciplines to demonstrate the effect that high-quality collaborations between research and business can bring. This is great news for SWEEP, South West Water and indeed the wider region.”*

## Climate Resilient-Regions Through Systemic Solutions and Innovations (ARSINOE)<sup>36</sup>

Experts from the Centre for Water Systems (CWS)<sup>37</sup> at the College of Engineering, Mathematics and Physical Science, and the Centre for Simulation, Analytics and Modelling (CSAM)<sup>38</sup> at the Business School are collaborating with researchers from across Europe for the new ARSINOE project to develop systemic innovations for strengthening climate resilience in European regions in the next four years (2021-2025). The initiative, funded the European Commission Green Deal programme, aims to develop the methodological framework to integrate multi-faceted technological, digital, business, governance and environmental aspects with social innovation for the development of adaptation pathways to climate change, to meet EU Green Deal targets for specific regions. ARSINOE will create an ecosystem for climate change adaptation solutions to deliver innovation packages by matching innovators with end-users/regions.



## Global Business School Network<sup>39</sup>

The University of Exeter Business School has joined a global network of Business Schools addressing societal challenges worldwide through education and training. The Global Business School Network (GBSN) brings together business schools with business, NGOs and governments with the aim of improving access to quality, locally relevant management and entrepreneurship education in emerging economies.

Over 100 leading business schools are GBSN members, and the network aligns closely to the University of Exeter Business School's own core values of environmental sustainability, responsible leadership and technological innovation. Membership of the network will help the Business School impact sustainable development worldwide through management and entrepreneurship education, research and community engagement for the developing world.

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<sup>36</sup> <https://arsinoe-project.eu/>

<sup>37</sup> <https://engineering.exeter.ac.uk/research/cws/>

<sup>38</sup> <https://business-school.exeter.ac.uk/research/centres/csam/>

<sup>39</sup> <https://gbsn.org/>



## (Principle 6) – Dialogue

# 6

## DIALOGUE

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

### Exeter Student Investment Fund<sup>40</sup>

The Exeter Student Investment Fund (ExSIF) serves to promote an understanding and interest of the world of investing and finance, to all students, from all backgrounds. The group presents a platform for like-minded students to exercise the theory they learn in lectures and apply it to experiences that ExSIF presents them with. Through ExSIF, members gain skill that set them apart in their job applications and future careers.

ExSiF has a strong sustainability focus, articulated in their Pledge<sup>41</sup>. They are part of 25 societies and clubs at the University of Exeter that form the Societies Sustainability Alliance, working with the Students' Guild to improve sustainability at Exeter. The Alliance is led by the recommendations of the Exeter Environment and Climate Emergency White Paper and the UN Sustainable Development Goals. In 2020, ExSIF received the Commercial Awareness Award from the Bright Network. They were also runner-up in the Development Award, in the National Societies & Volunteering Awards.

### Regional Impact Case Studies

#### Transforming Library Services in England by building resilient, innovative new delivery models

Since 2010 almost 800 public libraries have closed in the United Kingdom. From 2016 to 2020, intensive work at Exeter has supported the emergence of Public Service Mutuals (PSMs) as a transformational new model for delivering resilient library services across England. This has stimulated and informed policy development on mutualisation; improved management capacity for innovation and leadership; led to commercial and economic impacts for PSMs via new contracts worth over £30m; and sustained accessibility to public library services by PSMs. The outcome has been that communities continue to benefit from a public library service.



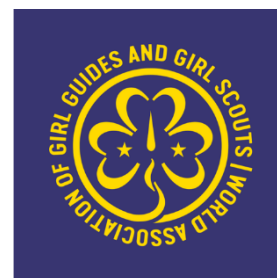
<sup>40</sup> <https://www.exsif.co.uk/>

<sup>41</sup> [Sustainability Pledge](#)



### **Redesigning an international leadership development programme for the World Association of Girl Guides and Girl Scouts (WAGGGS) to empower young women**

An effective way to address the globally recognised problem of gender inequality is through empowering young women. In response to research published by the University of Exeter, the World Association of Girl Guides and Girl Scouts (WAGGGS) have transformed and extended their global leadership development programme for young women to meet the needs of their culturally diverse 150 member countries. Consequently, the reach of the programme has increased from a cohort of around 30 per annum to 469 in 2019, with an estimated knock-on effect to extend engagement to over 80,000 through project work. The mindsets have been cited as enhancing young women's motivation and confidence to lead, tackle gender inequality and take on new opportunities, demonstrating significance.



