



UNIVERSITY OF  
BIRMINGHAM

BIRMINGHAM  
BUSINESS  
SCHOOL

# Working for a Responsible Future Sharing Information On Progress Report

## Birmingham Business School 2017 - 2018





# Executive Summary

## **We are proud to announce our first Sharing Information on Progress (SIP) report on the United Nations Global Compact (UNGC), Principles for Responsible Management Education (PRME).**

The principles and network of the PRME signatories are strongly aligned with our vision to “Promote Curiosity and Thought Leadership for Responsible Business”.

Birmingham Business School would like to feature four key events since joining the PRME in January 2017:

- The opening of the Responsible Business Centre in 2017
- The design of a responsible business focused strategy for the Business School
- The recruitment of key responsible business academics
- The recruitment of one responsible business teaching-focused lecturer

The report is divided into six main sections, that illustrate how Birmingham Business School addresses the six principles of PRME: About the School, Education, Research, Campus, Partnership and Dialogue. One last section summarises the work of the Business School per Sustainable Development Goal (SDG).

### **PRME REPORT PROJECT TEAM**

Under the supervision of Professor Isabelle Szmigin, Deputy Dean.

#### **PRME CHAMPIONS**

Nishat Azmat is a Lecturer in Accounting. She has taught in the Birmingham Business School for over 10 years. Previously she was a practitioner who worked in both industry and private practice. She is currently on the board of trustees for two different charities.

Dr. Delphine Gibassier is Senior Research Fellow. She researches accounting for sustainable development and responsible business practices, such as responsible leadership and plastic pollution.

#### **PRME REPORT ASSISTANCE**

Raeni (see profile on page 33) is a PhD student in the Department of Accounting. Her doctoral research is looking at green financial instruments and accountability of organisational fields to address climate change issues in emerging countries. She also actively promotes accessibility of education for the low-income family on several TV Programmes in Indonesia.

With the help and participation of the entire Birmingham Business School. We are grateful for the large participation of everyone in the Business School to the realization of this first SIP report.



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# LETTER FROM THE DEAN

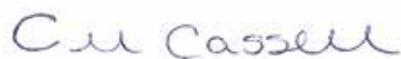
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**As Dean of Birmingham Business School, I am delighted to support our commitment to the six principles for Responsible Management Education. We see our continued commitment to PRME as a key component of our aim to develop both responsible business education and thought leadership.**

Responsible business is a key aspect of all our activities at Birmingham Business School. Indeed, our vision for the School is to promote curiosity and thought leadership for responsible business. Our mission is to deliver internationally recognised research focusing upon the key challenges around responsible business that face our economy and our society both regionally and globally. Our intention is that this research both informs and enhances our educational delivery.

One of the most exciting developments of the last year has been the opening of our Lloyds Banking Group Centre for Responsible Business. The Centre will build on our existing teaching initiatives with the intention of becoming recognised as a leading provider of responsible business education across the world. We are currently seeking to develop sector-leading educational modules, programmes and learning materials to complement existing educational offers. Our aim is to develop Responsible Business Professionals, through our educational practices, capable of helping to transform the organisations of the future and deliver the positive outcomes we need.

We look forward to our continued commitment to PRME and reporting upon the success of our endeavours.



Professor Catherine Cassell  
Dean, Birmingham Business School



# The Importance of PRME

**Principle of Responsible Management Education (PRME) is a leading initiative in the global movement to connect and inspire management of education in achieving the Sustainable Development Goals (SDGs).**

Since its establishment in 2007 at the UN Global Compact Leader's Summit in Geneva, PRME has been the primary organisation to build partnership among business schools and the United Nations. The presence of PRME has transformed Birmingham Business School's management of education including teaching, research and external engagement to embrace the SDGs.

The PRME goal is aligned with our vision in 'Promoting Curiosity and Thought Leadership' globally in the area of responsible business. Being part of the PRME builds our strengths to collaborate with other stakeholders in research, aspirations for developing future leaders for growth and contribute to positive impacts to regional economic development, global ethical citizenship and world-class research in addressing major global issues. Our pioneering spirit drives our commitment to fully collaborate with the PRME and seek to be part of PRME Champion.

In a fast-changing global market, PRME's Six Principles provide powerful values to hold in our role as a responsible organisation and our engagements with every stakeholder internally and externally. Therefore, we adopt PRME's Six Principles in the School's management of education.



## 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.



## Values

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



## Method

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



## 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.



## 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.



## 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.

# ABOUT THE SCHOOL

## VISION

To promote Curiosity and Thought Leadership for Responsible Business

Birmingham Business School has a strategic position in influencing national and global leaders in transforming responsible business. As part of the establishment of the University of Birmingham in 1900 to lead to the unlocking of the potential of an ambitious and industrious city, we became the first School of Commerce to offer business degrees in the United Kingdom. For more than a century, our strategic position has strengthened our commitment that business is not just a profitable entity, but also creates impact and value for society and the environment in pursuing sustainable development. Our aspiration for growth in the area of responsible business is at the heart of our identity in line with the enduring vision of the University of Birmingham in 'Making Important Things Happen'. Above all we are 'Working for a Responsible Future'.

## MISSION

### Education

A distinctive student experience where students have the opportunity to engage with industry professionals and world-leading researchers, and feel part of an international learning community.

### Research

Internationally recognised research focusing on the key challenges around responsible business that face our economy and our society regionally and globally.

### Organisation

An environment where both staff and students are able to thrive and achieve their best work.

## VALUES

We proudly internalise the University's values in 'Growing Intellectual Capital'.

### Excellence

We have the highest standards and know we can always be better.

### Leadership

We shape our own future and support the success of others.

### Pioneering spirit

We enjoy being the first to do things and we take calculated risks.

### Purposefulness

We know our strengths, focus on our goals, and face adversity with resilience and persistence.

### Pragmatism

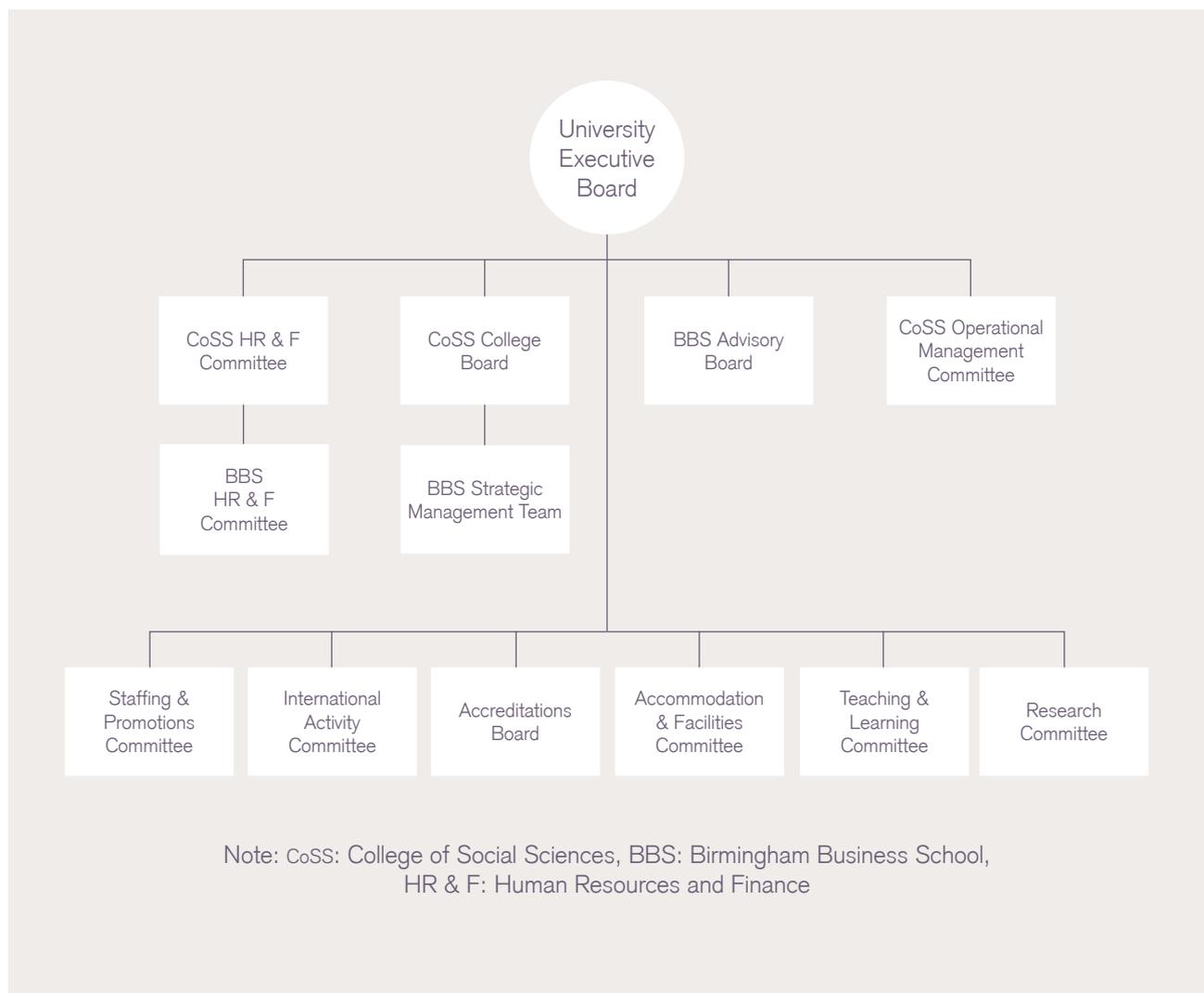
We are well grounded and focus on tackling and solving problems.

# Presentation of the Business School

Birmingham Business School ambitiously places responsible business at the centre of our core business in education and research. This commitment was inspired by the original establishment of the University to “lead our city to new heights and unlock the potential of a forward-thinking, ambitious and industrious city”. This aspiration has spread globally from our alumni, international students, online MBA and international business degrees, and strategic environments of our campus in Birmingham, Dubai and Singapore.

Birmingham Business School was the first school of commerce in the UK and is the largest and most ‘profitable’ School in the University by some margin, with 5,993 students, 199 faculty and 120 professional staff. We believe that people matter in our business, and we strive to attract outstanding, inspirational, and talented students and staff.

## Governance



# Advisory Board

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**Our long-established international Advisory Board plays a central role within the School, with Board members giving their time generously to individual activities throughout the year, and coming together twice annually.**

As of 2018, Steve Hollis became Chair of the Board. Steve has strong international connections, and is listed as one of the Midlands' most influential people (in Power 250). He is Chair of HS2 Growth Delivery Board and previously served as Chair of Aston Villa Football Club.

The overall purpose of the Advisory Board is to enhance the links between the School and the business community, to advise on our strategy and to act as our champions globally. In 2018, new members Billie Major, Corporate Vice President at Capgemini, and Paul Szumilewicz, Global Head of Digital Operations at HSBC Group Management, were strategically targeted to join the Board to provide skills in digital and data analytics, vital to the taught programmes we are developing in these areas.

Other recent developments include the accession of Jane Lodge to the position of Vice Chair in 2018, having fostered and championed an outstanding partnership with Deloitte for the Business School over seven years. We have also increased the Board's international reach through the appointment of Charles Li, former CEO of Australia and New Zealand Bank (China) Ltd. Upon appointment in 2017, Charles immediately opened doors for the Business School with House of Fraser for a large research project looking at productivity and wages in the retail sector, designed to help policy-makers and firms as they deal with the critical social issue of low pay and the UK productivity gap. He has also helped create inroads into Chinese firms for our first MBA Careers Fair in China, including the support of the Chinese Conglomerate New Hope Group.

The prestigious Annual Advisory Board Guest Lecture takes place at the end of each calendar year and is always given in response to a key issue in business that has come to the fore during the year. In 2018, the Guest Lecture was on responsible business, see page 53.



# The Campuses

The main facilities of the Business School are located on the University of Birmingham's Edgbaston campus. The Business School also offers programmes at campuses in Dubai, and at the Singapore Institute for Management (SIM). The University of Birmingham's Dubai campus is located within Dubai International Academic City (DIAC) a leading international education hub housing 26 universities. The University's programmes in Singapore are delivered at SIM HQ in Clementi which covers a total area of 110,000m<sup>2</sup> and houses teaching and learning facilities, an iconic sports and recreation complex with a performing arts theatre, a financial training centre, an extended library, a student hub and a wellness centre.



Singapore Campus



Dubai Campus

# Our Community

# 5,993

STUDENTS



29%

UK



45%

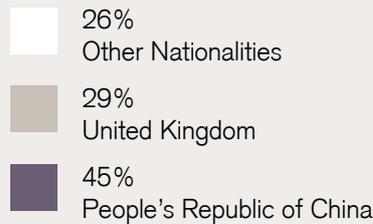
People's Republic  
of China



26%

Other Nationalities

## NATIONALITY



NUMBER OF  
PERMANENT STAFF:

120 professional services

199 academic staff

NEW ACADEMIC  
RECRUITEMENTS:

15.4 in 2017

21 in 2018

RESEARCH, EDUCATION,  
BUSINESS IN SOCIETY  
WITH AROUND:

41 partners

## ALUMNI NETWORK:

Birmingham Business School recognises that involved and engaged alumni are vital to the success of the School. The School has contact details for more than 40,000 members of the School's alumni community from 150 countries, which was ranked 34th in the Economist rankings on the basis of the potential network and includes, for example, Members of the House of Lords, and numerous CEOs and board members of large companies and international bodies such as O2, Ofgem, UEFA, and Burberry.

Alumni provide total funding around £6.84 million and this has been used for:

- curriculum support
- curriculum and programme development
- international strategy
- student recruitment
- career development

Alumni have provided personal support to the School:

- 7 alumni shared their experiences and helped with curriculum developments
- 23 alumni ambassadors supported on international strategy
- 70 alumni mentored students

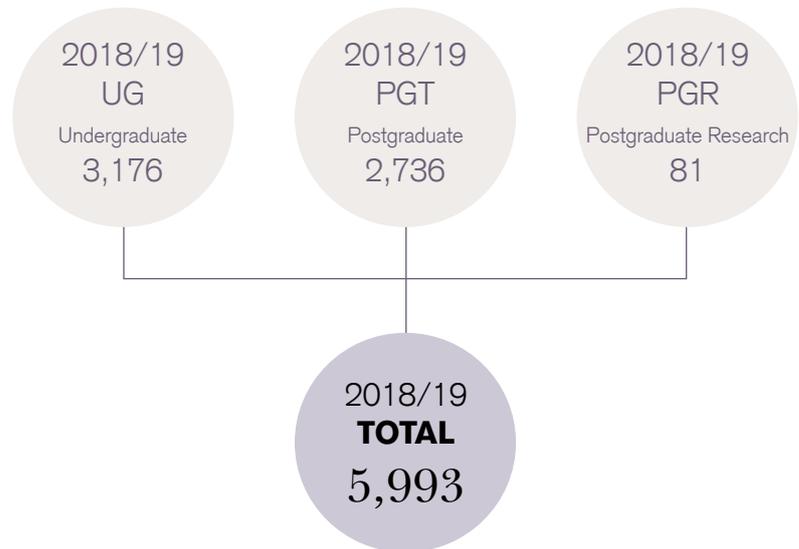
## SOCIAL MEDIA PRESENCE

2,274 page followers

2,554 followers

3,183 followers

# Our Programmes



## RANKING

### UNIVERSITY OF BIRMINGHAM

University of Birmingham is a Russell Group University with global reach and currently ranked

**84<sup>th</sup>** in the QS World University rankings.

### POSTGRADUATE PROGRAMMES

Our postgraduate programmes were ranked

**69<sup>th</sup>** in the 2017 FT European Business School rankings.

**86<sup>th</sup>** in the 2018 Economist WhichMBA? global ranking

and a European ranking of

**37<sup>th</sup>** in the QS rankings.

### UNDERGRADUATE PROGRAMMES

All our undergraduate programmes feature in the

**Top 20** of the Complete University Guide 2018.

### POSTGRADUATE PROGRAMMES

In the recently launched QS Business Masters rankings, 3 of our programmes featured in the subject level rankings.

MSc INTERNATIONAL FINANCE    MSc MANAGEMENT

**68<sup>th</sup>** out of 158

**60<sup>th</sup>** out of 135

MSc MARKETING

**22<sup>nd</sup>** out of 70

All of our programmes performed above the mean scores for employability and diversity.



# Faculty & Research

**The School currently has a core faculty headcount of 199 (193.4 FTE). The percentage of core faculty with a PhD is 84.1%. 43.5% of academic staff in the Business School are from countries outside the UK.**

A decision was taken in 2017 to support staff through the prestigious International Teachers Programmes as well as the Chartered Association of Business Schools' Leaders in Learning and Teaching programme. So far 6 staff have been supported through these programmes.

## RESEARCH OUTPUT: 930 PUBLICATIONS UP TO 2017

### NUMBER OF FULL TIME EQUIVALENT (FTE) STAFF

PROFESSOR		SENIOR LECTURER/ READER		LECTURER		TEACHING FELLOW	
2017	2018	2017	2018	2017	2018	2017	2018
35.8	41.8	53	59.6	68.2	70.1	15.4	14.4
RESEARCHER		<b>TOTAL (FTE)</b>					
2017	2018						
0	7.5	2017	2018	172.4	193.4		

### DISTRIBUTION OF CORE FACULTY BY DEPARTMENT

DEPARTMENT OF ACCOUNTING	28	DEPARTMENT OF ECONOMICS	52	DEPARTMENT OF FINANCE	19	DEPARTMENT OF MANAGEMENT	51
DEPARTMENT OF MARKETING	27	DEPARTMENT OF STRATEGY AND INTERNATIONAL BUSINESS	22	<b>TOTAL</b>			
				199			

# Gender Equality, Equal Opportunity, Well-being and Mental Health

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**The University of Birmingham was established as England's first civic university where students from all religions and backgrounds were accepted on an equal basis and the same principle continues to underpin our recruitment strategy.**

We operate within the University's Code of Practices, policies and UK/EU legislation. The Code of Practices demonstrate that ethical practice, responsibility and sustainability are embedded within everyday working practices. Our mission requires us to provide responses to key challenges around responsible business that face the economy and wider society, regionally and globally. In line with the School's strategic learning objectives of ethical citizenship, the School's programmes and extra curricula activities equip students for working, managing and developing this ethos within their careers.

## STUDENTS

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Our University Student Charter applies to all registered students setting out the general principles of the partnership between students, the University and the Guild of Students. The School facilitates the Charter through its student engagement activities. Examples include student representation on School Committees, and involvement in our review processes for example through opportunities for contributions to the School's strategic and programme development.

The University's widening participation scheme, Access to Birmingham (A2B), provides a route into the University for students from families in the local region who have little or no experience of higher education. Eligible students receive two offers from the University of Birmingham, a standard offer and an alternative A2B offer which is typically a reduction of up to two A level grades, e.g., BBB rather than AAB. Before prospective students are eligible to be admitted under the A2B alternative grade offer they must complete the A2B module. The A2B module consists of three elements: an online study support module; a compulsory visit day to help applicants understand what is needed to pass the A2B module and to spend time on campus, including gaining experience

of lectures first hand; and the production of an essay specific to the course applied for, set and marked by themed faculty teams. The Business School recruits approximately 40 students a year through the A2B scheme across our undergraduate programmes.

Students who present with study support needs are assessed through the University's Disability and Learning Support Service, this independent central team of experts work closely with the student and the School to ensure appropriate measures are in place to provide appropriate support to the student's studies. Each student presenting themselves for assessment is treated as an individual, with a specific learning support agreement produced. Examples may include the provision of specialist equipment or software, scheduling of lectures/classes in accessible locations, or additional time and/or alternative locations for examinations.

## THE ADITI LEADERSHIP PROGRAMME: DEVELOPING FUTURE LEADERS FOR HIGHER EDUCATION

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The Aditi Leadership Programme is a leadership development initiative which aims to support BAME (Black, Asian and Minority Ethnic) colleagues at the start of their leadership career and to help the University maximise the potential of these colleagues. The programme runs alongside other development opportunities which are all still fully open to BAME

colleagues and focuses on giving additional support and providing opportunities for greater visibility within the University to under-represented groups. The programme content is, in the main, self-defined and experiential. The overview structure comprises workshops, business exercises, action learning sets, coaching, mentoring and supporting on-line resources.