### **Designing and implementing a digital platform to reduce A&E peak time demand across the South West through the provision of real time information to empower patient decision-making**

Pressures on Accident and Emergency (A&E) departments in the UK have led to patients waiting longer to be seen and treated. Interdisciplinary research at the University of Exeter (operational research and behavioural economics) led to the development of a digital platform and app (NHSquicker), which, by showing real-time waiting times at A&E and Urgent Care Centre/Minor Injuries Units (UCC/MIUs), enables patients to make an informed choice of where to go for treatment. The impact of the research has been: a) The development and adoption of a new practice available to 1.7 million patients since 2017, leading to an enhanced patient experience of acute care services b) Improved access and use of A&E services which positively impacted A&E pressures during peak periods c) Influenced practice in seven NHS Trusts in South West England with the subsequent adoption of the technology by the NHS.

## **Conferences, Guest Speakers & Events**

The Business School regularly hosts presentation and networking events with leaders from business, with recent examples listed below:

### **South West Business Council (SWBC) Quarterly Conference - Natural Capital: Business and the Environment Working Together**

On 7<sup>th</sup> September, 2022, Professor Ian Bateman addressed SWBC delegates at their Quarterly Conference. The conference focussed on why our collective understanding of our environment is critical and also how we can engage in programmes that make a difference. The event was run in conjunction with the North Devon Biosphere Foundation (NDBF) and hosted at Petroc College in Devon.

### **The Exeter Centre for Circular Economy (ECCE)**

ECCE and the NICER CE-hub has a strong CE advocacy role and is involved in many regional events and activities. The ECCE team designed and delivered a specialist course in 2022 specifically for SMEs and circular economy, jointly with the TEVI project, attracting a number of regional SMEs. Hopkinson and Charnley are involved with the UEX Camborne School of mines to strengthen and amplify circular economy through regional partnerships led by the Camborne School of Mines.

### Sustainable Week Virtual Event

The Business School Sustainability Team supported a sustainable finance panel event on 2<sup>nd</sup> March 2022, during GoGreen Week. Panel members talked about the Environment, Social and Governance (ESG) investing space, considering key questions about how and where money could be best allocated to make a real difference. The event was hosted by ExSIF ESG Advisors: Luke Henderson, fourth-year Business Economics Student (Year Abroad – Copenhagen), Benjamin Wood, fourth-year Business and Management Student (Industrial Experience – General Electric Aviation) and Jack Pearce, second-year Economics Student.



### ExSIF x Exeter Sustainable Finance Centre (ESF) - ESG Investing Roundtable

This in-person event ran on the 19<sup>th</sup> October 2021 and was a collaboration between ExSIF, the Exeter Sustainable Finance Centre (ESF) and professionals in finance to discuss the most important questions surrounding ESG investing, in anticipation of COP26.

### Mitigating Risks and Creating Business Solutions with Environmental Intelligence

This session (24<sup>th</sup> May 2022) explored how scientists can work with technology and business leaders to fully integrate sustainability data with advances in data science, artificial intelligence and cutting-edge digital technologies and services to provide real-time, meaningful and actionable insights that will be crucial in addressing global risks.

### Leading Edge – A Fireside Chat

A series of virtual events hosted by the Exeter MBA as part of the UEBS Leading Edge Series. Ciara Eastell from the Centre for Leadership at the UEBS interviewed various leaders from business to have an informal chat to understand the background and influences of different leaders. Recent examples include:

- Dr Fiona McNae, co-founder and CEO of Space Doctors
- Andrew Miller MBE, disability advocate, broadcaster and cultural consultant
- Melanie Keen, Director of the Wellcome Collection
- Mary Portas
- Mary Ann Sieghart, journalist and broadcaster
- Dr Darren Henley OBE, CEO of Arts Council England
- Tonya Nelson, Area Director for the Arts Council in London
- Karime Hassan, Chief Executive at Exeter City Council
- Megan Butler, Executive Director for Transformation at the Financial Conduct Authority
- Matt Peacock MBA

## Alumni Engagement

The University of Exeter undertakes regular fundraising activities with our alumni community with donations contributing to initiatives across our three key objective in this area of a Greener Future, a Healthier Future and a Fairer Future. Examples of how donations support these objectives include our turtle conservation fund, our environment fund and our Green Future Scholarship.



## Bazoo<sup>42</sup> – World 1<sup>st</sup> carbon-negative loo roll company






Sanmarie Grobler (BA Liberal Arts) and Tom Trow (BSc Business Economics) (pictured left) always had a deep enthusiasm for the environment, and felt inspired by existing small and medium-sized enterprises (SME) who go out of their way to make positive changes for the planet. Upon graduating from the University of Exeter during the pandemic in July 2020, they decided to be reactive to the situation they found themselves in, and caught onto the idea of bamboo toilet paper and starting their own




company. Bazoo is an online e-commerce store selling tree-free and carbon-negative loo rolls made from 100 per cent FSC certified sustainable bamboo. Customers can choose from wrapped, unbleached and totally chlorine-free bleached rolls - all vegan and plastic-free. With support from the SETsquared Exeter Student Startups team, Sanmarie and Tom created Bazoo, which hit 51 pre-orders on its website in the first two weeks of launching, and has now sold over 10,000 orders.