## GENDER EQUALITY AND DIVERSITY

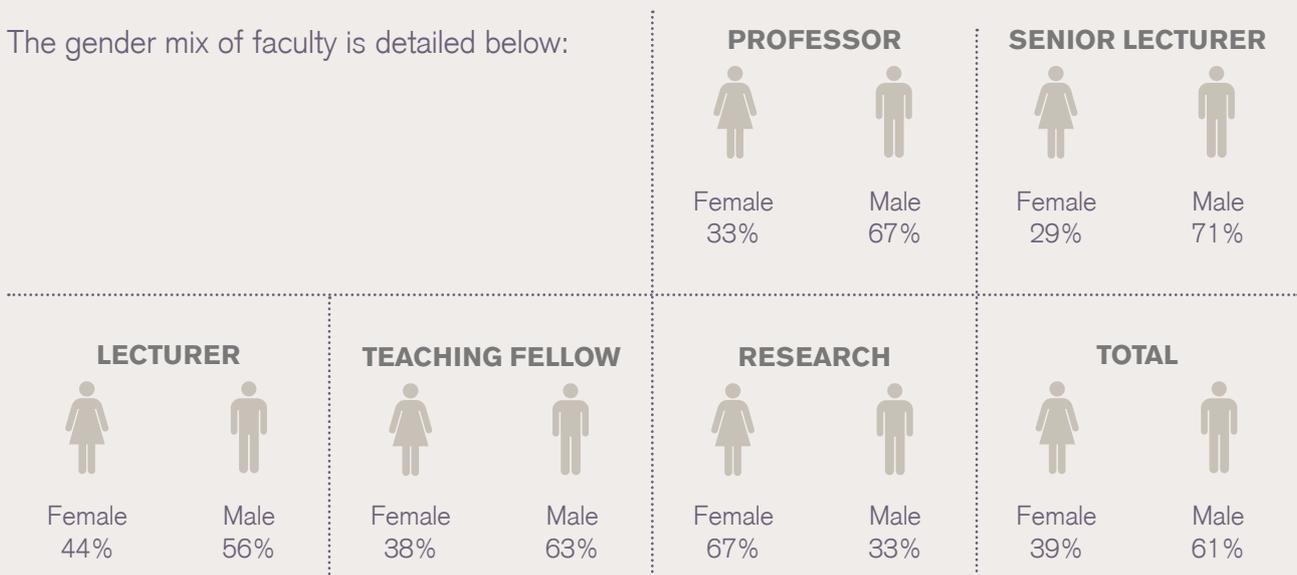
The University's Equality Scheme 2016-2020 "Advancing Equality, Valuing Diversity" sets out equality objectives in relation to inclusion, attainment, flexibility and embedding equality. In line with the scheme, our processes do not favour any race, religion, or sex. Admissions of students onto programmes in the School is based on documented selection criteria which assesses ability. Progression and graduation decisions are based on individual performance; student work is marked anonymously using model answers, and second marking and external examiners ensures equitable treatment for students. Recruitment of Faculty and staff is based on experience, past and potential performance, and there is similar criteria for successful applications for promotion and for incremental 'one-off' payments.

All Faculty and staff are required to complete an Equality and Diversity online training module to raise their awareness of the University's expectations of equal

treatment when communicating, meeting and dealing with colleagues and students in their roles. "Unconscious bias" training is mandatory for all Faculty and staff who sit on staff recruitment and promotions panels, the training raises awareness of our unconscious behaviours so that individuals are more able to manage these when making recruitment and promotion decisions. As part of the promotions process and additional salary rewards, the College undertakes a diversity review to check that there is no bias in relation to gender, ethnicity or disability. Where the data indicates potential bias, cases would be reviewed to maintain integrity of the process. The University also prepares a report covering a three-year period to look at trends in the results of promotion committee decisions by gender and ethnicity across colleges. The School is represented on the College Equality and Diversity Committee and is currently working towards Athena SWAN accreditation.

### Gender distribution of faculty

The gender mix of faculty is detailed below:



# History of Birmingham Business School



1900

The University of Birmingham was established by Royal Charter with the teaching of business subjects a founding condition



1902

Sir William Ashley founded the Faculty of Commerce, the first English university to offer a business degree



1905

Launch of MCom degree



1985

Launch of MBA lead by Professor Jim Slater



2012

First Capgemini Community Challenge



2011

First Birmingham MBA Deloitte Consultancy Challenge



2010

Partnership with SIM established



2008

University restructured into 5 Colleges, Department of Economics moved into the Business School



2012

Launch of School Leavers KPMG Accountancy Degree



2014

Accredited by AACSB



2014

Achievement of Small Business Charter Silver Award



2014

Lord Karan Bilimoria installed as Chancellor of the University of Birmingham



2018

Breaking ground and commencement of new extension to University House



1989

Birmingham Business School was established, bringing together the Departments of Accounting and Finance, and Commerce



1993

Launch of MBA in Singapore



1995

AMBA initial accreditation



1997

Faculties were abolished to emphasize the role of the Schools as the primary academic budget centres



2007

Accredited by EQUIS



2005

Relaunch of Advisory Board with Lord Digby Jones as Chair



2005

University House was opened by Sir Dominic Cadbury



2004

School restructured from two departments to four



2015

Partnership with Wiley and launch of Distance Learning programmes



2016

Our Distance Learning MBA becomes the first fully online MBA in the world to be accredited by AMBA



2016

Alan Walters Postgraduate Centre opened



2017

Award of PRME (Principles for Responsible Management Education) accreditation



2018

Steve Hollis and Jane Lodge appointed Chair and Vice Chair of the Advisory Board



2017

Launch of the Lloyds Banking Group Centre for Responsible Business



2017

Launch of the University of Birmingham's Dubai campus



2017

Professor Catherine Cassell appointed as Dean, the first woman to lead Birmingham Business School in its 100+ years

# Strategy

**In an increasingly competitive market there is a need for Birmingham Business School to distinguish itself with a clear identity.**

Birmingham Business School's vision is to 'Promote Curiosity and Thought Leadership for Responsible Business'. The School's overall strategy for 2018-2026 includes the following commitments:

## RESEARCH

- 1.1 To build upon and develop areas of key research strength in line with the vision of the School around responsible business.
- 1.2 To build upon our culture of thought leadership around our internationally recognised faculty, creating ground-breaking research to set the agenda for responsible business.

## EDUCATION

- 2.1 To develop a curriculum informed by responsible business throughout all of our programmes.
- 2.2 To create a series of innovative research-led student offerings in the area of responsible business.
- 2.3 To work towards becoming a PRME champion as a result of our commitment to and our engagement in responsible business education.

## ORGANISATION

- 3.1 An environment where both staff and students are able to thrive and achieve their best work.

The School has in place an action plan in order to realise this vision and embed responsible business across our research and education. In addition to this, we must also ensure responsible business is a value that we adopt internally as a workplace and a standard we hold ourselves to, as well as developing a clear brand through our communications and marketing. The table below shows an overview of how the responsible business strategy is being managed.

## PROJECT OVERSIGHT

**Academic Lead: Deputy Dean**

**PS Lead: Executive Project Manager**

### WS1 RESEARCH

Academic Lead:  
Director of Research

PS Lead:  
Director of Operations

### WS2 EDUCATION

Academic Lead:  
Director of Education

PS Lead:  
Director of Operations

### WS3 ORGANISATION

Academic Lead:  
Director of Centre for  
Responsible Business

PS Lead:  
Executive Project Manager

### WS4 BRANDING

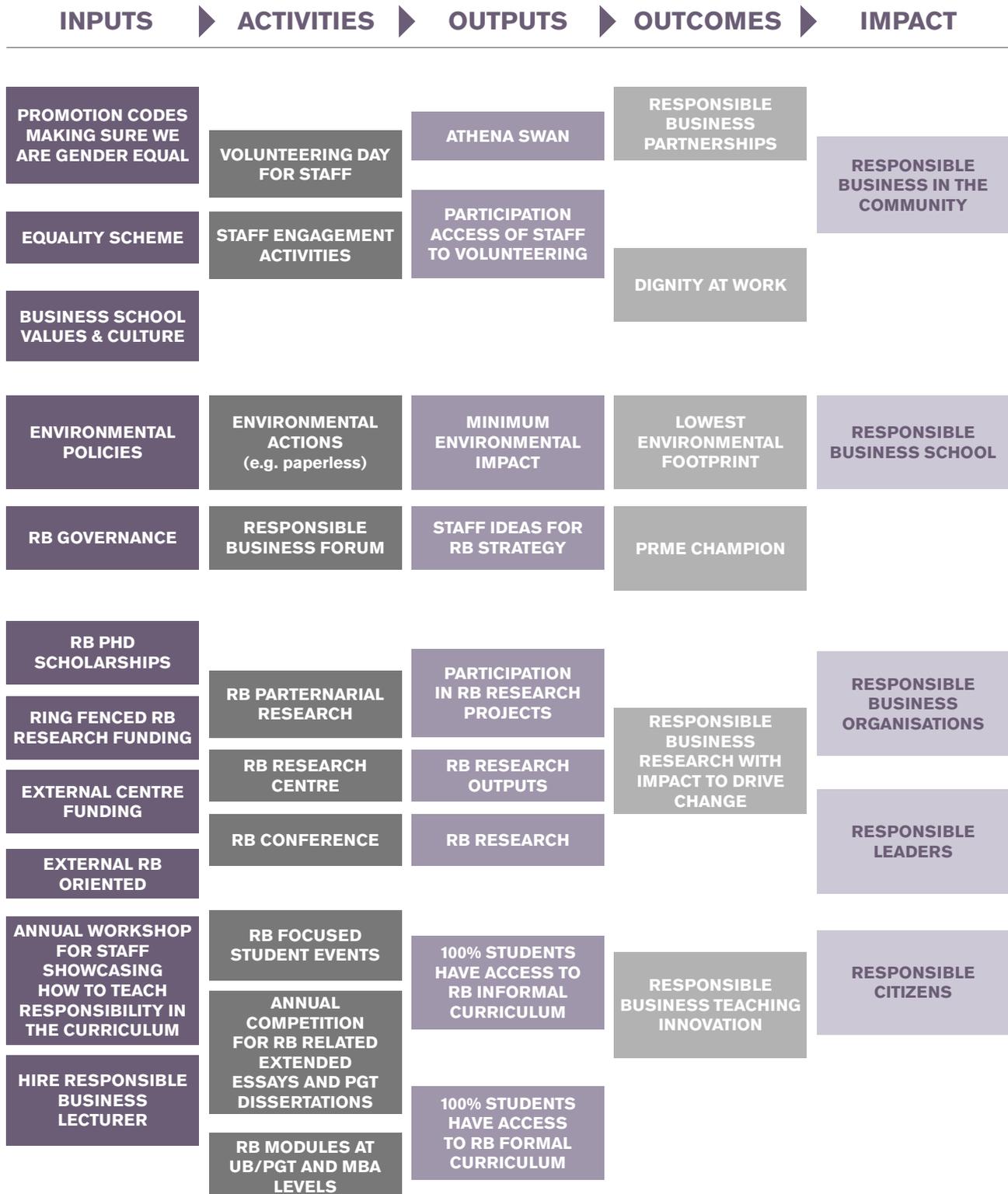
Academic Lead:  
Deputy Dean

PS Lead:  
Head of Marketing and  
Communications

Note: WS: Work Stream, PS: Professional Services

# Logic Model for 2019-2020

## Forward-Looking and Aspirational Responsible Business Strategy



Note: RB: Responsible Business, UG: Undergraduate, PGT: Postgraduate

# Key Objectives and Achievements for 2017-2018

## KEY OBJECTIVES AND GOALS

## PROGRESS AND ACHIEVEMENTS

### RESEARCH

We will start measuring and increase research active staff to carry out Responsible Business related research.

RB research outputs have been measured in December 2018, as the baseline.

We will open a new responsible business research centre.

The new centre opened in July 2017.

We will provide exclusive seed-corn funding for Responsible Business.

We have delivered £25,000 in 2018 for Responsible Business Research.

We will recruit new postgraduate researchers in Responsible Business.

In process.

### EDUCATION

Through programme leads we will identify all instances where Responsible Business is taught in our curriculum.

All optional and compulsory courses in Responsible Business were mapped.

We will appoint a lecturer in Responsible Business to deliver compulsory undergraduate modules and elective postgraduate modules.

Lecturer recruited.

### OTHER

Produce our first PRME report.

This is Birmingham Business School's first PRME report.



# Future Goals and Objectives for 2019-2020

## FUTURE GOALS AND OBJECTIVES

### RESEARCH

We will increase research active staff to carry out Responsible Business related research. To grow this, we will ensure every department, and at least three of our research centres, have Responsible Business related research outputs.

We will promote the recruitment of new scholarships for PhDs in the area of Responsible Business, through the generation of research topics and scholarships for talented applicants.

We will hold an annual Responsible Business Conference starting from 2018.

### EDUCATION

We will introduce a core module on Responsible Business into all undergraduate programmes in 2019.

We will ensure all postgraduate courses have an element of Responsible Business teaching.

We will make the current Responsible Business MBA module compulsory, after further development through focus groups with students upon completion.

We will deliver an annual workshop for staff showcasing how to teach responsibility in the curriculum, as part of the Business Education Group.

### ORGANISATION

We will develop a dignity at work statement through a task and finish group and formally launch it within the School.

We will introduce a paperless programme policy to reduce printing within the School.

We will prepare and enter a School submission to the Athena Swan Charter.

We will introduce a 'Responsible Business Forum' for staff to raise and discuss topics relating to Responsible Business with an aim to make changes and improvements to our workplace.



# EDUCATION

The School's approach to the teaching of ethics, responsibility and sustainability is to embed such learning into the discipline focused programmes we offer. Programme teams identify these issues as they arise in the taught modules. Teaching of ethics takes place both in specialist modules and as part of subject themed modules.

## STRATEGIC LEARNING OBJECTIVE

### ETHICAL CITIZENSHIP

Our students should demonstrate awareness of ethics in academic study, research, practice and communication and develop awareness of individual and collective citizenship.

### EFFECTIVE PROBLEM SOLVING AND COMMUNICATION

Our students should develop discipline specific effective problem-solving skills and the ability to communicate across a range of media.

### EXPERTISE IN SUBJECT

Our students should demonstrate understanding of their discipline and develop an appreciation of discipline relevant research.

### AWARENESS OF THE ROLE OF INDIVIDUALS AND BUSINESS IN SOCIETY

Our students should demonstrate awareness and discipline specific understanding of the role of individuals and business in society.

## Formal Curriculum

### RESPONSIBLE BUSINESS TEACHING

NO	DESCRIPTION	TOTAL	OTHER INFORMATION
1	Bachelor Level	BSc (37 programmes)	17 modules related to responsible business and ethics
2	Master Level	MSc (58 specialised masters) MBAs (11 specialised masters)	20 modules related to responsible business and ethics
3	PhD/DBA level	Doctorate Programmes (12 programmes)	24 PhDs are currently undertaken in RB

## Bachelor Level Responsible Business & Ethics Modules

### Modules / Programmes

	BSc Accounting and Finance Full-time	BSc Business Management Full-time	BSc Economics Full-time	BSc International Business Full-time	BSc Money, Banking and Finance Full-time	BSc Business Management with Communications Full-time
LC Economics for Business (B)		O		O		O
LC Principles of Marketing		C		C		C
LC Sustainable Development: Economy and Environment			C			
LC Understanding Organisation and Management		C		C		C
LH Global Business Ethics		O		O		O
LH International Corporate Governance		O		O		O
LH Marketing Communications		O		O		O
LH Organisation Studies: Past, Present and Future		O		O		O
LH Principles of Responsible Business in Society		O		O		O
LH Social and Environmental Accounting	O					
LH Social Marketing and Societal Issues		O		O		O
LI Contemporary Issues in the UK Economy			O		O	
LI Control and Governance Systems	C					
LI Development Economics			O		O	
LI Environmental Economics			O		O	
LC Organisations, Management and Entrepreneurship		C				C
Organisational Behaviour				O		
Fundamentals of Leadership		O				

Note: This table shows where 'responsible business' and 'ethics' modules are included in our undergraduate programmes and whether they are core or optional

## Master Level Responsible Business & Ethics Modules

### Modules / Programmes

	MBA Global Banking and Finance Full-time	MSc Development Economics	MSc Economics Full-time	MSc Environmental and Natural Resource Economics Full-time	MSc Financial Economics Full-time	MSc Financial Management Full-time	MSc Human Resource Management (with CIPD Pathway) Full-time	MSc Human Resource Management Full-time	MSc International Accounting and Finance Full-time	MSc International Business Full-time	MSc International Economics Full-time	MSc International Marketing Full-time	MSc International Money and Banking Full-time	MSc Investments Full-time	MSc Management Full-time	MSc Marketing Communications Full-time	MSc Marketing Full-time	MSc Money, Banking and Finance Full-time	MSc Strategic Marketing and Consulting Full-time	MBA Executive (Singapore)	MBA Executive (UK)	Master of Business Administration
LM Business and Society																					O	O
LM Change Management							C															
LM Corporate Governance	O																					O
LM Corporate Governance and Organisation									O													
LM Corporate Governance Theory and Practice														O								
LM Development Economic Policy			O	O	O						O	O						O				
LM Econometrics for Environmental Valuation				C																		
LM Environment of Business															C							
LM Environmental Economics				C																		
LM Ethics in Global Business	O																					O
LM Ethics, Governance and Regulation in Treasury						O																
LM Human Resource Management							C	C														
LM Managing Equality and Diversity								O														
LM Marketing Communications												O				O			O			
LM Natural Resource Economics		O		C	O						O	O						O				
LM Principles of Responsible Business	O																					O
LM Professional Integrity and The Reflective Practitioner									C													
LM Social and Environmental Accounting									O													
LM Strategic Brand Management																O	O		O			
LM Strategic Environmental Sustainability												O				O	O		O			

Note: This table shows where 'responsible business' and 'ethics' modules are included in our graduate programmes and whether they are core or optional.

## PROFESSIONAL INTEGRITY AND THE REFLECTIVE PRACTITIONER

### MSc International Accounting and Finance



This compulsory module engages the students in the study of professional ethics and integrity both as a general dimension of all professional practice and as a dimension of such practice in the specific fields of Accounting and Finance. It has sought to do so in a range of innovative ways, engaging students in acting out practical professional dilemmas as well as studying theoretical approaches to and conceptual understandings of professional ethics and integrity. This includes inviting the students to explore and reflect on complex issues in both past and present settings, including the

different roles of accounting and finance professionals in major economic crises like the Great Financial Crisis of 2007/2008 and global warming, and business-specific issues such as whistleblowing and environmental disasters (e.g BP and the Deepwater Horizon oil spill). Students confront big conceptual questions such as: What is a profession? What are professional ethics and integrity? What do societies expect from professionals? How do I reconcile meeting a Professional Code of Conduct with hitting numerical targets? We used group work and role-play scenarios to enable the students to experience and reflect on dilemmas 'in action'. We also invited business and financial professionals to discuss ethical dilemmas they have faced, choices they made and the effects on their personal and professional life. We have also involved a team of professional actors in setting up and leading the scenarios (including the Deepwater Horizon case) where students have played the roles of different key players. Thus, we have set up multiple ways of engaging students in exploring complex situations and identifying key ethical dilemmas, and building awareness of the ethical dimension of professional work, and capacity to recognise and confront complex ethical problems.

## FORMER STUDENT JIN LIU ON HER EXPERIENCE IN THE REFLEXIVE PRACTITIONER MODULE

### What parts of the class did you like most and why?

I liked the poster presentation we were required to do the most. The reasons are as follows. Firstly, it can help students think deeper on the topic. In the process of designing the poster, we not only reviewed what we had learnt from the lectures and seminars, but also extended our professional knowledge. Secondly, we were invited to use our imagination in designing the poster. We need to use abstract form to present the answers and we were also required to think about the connection between the three questions. This interesting process helped us learn more about professional ethics.

### Why do you think this class is important for accounting students?

I believe that every accounting student already appreciates that we, as professional practitioners, have ethical principles, but I'm not sure sure how much attention we pay to it. This class gives us a chance to see and analyse real cases about professional ethics. At the same time, I've also discovered how to learn new knowledge while practicing.

### Can you explain how this class is going to impact your future as an accountant

In this class, I've learnt deeper about the unethical behaviour of some professionals. So, I think in the future, I will definitely avoid involving this kind of behaviour or practice. Moreover, when I see someone's unethical behaviour or a firm's illegal business, I will be the whistle blower that announces it or helps them correct it.



## HUMAN RESOURCE MANAGEMENT

### BSc Business Management

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The course covers the key concepts and challenges involved in the management of people, and in particular, the practices and controversies associated with contemporary Human Resource Management (HRM). Students examine the environment within which HRM operates and consider the relationship between strategic management and HRM adopting both a national and international lens. Students get to discuss and debate key issues within the functional areas of employee resourcing, development, relations, performance management and reward, not only for multinational firms but also for SMEs and the public sector. Ethical dilemmas in the practice of HRM are placed at the centre of students' attention, including employee surveillance, variable pay, resource distribution, and fair procedures. Real case studies help students to apply their newly acquired knowledge and appreciate the impact of both effective and counter-productive or negligent employee behaviours, including the Gulf of Mexico oil spill and the 2008 stock market meltdown. Students are highly interested in responsible people management. Notably, in the 2018 exams, 85 out of 146 students chose to discuss the role of Human Resources in workplace ethics.

## SOCIAL MARKETING AND SOCIETAL ISSUES

### Across three BSc degrees

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Within this module, students develop an in-depth knowledge of social marketing as well as the skills to critically reflect on the policy environment in which behaviours occur. The module explores how to develop a research informed social marketing intervention whilst also undertaking robust evaluation, through which students may best attempt to address these behaviours to achieve positive behavioural change. A critical engagement with societal issues and research informed strategies used to tackle them permits students to also identify and consider competing opinions in relation to individual responsibility and government responsibility. This popular elective module which encompasses responsible marketing at its core to ensure that Business School graduates recognise the importance of using social marketing to aid in positive behavioural change.