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<sup>42</sup> <https://wearebazoo.com/>

## Key Objectives for 2023-25

 <p><b>Purpose</b></p>	<ul style="list-style-type: none"> <li>• We will use the power of our education and research to create a sustainable, healthy and socially just future. Our shared purpose and vision will continually drive us to respond to the wicked challenges of our time - developing our students as they become the leaders of tomorrow, and working with partners in our research and impact and by bringing our expertise directly into organisations and boardrooms.</li> </ul>
 <p><b>Values</b></p>	<ul style="list-style-type: none"> <li>• We will work collaboratively, exemplifying what can be achieved through generosity, democratic participation and co-operation.</li> <li>• We will develop commitment to building a sustainable future by nurturing individuals who are motivated to achieve sustainable forms of organising.</li> <li>• We will provide students with the knowledge, skills and mindsets that will enable them to make informed, effective and sustainable decisions.</li> </ul>
 <p><b>Method</b></p>	<ul style="list-style-type: none"> <li>• We will continue to explore how we can map our pedagogical content against the United Nations SDGs, raising the visibility of our commitment to building a sustainable future.</li> <li>• We will seek to have the Business School UNPRME Sustainability Team recognised within the new governance structure of the Faculty of Environment, Science, and Economy. Achieving equal status with other 'groups' within the Business School, we will secure representation on key decision-making groups to influence their agendas and to improve cross-group communications.</li> <li>• We will raise awareness and assess sustainable literacy among all first-year undergraduate Business School students by adopting the <a href="#">Sulitest</a>. Created in 2014, the Sulitest association plays a key role in achieving objective 4.7 of the Sustainable Development Goals (SDGs) Agenda, which aims to "ensure that all learners acquire the knowledge and skills necessary to promote sustainable development". The Sulitest is a tangible and concrete implementation of the Higher Education Sustainability Initiative (HESI), which includes the UNPRME as a key partner.</li> <li>• We will participate in the 2023 Positive Impact Rating (PIR) to better enable us to understand current student perception of our progress around SDGs.</li> <li>• We will continue to measure how our interventions impact UN SGD aligned career decision making using the Career Destination survey.</li> <li>• We will strive to ensure that the Business School's International Advisory Board represents those with expertise in environmental sustainability at the interface with business strategy. Currently Paul Rew and Louise Kjellerup Roper are the only members that provide</li> </ul>

	<p>environmental sustainability expertise within a board of 22 members.</p> <ul style="list-style-type: none"> <li>• We will refresh the content of our modules to reflect our purpose and values. For example, we will target the 30 credit BEM3033 Strategic Management capstone module on the BSc Business and Management Programme to foreground the United Nations SDGs and place a primary emphasis on business ethics and environmental justice.</li> <li>• We will support and participate in the 2023 SDG Teach In running annually (1<sup>st</sup>-31<sup>st</sup> March 2023). The SDG Teach In involves educators pledging to including the SDGs in their teaching during the month of March.</li> <li>• We will support and participate in the Go Green Week running annually (13<sup>th</sup>-17<sup>th</sup> March 2023). This week long programme includes a range of free activities all connected to sustainability and the climate crisis.</li> </ul>
 <p><b>Research</b></p>	<ul style="list-style-type: none"> <li>• We will continue to champion interdisciplinary research that addresses the wicked problems generated by historic and contemporary forms of economic organising.</li> </ul>
 <p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>• We will advertise and engage our staff and students with UNPRME events and information, through our Business School Bulletin (for students), Dean's Newsletter and Education Updates (for staff).</li> <li>• We will seek to influence partner organisations (e.g. CABS) with examples of how Business Schools can further engage students in environmental sustainability research, learning and action.</li> </ul>
 <p><b>Dialogue</b></p>	<ul style="list-style-type: none"> <li>• We will continue to engage our research and education stakeholders in dialogue around the UN-SDGs and explore initiative software solutions to better enable these conversations.</li> <li>• We will deepen the level of dialogue with our students by fostering their engagement with the <a href="#">Positive Impact Rating for Business Schools</a> (PIR). We hope that our students will launch PIR in February 2023 and that we will gain valuable feedback that will help us to drive change to our governance, our educational programmes and public engagement.</li> </ul>



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