## MSc ENVIRONMENTAL AND NATURAL RESOURCE ECONOMICS

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Climate change, urban air pollution and species conservation are just a few examples of the environmental problems that require urgent policy responses throughout the 21st century. Students of the Birmingham MSc programme in environmental economics learn about the fundamental causes of these global challenges that are often rooted in unfavourable incentive structures and try to identify viable policy solutions that could help tackle these important environmental problems. A focus

on market-based regulation such as emission trading or pollution taxes teaches students the importance to reach environmental policy goals in a cost-efficient way. The course also discusses the role of trade, growth and globalisation for environmental quality by asking questions such as whether increased trade always leads to a net increase in environmental degradation. In a module on natural resource economics, students learn how to manage renewable resources such as fisheries in a sustainable way and how to optimally manage non-renewable resources such as oil deposits. The sustainable management of environmental resources requires a fundamental understanding of their value. In a module on environmental valuation, students are taught a wide array of methods that can be used to better understand the monetary value that citizens attach to unpriced environmental goods ranging from clean air to national parks. These values for goods, typically not traded on markets, form the basis for any policy discussion on environmental protection. Throughout the one-year programme, students are equipped with a set of theoretical results, empirical tools and a profound understanding of environmental policy that will help them become leaders on sustainability in their later careers in business, government or NGOs.

## FORMER MSc STUDENT JOSE ARGUDO GIVES HIS VIEW

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### **What parts of the MSc did you like most and why?**

I liked the strength of the course and the rigor on how it was taught but I also liked that it could be moulded to individuals with different strengths and learning habits without restricting or narrowing the syllabus. The MSc allowed me to become inquisitive in line with the studied theme, but it also provided me with the tools to get closer to answering those questions, particularly the dissertation project that needed an exploitation of competencies that would not have been explored before.

### **What does the MSc bring for future professionals?**

The MSc provides a strong foundation of knowledge, capabilities and skills in order to pursue an academic or professional career. This foundation is a combination of strong academic input, independent & inquisitive thinking as well as the ability to convey the message through different means. The ability to have a wide array of modules in addition to the core modules, allowed a widespread knowledge to be captured which also led to a better decision on where to go next when moving to the professional world.

### **What job are you doing next and how is it connected to the teaching in the MSc?**

I am currently working for Innovate UK, an organisation that supports business led-innovation. After pursuing an MSc in Environmental Economics you might think it strange to end in the ambit of innovation policy but the transferable skills and capabilities that the MSc provided have led me to succeed in my current role. The MSc had inculcated some core knowledge that I have been able to adapt and apply in the context of innovation policy allowing me to provide a different perspective.



# Informal Curriculum

## CAPGEMINI COMMUNITY CHALLENGE

Since 2012 we have partnered with Capgemini to run the unique and exclusive **Capgemini Community Challenge**. At the core of the week-long Challenge, 5 charities benefit from a week's worth of consultancy and action generated solutions provided by 5 teams of Business School students, supported by Capgemini consultants. This programme has been commended by our partners as an exemplary means of generating innovative ideas, and fresh and tangible solutions to the charity organisation involved. It also boosts student

experience, professional development, impact to communities and student employability.

"We get so much energy from the students during the week and it's moving to see just how much they gain from the experience and achieve for their charity. It's great to collaborate with the Birmingham Business School in this way and we actively look forward to the students descending upon us every year!"

Billie Major, Corporate Vice President Capgemini



## FUTURE LEADERS CERTIFICATE

The Future Leaders Certificate has been designed to support all postgraduates studying at Birmingham Business School to achieve their career goals by putting into practice the vital skills needed for the rapidly changing world of work which includes Artificial Intelligence, automation, big data, drones, robotics, blockchain, the Internet of Things, Virtual and Augmented Reality, 3D printing and many more areas of the Fourth Industrial Revolution (4IR). It is both an uncertain and exciting time as no one can predict exactly how advances in technology are going to affect us; all we know is that there will be a huge impact on the types of jobs and skills

required to succeed in the future. This requires a mindset that is open to continuously adapting and learning, the ability to communicate effectively and use emotional intelligence to build relationships and collaborate, demonstrate resilience in leading people through change and exercise curiosity and creativity to solve complex problems. For the Future Leaders Certificate, our focus is to partner with companies that have Responsible Business as a core value to help students develop the relevant skills for 4IR. Some of the companies we are working with include Beiersdorf and Britvic, and a range of SMEs, including ACME Whistles.

## STUDENT ENGAGEMENT

The University and Guild of Students work jointly to implement policies and facilitate events to promote equality and diversity, sustainability and volunteering. Examples are the 'It's Not On' campaign to raise awareness of sexual harassment issues amongst the University community, and the aim is to enable students to have the knowledge and the confidence to report and take action against all forms of sexual harassment. Junkbusters, which organises collections of unwanted

things such as clothes and books, donated to the British Heart Foundation to sell, is a scheme that is particularly valuable at the end of an academic year ensuring recycling rather than creating landfill rubbish. The Junkbusters initiative also donated 200kg of food to the local community food bank at the end of the last academic year as students cleared out their kitchen cupboards.

## BIRMINGHAM PROJECT

The prestigious Birmingham Project is an exciting opportunity for 400 first year undergraduates to tackle a 'real world' problem, creating innovative solutions and online resources to attempt to solve it. It offers students the chance to add valuable skills and experience to their repertoire which sets them apart when applying for jobs or internships. The Project sets challenges based around themes, and students work in small groups supported by a challenge lead - usually a University of Birmingham academic.

The Project is two weeks' long and crosses academic disciplines, offering the opportunity to:

- Experience interdisciplinary working through engagement with a themed challenge relating to a "real-world" issue;
- Develop their academic skills and understanding of how their own subject expertise relates to broader societal concerns;
- Enhance employability-related skills such as teamwork, project management, creativity, critical thinking, communication and professionalism;
- Engage with external organisations to progress their project and make professional connections.

In 2018, the programme saw the introduction of a 'responsible business' theme, an area of growing prominence in the business and academic world. Responsible business positions the community and environment at its heart and aims to transform business practices to create a world where profit doesn't come at a cost to society and the environment. Lloyds Banking Group, winner of 2018's Responsible Business of the Year award from Business in the Community, sponsored the topic, with the Academic Challenge Leads coming from the Centre for Responsible Business.

"The Responsible Business feature of the Birmingham Project is a true reflection on how interdisciplinary projects remains crucial to identify best practices and robust measures, vis-à-vis to long-term value creation for a product's life-cycle.

For the first time as a Group Challenge Lead, observing and guiding 1st year undergraduate students from multidisciplinary backgrounds, working in a collaborative fashion to develop innovative solutions tackling food waste and carbon emissions, showed me the significance of businesses continuing working with academics in enabling sustainable futures".

Dr. Nana O. Bonsu

UNIVERSITY OF  
BIRMINGHAM



The responsible business challenges were:

1. How can consumers take account of a product's carbon footprint in their purchase decisions? (challenge lead Radman Selmic)
2. How can social media be used to expose unsustainable business practices? (challenge lead Professor Ian Thomson)
3. How can we reduce food waste in Birmingham? (challenge lead Dr. Nana O. Bonsu)

The winning group in the responsible business category tackled the carbon footprint challenge. They conducted surveys with consumers in Birmingham New Street station to assess the levels of awareness around the carbon footprints of certain products, and proposed an app which would allow customers to scan products to check their carbon footprint.

The proposed app included a 'points' system in which the customer could earn points based on how low a product's carbon footprint is, and use those points to shop in the future. The team developed a website to accompany the app and a short video to show how much carbon dioxide an ordinary person emits during a single day.

"The Birmingham Project aims at interrelating students' theoretical knowledge with practical experience and challenges in terms of sustainability in our daily life. In addition, the Project aims at developing students' team work capacities as well as innovative approaches to problems solving. I was a Group Lead for a multidisciplinary group of year one undergraduate students who were asked to address the issue of enhancing CO2 footprint and consequently reducing emission. As a part of their project, the group of students made a video in order to raise awareness of the problem and also offer practical solutions in terms of reduction of CO2 in our daily routines." Radman Selmic

# RESEARCH

The School's mission in relation to research is to deliver:

- Internationally recognised research focusing upon and providing responses to the key challenges around responsible business that face our economy and our society regionally and globally.
- An environment where both staff and students are able to thrive and achieve their best work.

The language we use to describe this overarching mission is responsible business. Our research objectives building on this mission are to:

- Build upon and develop areas of research strength in line with the responsible business vision;
- Further develop our culture of thought leadership through our internationally recognised Faculty, creating agenda setting and ground-breaking research in responsible business;
- Increase international research collaborations that provide the reach required to address global challenges and support the production of highly cited research outputs; and
- Enhance research performance rating, as measured by the UK's 2021 Research Excellence Framework.

## RESEARCH AT BIRMINGHAM BUSINESS SCHOOL



## KEY STRATEGIC THEMES

Our strategic research priority is to build upon and develop areas of strength in line with the vision of the School around responsible business. We have three themes which articulate what responsible business entails:

1. responsible business in its many forms
2. engaging with the work inclusivity agenda and
3. understanding how to build resilient regional economies.

These themes were decided by the School's Strategy and Management Committee in consultation with School staff.

# Key Hires in Responsible Business

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## **DR. CAROLINE MORAES**

Responsible Marketing and Consumption

Caroline has a track record in exploring the field of responsible marketing and consumption. She has won research grants from British Academy and ESRC, and has published her articles in the Journal of Business Ethics, Psychology & Marketing, the Journal of Marketing Management and the Journal of Consumption Markets & Culture. Moreover, she engages with salient stakeholders comprising the German Federal Government, Food Ethics Council, Ethical Trading Initiative, Responsible Trade Worldwide and Craftspace.

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## **DR. SOLON MAGRIZOS**

Ethical Companies and Ethical Consumers

Corporate social responsibility, business and society interactions have drawn Dr. Magrizo's attention to dedicate his research and working experiences in these areas. He is actively involved in various research collaborations such as European-funded projects on "Responsible MED" to support SMEs in building the competitiveness as well as the impact of their SME's CSR actions.

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## **PROFESSOR GANNA POGREBNA**

Behavioural Science, Data Science,  
Machine Learning

Ganna has been working to support different ranges of stakeholders in achieving higher profit, while balancing social outcomes and well-being of the environment. She has widely contributed to the area of blending behaviour science, data analytics, computer science, business model innovation and engineering. She was granted an ESRC-Turing Fellowship and EPSRC grant.

## **PROFESSOR MICHAEL ARTHUR JOHN SAREN**

Responsible Marketing

John is a leading expert in responsible business with special regards to marketing. In 2007 he was awarded an Honorary Fellowship and Lifetime Membership of the UK Academy of Marketing. He is also a founder of the Marketing Theory Journal.

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## **PROFESSOR XIAOHUI LIU**

Human Mobility, Innovation and  
International Strategies

Xiaohui's interests are in responsible business with special regards to human mobility, innovation, international strategies and knowledge spill-overs in emerging economies. She has received a wide range of funding from the ESRC, the British Academy, the National Natural Science Foundation of China, and the Leverhulme Trust. She serves as general secretary of the Chinese Economic Association (UK).



### **DR. ALI ESFAHBODI**

#### Sustainable Supply Chains

Ali has extensive experiences in research and management consultancy services. He is currently working on a joint research project between Birmingham Business School and Rolls-Royce. His work is mainly related to the sustainability issues in supply chain management, performance measurement, industrial, and engineering management systems.

### **PROFESSOR TONY DOBBINS**

#### Human Resources Management

Tony is a leading expert in HR management and employment relations. He also has contributed through his research in areas of responsible business with special regards to industrial democracy, workplace partnership, conflict and resistance at work, employment and skill in labour markets. These projects have been funded by leading bodies such as the European Commission, ESRC, the British Academy, and Irish Research Council.

### **PROFESSOR PAULA HYDE**

#### Health and Social Care

Paula is a well-established and globally recognised figure of organisational studies in health and social care. She has been developing participatory research with older adults and examines the distribution of funding in residential care. She was named as one of “the Innovations that Inspire” by the international Association to Advance Collegiate Schools of Business in 2017, because of her dedication to interdisciplinary research for elderly care.

### **DR. GU PANG**

#### Sustainable Supply Chains

Gu has a strong interest in multi-disciplinary research to promote sustainable supply chains, strategic marketing, and network dynamics. She received various research grants from ESRC knowledge transfer partnership with Byker Community Trust and EU Horizon 2020.

### **PROFESSOR JAN BEBBINGTON**

#### Accounting for Sustainable Development

Jan is a prominent scholar within the Accounting for Sustainable Development field. She has had many publications including Accounting, Organisations and Society and Accounting, Auditing and Accountability journals. She is a member of Scottish and Southern Energy’s Sustainable Development Fund panel, which supports community projects across regions in Scotland. She was also a member of FirstGroup’s external corporate social responsibility advisory committee.



# Future Thought Leaders

We have 24 PhD students researching in responsible business. Here are four such students showcasing their projects.

**Hind Alsudays:** The Determinants of Wage Inequality between Men and Women: Evidence from Saudi Arabia



My PhD project will provide a better understanding of the nature of the pay gap and will develop a comprehensive framework that will explain the existing differences in pay in Saudi Arabia. It is believed that the study is of particular significance for gender equality for the following reasons: First, it will help promote equality, social justice, transparency and accountability in Saudi Arabia. Second, this study will be of assistance to the development of professional guidance for gender pay gap disclosure from the appropriate local context of Saudi Arabia. Third, this study will shed light on the concept of gender pay gap and make Saudi women aware of their rights and opportunities in the private sector.



**Fangzhou Xu:** Economic Shocks and Mental Wellbeing around the World



My research will mainly focus on the effects of exogenous changes in aggregate macroeconomic conditions such as fluctuations in prices (inflation), unemployment, and productivity. I will then investigate channels through which economic shocks affect citizens' mental wellbeing. For example, negative monetary policy shocks may change people's saving behaviour on pensions which might make them worry about their later life. In addition, I will study the heterogeneity of the effects of economic shocks on mental health between developing and developed countries. Policy implications from my research are expected to enrich the efficacy of welfare interventions from a mental health dimension which has received less attention.



**Mayya Konovalova:** Transnational Regulations and International Financial Centres.



A number of dangers and unintended consequences associated with transparency efforts needs to be considered before promoting new initiatives to increase visibility. My research shows how transparency of beneficial ownership standards creates a danger that the information about ultimate beneficial owners can become less accessible than before the initiatives were introduced. The research explores the processes involved in constructing compliance with international standards within the context of a small financial centre, the Seychelles, often labelled as a "tax haven". At the same time, shifting the regulatory attention to small international financial centres ("tax havens") through the use of stigmatisation can be detrimental to the overall success of multilateral attempts to regulate illicit financial flows.



**Raeni:** Green Finance and Its Transformative Impacts.



It remains a challenge for developing countries to shift financing away from carbon-intensive projects amid vulnerable impacts of climate change. It requires extensive collaboration among diverse groups of actors. Green financial instruments, such as green bonds, are proposed to meet financing gaps while considering climate risk. However, governments' commitments to take serious actions on sustainability are perceived to be far behind the commitment of financial markets. Therefore, my research explores how do financial market regulators and government regulators articulate sustainability issues within 'green' project finance operations.



# Key Funding for Responsible Business Research

**In 2018, the School has provided two rounds of seed-corn funding for responsible business projects.**

The first round of funding included topics such as: the role of accounting in the context of worker cooperatives, testing the effects of framing a weight loss product and its effect on consumer behaviour, examining the world of plastic: antecedents, processes and the consequences of plastic pollution, shared parental leave, gamification in purchasing and supply management, experimental research into whether giving individuals the option to select which task they prefer to perform affects their pro-social behaviour; commuting in sub-Saharan Africa from a gendered perspective and a conference on the role of tax havens in social, environmental and economic sustainability.

The second round of seed-corn funding was allocated in late 2018 to the following projects:

NAME	DEPARTMENT	RESEARCH PROJECT
Professor Jan Bebbington	Accounting	The Seafood Business for Ocean Stewardship project is seeking to develop a risk platform that would identify those ports that are associated with landing illegally caught fish and from which fishers enter modern slavery. This project is to extend this database and the information in it.
Dr. Roshan Boojihawon and Dr. Dan Chicksand	Management	Linking food waste and energy policy: creating supply networks for reducing waste in the UK – a case study of Sainsbury's and BIFFA's food waste best practice. This research project will consider the current and future potential business models, sustainability strategies, supply chain network relationships and technology in the context of the circular economy.
Dr. Nick Rowbottom	Accounting	This project aims to address key issues of concern: What is Responsible Business? How is Responsible Business defined? In doing so, it will investigate how global standards that define responsible business are formed.



NAME	DEPARTMENT	RESEARCH PROJECT
Dr. Christoph Gortz	Economics	Financial Resilience study. The funding will aid the development and dissemination of two ongoing high-profile research papers and allow a new research project to start with Elmar Mertens (Deutsche Bundesbank).
Dr. Shireen Kanji	Management	A research project investigating the potential role of HRM in integrating refugees into the workforce in the UK.
Dr. Eilnaz Kashefi and Dr. Eliana Laurretta	Finance	Studies suggest that green lending improves banks' risk. However, there is no empirical evidence in a global context. Also, CEOs' power spurs firms toward greener strategies. This study will analyse the link between CEOs' power and green lending and how this impacts on banks' risk in a global context. This research is relevant to financial markets participants, policy-makers and ensuing policy decisions. It will also shed lights on how green lending may positively affect financial stability and market efficiency.
Professor Tony Dobbins	Management	Conduct a small pilot research project exploring the new initiative 'Football United Branch' that specifically represents semi-professional and amateur footballers in precarious labour market positions; notably after they experience serious injuries.
Dr. Scott Taylor	Management	Collecting data on the overall supply chain that craft brewers and consumers inhabit.
Dr. Natalia Vershinina	Management	This research project will examine the entrepreneurial experiences of migrants from Eastern Europe within the entrepreneurship context in general and the family business context in particular.
Professor Fiona Carmichael, Professor Joanne Duberley, Dr. Christian Darko, Dr. Marco Ercolani, Dr. Dan Wheatley	Management and Economics	Commuting in Sub-Saharan Africa, a gendered analysis of the impact on employment and well-being: this pilot study will lead to the development of large scale mixed-methods research funding application to: (1) quantify the financial and non-financial costs and benefits of commuting in the sub-Saharan countries of Ethiopia, Tanzania and Ghana; and (2) assess the impacts of the commuting costs of individuals, particularly women on their employment participation, health and wellbeing.



# Engaged Research

Below are some examples of current research in responsible business.

## **FORMALISING INFORMAL TRADE IN TUNISIA THROUGH TARIFF REFORM: Sami Bensassi**

The aim of this study by Dr. Sami Bensassi and colleagues from the World Bank in 2014 was to give an evaluation of the quantity and value of goods entering informally in Tunisia through the Libyan and Algerian border, to look at the determinants of informality and to propose some practical solutions to curb informality.



According to their most conservative valuation, the total value of goods smuggled was 1.2 billion USD, resulting in a loss of 424 million USD in tax revenue. However, these patterns of informal trade have significant socio-economic benefits for local communities. Informal trading represents important economic activity, providing much needed income and keeping goods within budget for consumers. Tax burdens and subsidy levels are the primary drivers of this informal trade. Price differences lead to informal trade and increased corruption even where sanctions are tougher and where attempts to control this through technology and equipment have been stepped up, suggesting that the effectiveness of these strategies is limited. Consequently, their research concludes that policy makers should revise the tariff policy and/or import procedures to reduce informality without depriving a border region of their main economic activity.

At the beginning of 2016, the Tunisian Government changed its tariff policy, implementing the research findings by adopting an across the board reduction on tariffs. The reform eliminated tariffs on many goods considered essential for the Tunisian economy and reduced tariffs to 20% of the value on non-essential goods.



## **MEASURING THE DISAMENITY IMPACT OF SOLAR FARMS: David Maddison and Allan Beltran**

Lifecycle analysis of greenhouse gas emissions associated with photovoltaic solar power indicates that there is enormous potential for reductions through large-scale deployment of this technology; greenhouse gas emissions per unit of energy produced are an order of magnitude less than those for oil, coal or gas, and are comparable to those of nuclear power.

Apart from reductions in greenhouse gas emissions there will however, be a range of other non-climate impacts, some of which may be less benign. These impacts occur across the entire lifecycle, from the materials acquisition and manufacturing phases, through construction, operation, decommissioning and ultimately disposal. The in-situ impacts associated with solar farms affect human wellbeing both directly and indirectly e.g. through their impact on ecosystems. Direct impacts on humans arise from exposure to various emissions as well as noise, the occupation of land no longer available for any other purpose e.g. agriculture, the possible curtailment of recreational opportunities and visual intrusion.

Researchers in BCEEEM (Birmingham Centre for Environmental and Energy Economics and Management) are currently investigating whether the construction of solar farms has a depressing effect on the price of nearby property, consistent with the existence of adverse in-situ impacts. Further analyses will investigate whether this impact is greater for larger solar farms and how it depends on distance to the property. The ultimate goal is to use these figures to estimate the 'externality adder' for electricity generated by solar farms in the England and Wales, as well as compare it to the external costs from other forms of renewable and non-renewable electricity generation.

## WELLBEING AND TENURE: Andy Lymer and James Gregory

This **innovative CHASM project**, conducted for VIVID Housing, with colleagues from the University of Manchester, is the first time that a comparison has been made for different housing tenures and measures of wellbeing using a bespoke survey and follow-up interviews. **The results** show that social housing has a positive impact on wellbeing, most notably in terms of anxiety, with social renters in the survey being 7% less likely to be anxious than those in other tenures. Several challenges opened up through this research, notably because the results also demonstrated that social tenants are less likely to be satisfied with life, as well as less likely to respond positively when asked about their experiences of the home they live in.



## THE EXPERIENCES OF FOOD BANK USERS: Caroline Moraes

Dr. Caroline Moraes and her colleagues are currently doing **research** on the experiences of food bank users from a 'vulnerable consumers' perspective. Over 1 in 5 people in the UK are now living in poverty, and in-work poverty rates (i.e. 4 million workers) are the highest they have ever been in the last 20 years. As a result, emergency food aid usage continues to rise. Existing research focuses on UK food bank users' motivations and experiences. In this ongoing research, Caroline Moraes and her colleagues are **currently investigating** both food aid providers and users in the areas of Birmingham, Salford and Greater Manchester. They have found that, while the Trussell Trust offers a structured but intermittent food support system via their food banks, emergency food providers and food aid organisations generally are very diverse. They offer a wide range of independent, flexible food support services focused on their clients, who often also have a diverse range of needs.

## EXPELLING THE BARRIERS TO SHARED PARENTAL LEAVE: Sarah Forbes and Holly Birkett

Since 2017 Dr. Holly Birkett and Dr. Sarah Forbes, have been conducting research to understand the factors leading to the low take up of Shared Parental Leave (SPL) among fathers and identify potential levers which may be used by Organisations and Government to increase the use of SPL. The research also explores the multiple benefits in terms of child development, improved workplace attachment for women, maternal and paternal wellbeing and familial relationships which have already been established in the extant research. Importantly, the current Government views the SPL policy to be a potential lever to reduce the gender pay gap.



As with all new policies, there have been some teething problems. The policy itself has a mechanism, maternal transfer, which means the policy cannot be used unless permission is given by parent 1 which is usually the mother. This means that parent 2, usually the father, cannot have time off with their child unless parent 1 agrees to share some of the 50 weeks of leave. Maternal transfer can reinforce social norms which see the mother as the primary carer and exaggerate the motherhood penalty, which is when the mother has their career impacted due to the birth or adoption of a child. This is just one of the many barriers preventing the uptake of SPL. Other significant issues identified by Forbes' and Birkett's research include a lack of familiarity by organisations, line managers and HR departments about the policy and poor communication of options to parents. Further to this is a lack of enhanced pay at the same rate as maternity leave, entrenched gender norms in UK society around maternal and paternal roles and expectations which can result in maternal and paternal gatekeeping behaviours and fathers concerns about the impact on their careers of taking time out of work.

In addition to conducting research on the views toward, barriers to uptake and use, Forbes and Birkett have been working extensively since early 2017 with employers, third sector organisations, government departments and select committees to raise awareness around SPL of their research findings. Specifically, they have consistently made recommendations based upon their research for increasing uptake in the future.

# Focus on Diversity Research

**There are 25 members of faculty involved in diversity research in the School covering 5 departments and one research centre.**

The work is wide ranging and covers older workers and age, caring, disability, gender and female representation, impact on employment, leadership roles of minority groups, shared parental leave, migrants and minorities and migrant businesses.

## **PROFESSOR ANNE GREEN**

Anne researches the role of migrant workers in the construction industry in the UK, as well as diversity features in work on the Business and Professional Services sector and the desire of employers to enhance diversity of their recruits/workforces.

## **DR. ETLYN KENNY**

Etlyn's research examines how gender and ethnic diversity is relevant to the lived experience of MOD employees (Military and Civilian). She also researches on how female IT employees experience gender as employees in a male-dominated industry.



## **DR. SCOTT TAYLOR**

Scott's research is investigating the implementation of quotas for women's representation at senior levels in organisations and in competitive professions. He is conducting interviews with serving politicians and political party employees implementing all women shortlists in the Labour Party.

## **PROFESSOR AMON CHIZEMA**

Amon does research on diversity. For example, his publication in Leadership Quarterly was on the presence of female directors on corporate boards in a sample of 45 countries. He continues to consider the role of female directors on boards.

### **DR. NATALIA VERSHININA**

Natalia's research explores how particular categories of ethnicity, social class and gender come together to disadvantage individuals in their ability to fully engage with mainstream labour market, and how entrepreneurial activity / self-employment becomes one option available for such groups. This research is undertaken in the context of migration, family firms, motherhood and transnationally.

### **DR. MICHALIS DROUVELIS**

Michalis is doing experimental research on gender issues such as: gender differences and competition; why do women earn less than men?, gender effects and negotiations, gender effects and social comparisons and gender differences in pro-social attitudes.



### **PROFESSOR FIONA CARMICHAEL**

Fiona's research investigates the barriers to work facing older people in the context of policy support for extending working lives. Furthermore, she is currently researching the negative effect of female unpaid care giving, as well as looking at the impacts of cuts to disability and caring benefits on disabled people and their families.

### **DR. CATHERINE HARRIS**

Catherine explores reactions and responses to Brexit of EU citizens running businesses in Birmingham. It explores how Brexit has impacted on their sense of belonging and running their business. She also runs an assessment of Coventry Migrant Needs. This assessment has been undertaken to support a greater understanding of the needs of migrants in Coventry, with a particular focus on newly arrived migrants, and more vulnerable migrants, such as Asylum Seekers and Refugees.

# The Lloyds Banking Group Centre for Responsible Business

**The Lloyds Banking Group Centre for Responsible Business is a challenge-centred, interdisciplinary research and engagement space exploring how businesses can be ‘rewired responsibly’ to inform, shape and energise the Responsible Business Revolution and to complement Lloyds Banking Group’s commitment in its objective of ‘Helping Britain Prosper.’**

The Group’s work is underpinned by the United Nations Sustainable Development Goals (SDGs), an ambitious set of goals which aim to eliminate poverty, build sustainable cities, take action on climate change and create a world where all are equal. The Centre is built on a unique partnership with Lloyds Banking Group, based on a shared desire for better, more sustainable business practices, recognising and contributing to the SDGs.

Established in 2017, the Centre has already gained a number of prestigious connections within the business world. The Centre’s work with Business In The Community (BITC) has resulted in the joint creation of a Responsible Business Tracker, a product designed to alert businesses to their progress or lack thereof towards the SDGs.

The Lloyds Banking Group Centre for Responsible Business (CFRB) was officially opened on Tuesday 2 October by António Horta-Osório, CEO of Lloyds Banking Group.

Highly respected thought leaders, practitioners and policy-makers in the responsible business space were invited to join us in the Centre’s Advisory Board, to play a pivotal role in guiding our exploration, adding value to our work and informing responsible business solutions with pragmatic perspectives and ethical values from across academia, business, policy field and the third sector. The Board will aim to meet three times a year, acting as a critical friend in reviewing the merits of current activities, knowledge exchange on future innovations, challenging the Centre’s priorities and informing our future agenda.



## ADVISORY BOARD MEMBERS ARE:

Allan Andrews, Senior Strategic Policy Advisor to the Mayor of the West Midlands  
Professor Stephen Brammer, Executive Dean of the Faculty of Business and Economics, Macquarie University, Sydney  
Benedict Brogan, Group Public Affairs Director, Lloyds Banking Group  
Fiona Cannon OBE, Group Responsible Business, Sustainability & Inclusion Director, Lloyds Banking Group  
Jean Templeton, Chief Executive, St Basils  
Nicola Templeton, Director of Business Development, Business in the Community  
The Right Reverend David Urquhart, Hon DD, Lord Bishop of Birmingham  
Professor Frederick Wherry, Professor of Sociology, Princeton University  
Patrick Jenkins, Financial Editor, Financial Times  
Andraea Dawson-Shepherd, Non-Executive Marketing Communication Portfolio



## DR. NANA O BONSU

Britain's 'Road to Zero': Analysis of the Potential Electric Vehicles Battery Circular Built Environment

Lithium-ion batteries have the potential to help reduce poor air quality and contribute to decarbonising the transport sector. Nana's investigations include looking into how Britain would 'close the loop' to create a circular business model, taking into consideration current ethical issues such as child labour within the cobalt supply chain and the reusing/recycling of electric vehicle batteries.

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## DR. JANE GLOVER

Visual Representations of Sustainable Agriculture

Jane's project takes a humanistic view to investigate sustainable agriculture through critically exploring visual representations. Jane's project investigates how (sustainable) agriculture is represented in wider society through different forms of visual media. Jane aims to highlight how the public explores notions of sustainability in agriculture and food production and how media engages with the public on issues surrounding sustainable agriculture.



## RADMAN SELMIC

Sustaining Responsible Finance for Micro and Small Enterprises

Radman is examining financial inclusion for marginalised and vulnerable individuals and communities. Financial inclusion for all is the responsibility of the stakeholders/lenders, the borrower and the state. Radman is reviewing Community Development Financial Institutions (CDFIs) who lend more responsibly but often must rely on subsidiaries from the state, investors who invest because their risk is reduced due to guarantees, and online lenders with high interest rates and no public guarantees.

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## DR. ROGER BERQUIER

Accounting for Fairness

Roger hopes to explore and understand the role and place of management control practices for fairness in food supply chains from a dairy farmer's perspective, in the milk sector. Roger's preliminary research results have found a potential power struggle in the French milk process, from suppliers through intermediaries, distributors (supermarkets) and finally the consumer. As part of his research, Roger is planning to investigate organisational justice frameworks and how they work for individuals.



## DR. JULIET KELE

Face of the Firm: Aesthetic Diversity in the Workplace

Juliet's project examines diversity in the workplace, with a particular focus on whether firms' use of diverse imagery in promotional materials reflect the true diversity of their workforce. Juliet also explores the differences between aspects of diversity that are immediately apparent and less obvious characteristics.

Juliet believes that refinement and adjustment of the abstract and subjective concept of 'diversity' is necessary. Changing societal demographics generate organisational benefits and challenges in managing increasing levels of diversity.

Juliet's research focusses on small to medium size law firms and finds that although diversity management is legitimised in their business cases, in some circumstances, firms are not fully aware of the importance of diversity in practice.

# ‘City-REDI’ & ‘BCEEM’

## CITY REGION ECONOMIC AND DEVELOPMENT INSTITUTE (CITY-REDI)

Based in the Business School, the **City-Region Economic Development Institute** (City-REDI) is focused on developing an academic understanding of major city regions across the globe. City-REDI represents an investment of over £4million from the University to develop a more sophisticated and robust modelling and analysis of regional growth. This data and analysis provide the basis for advising policymakers and stakeholders to help shape and enhance the region’s growth prospects.

City-REDI delivers policy, strategy and research which supports economic growth and prosperity by undertaking work that explores the complex and inter-related way in which people and systems work across urban areas. This means both improved productivity and improved inclusivity and well-being across city-regions.

By working with private, social, and public sector bodies as well as local and national governments, across the UK and beyond, our aim is to better-understand the latent comparative and competitive advantages of economic regions; where is the greatest potential for economic

growth and how can it improve productivity and added-value in both the corporate and public sectors? With this kind of strategic intelligence, we can both stimulate and shape investment in the region to promote the kinds of growth that benefit the well-being of all. Examples of research led within the City-REDI group include **The Urban Living Birmingham Project** led by Professor John Bryson.



## BIRMINGHAM CENTRE FOR ENVIRONMENTAL AND ENERGY ECONOMICS AND MANAGEMENT



The **Birmingham Centre for Environmental and Energy Economics and Management** (BCEEM) is a School Research Cluster (lead by prof. David Maddison) that forms part of the University’s

Birmingham Energy Institute. This distinctive specialism in Environmental Economics involves a core of academics and PhD students directly contributing to this area of activity. Areas of research include the economics of flooding, pollution offshoring, climate change, biodiversity, natural disasters and, more generally, studies of firms’ environmental behaviour. Academics within this group publish in have received research funding from the Leverhulme Trust, the British Academy, the European Union and DEFRA and contribute to the School’s impact activities through their work with DEFRA and The Environment Agency. Their research has been cited in the UK Government 25-year Environment Plan and the Treasury Green Book. An example of the policy focused, high profile output of this Centre’s work over recent years is the creation of a **Sustainability Commission** with the Industry and Parliament Trust. This Commission was tasked with exploring how businesses tackle sustainability issues through a series of policy led and case studies based briefings, with a view to promoting more sustainable business practices.

# ‘WE-LEAD’ & ‘CHASM’

## THE CENTRE FOR WOMEN’S ENTREPRENEURSHIP, LEADERSHIP, ECONOMY AND DIVERSITY (WE-LEAD)

**WE-LEAD** is a key contributor to academic and policy debates on women’s entrepreneurship, leadership and diversity at the Business School. It is committed to the production and promotion of knowledge that is useful to academic and practitioner communities. WE LEAD was established in September 2018 with a passion for promoting enterprise amongst all communities, and a group of researchers committed to making a difference to practitioners as well as the academy.

Its collaborative approach is highly effective in developing activities that are impactful for its wide range of stakeholders. The Centre works closely with its partners to apply current academic thinking to the world of practice. This fusion of research and practice is a key feature of the centres varied range of activities. Professor Trehan is the Centre Director and Deputy President of the Institute of Small Business and Entrepreneurship - the national body for research, policy and practice for small business and entrepreneurship.



## THE CENTRE ON HOUSEHOLD ASSETS AND SAVINGS MANAGEMENT (CHASM)



**CHASM** is a research centre based jointly in the Business School and the School of Social Policy. The Centre seeks to undertake research with academic rigor and with relevance to current issues. At a time of increasing economic uncertainty and growing inequality, the UK like other advanced economies, has seen a shift from collective welfare provision towards private individual responsibility and risk. However, many people do not have the financial means or capability to manage this effectively. CHASM’s role is to explore the ongoing changes to personal financial wellbeing. The aim of CHASM is to provide a focus for world-class research on the role of assets and their distribution in people’s lives from pensions to housing to savings. CHASM is the first university-based, interdisciplinary research centre to focus on: Financial inclusion, financial transfers and tax, financial capability, financial assets.

# WIRC & IGI Research

## WORK INCLUSIVITY RESEARCH CENTRE (WIRC)

The **Work Inclusivity Research Centre (WIRC)** is a dynamic community of researchers and partners who are committed to the critically engaged study of issues of equality, diversity and inclusion in employment. WIRC is based within Birmingham Business School but includes colleagues from across disciplines including sociology and psychology.

Work focuses on three core topic areas:

- **Diversity and Inclusivity within Organisations**  
This theme includes researchers examining the lived experience of diversity within organisations; occupational gender segregation; social mobility and access to the professions; the gender pay gap; the experiences of disability and inclusion; managing an ageing workforce; time use and well-being; gender equality at work and in the home; unpaid carers and precarious work.
- **Inclusive Labour Governance and Employee Voice**  
This theme includes work conducted at a macro level concerning shifting patterns of labour governance; the integration of women into labour markets; work as a means of social inclusion.

- **Leadership and Diversity**  
This theme examines the role of leaders in creating inclusive environments and developing trusting relations within organisations.

The research group brings together existing individual researchers with a variety of perspectives and backgrounds, and new colleagues who have been recruited to make Birmingham a hub for leading inclusivity research. We work with a group of key partners to coproduce research that is both academically rigorous and implementable in strategic decision making at all levels of practice in business; we also actively work to have a positive impact on policymaking and society at large.



## THE INSTITUTE FOR GLOBAL INNOVATION (IGI) RESEARCH



We are also contributing to and building upon University initiatives such as **the Institute for Global Innovation (IGI)**, a new research initiative designed to bring together multidisciplinary teams of researchers to address humanity's most pressing challenges.

Finally, our academics are directly involved in a number of the themes underpinning the University's Institute for Global Innovation (IGI), which responds to the UN Sustainable Development Goals to inspire, support and deliver world-leading, multi- and inter-disciplinary research. Professor Joanne Duberley (Department of Management) leads the careers, employment and wellbeing workstream of the Institute's 'fighting gender inequality' theme. Professor John Bryson (City-REDI) provides economic input to the 'resilient cities' theme. Professor Rob Elliot (Department of Economics) leads the water justice and socioeconomic consequences strand of the 'water challenges' theme, and Professor Siddhartha Bandyopadhyay (Department of Economics) leads the 'Transnational Crime' theme alongside Professor Jess Woodhams (School of Psychology). These important projects present ample opportunity for engagement with multiple external bodies, including industry.

# Research Clusters

The work of the **Global Value Supply Chains (GVC)** Research Cluster addresses sustainability issues as a core subject of interest. One of the GVC key aims is to provide an analytical framework for identifying mechanisms of economic and social upgrading for sustainable and inclusive growth, focussing on the key role of public policy as well as the interests of different stakeholders in the upgrading of innovative capabilities in firms and places. It aims to focus on the dynamics of high as against low-roads to socio-economic development, highlighting the role of social institutions in supporting innovation, skill formation, work modernisation and labour standards in the context of contemporary changes in the global economy. Thanks to recent H2020 grant awards, the GVC cluster has looked at the opportunity for socio-economic sustainable growth in Europe and the UK in the wake of disruptive technological changes ranges from digitalisation, automation, green technologies and bio-technologies.



Ethics and sustainability issues also form part of the remit of the **Accountability and Governance** Research Cluster, which includes within its aims to: enable research into sustainability-related accountability gaps; and explore the transformative potential of innovative accountability practices in exposing and closing governance gaps. The Cluster also looks at taxation from a social and organisational perspective.

The **Responsible Marketing Research Group** is another grouping within the School focused on ethical issues in research. Research by members of this team covers areas of employee attitudes to responsibility, managerial and B2B ethics, responsible marketing and technology, consumer responsibility, marketing sustainability, base of the pyramid (BoP) marketing, market access and diversity, corporate social responsibility (CSR), marketing's contribution to social and environmental elements of the 'triple bottom line' and responsible marketing education. The group have close connections with many research organizations including Lloyd's Centre for Responsible Business, UK Academy of Marketing, Chartered Institute of Marketing, American Marketing Association and European Institute for Advanced Studies in Management.

# CAMPUS SUSTAINABILITY

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## CARBON FOOTPRINT

The University made reducing its carbon footprint by 20% between 2005 and 2020 one of its strategic objectives and to this end the University adopted a Carbon Management Strategy which set out how the 20% reduction target would be achieved. A Carbon Management Implementation Plan (CMIP) for each College was subsequently established. By 2013/14, a reduction of 18% was achieved and by 2014/15 the target 20% reduction in carbon emissions had been achieved. Illustrative examples of how reductions in CO<sub>2</sub> were achieved in the Business School are: Increased insulation levels in the roof of University House as part of upgrade works; improved control of ventilation in computer clusters; zoning of ventilation system; Installation of LED lighting in corridor areas of new parts of University House and installation of LED lamps in Common Room, Library and Marjorie Fry Room; improved efficiency of corridor lighting in JG Smith; removal of portable heaters from offices where possible.

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## BUILDINGS

Our buildings have intelligent building management systems to help manage energy consumption and carbon emissions. The newest Business School building, is the purpose-built Alan Walters Postgraduate Centre, designed with sustainability in mind, achieving a BREEAM (Building Research Establishment's Environmental Assessment Method) Very Good rating. This required construction to a high level of control of the buildings ecological impact, its usage of transport amenities, production of very low levels of waste, pollution and water usage and high energy efficiency. The Alan Walters Building also received the AJ Higher Education Project of the Year Award 2017 and an RIBA West Midlands Award. The new £18M extension to University House, which will provide an additional 108 single occupancy offices, is being built to the same high standards. The work involves the construction of a sympathetic four-storey 34,000 sq. ft extension connected to the Grade II-listed University House. The building is designed to achieve an EPC A (energy performance certificate) which requires all-round consideration of CO<sub>2</sub> emission rates and energy efficiency including fabric heat loss, lighting efficiency, solar gain, air permeability and use of alternative energy systems.

## ENVIRONMENTAL QUALITY OF THE CAMPUS

The University's Strategic Framework also includes ambitious campus plans to enhance the beauty, functionality, and accessibility of the Edgbaston site while ensuring that all new buildings are designed to be adaptable to changing needs and environmentally sustainable. As part of these plans the environmental quality of the campus overall is being enhanced by 'The Green Heart' project which is creating a new parkland in the centre of the University of Birmingham's campus. Work on the Green Heart began in early 2017 and will be completed by spring 2019.

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## WASTE

Another important element in the sustainability strategy of the University has been the Environmental Services' focus on managing the waste generated by the University in as sustainable manner as possible, seeking to increase recycling. Since December 2010 all general waste has been sent for incineration at an "Energy from Waste" Facility, producing heat and power. The University is now a "zero waste to landfill" organisation. In 2016, the University received the Chartered Institute of Wastes Management 'Best Recycling Project' award for the **Junkbusters scheme**, which has raised over £170,000 since 2012. In 2017, increased recycling earned the University a **Green Gown Award** for the UniGreenScheme, a partnership with an alumni. By 2017, the University's recycling rate had increased from 10% in 2010 to over 56% (which compares with 23% for Birmingham City Council and an overall UK figure of 42%). Birmingham Business School was one of the first Schools on campus to initiate the "bin less" office which supports the increase in recycling and reduction in waste through the use of central bins located throughout our buildings for recycling of cans, bottles, cardboard, paper and plastics.



# ENGAGEMENT & PARTNERSHIPS

Led by our Corporate Relations Manager, Andrew Miles, in close partnership with colleagues in the University's Business Engagement Team, we take an ambitious approach to industry engagement that is recognised as sector leading. Pulling together this activity is the Business Engagement Committee, chaired by Professor Kiran Trehan (Academic Business Engagement Lead) and composed of academics and professional services representatives operating in the industry engagement space. This group gathers intelligence and is responsible for steering the School's industry engagement strategy, ensuring our approach is sufficiently agile to meet the needs of industry.

The UK government's Industrial Strategy is a central driver. Having mapped our strengths against the Industrial Strategy's grand challenges, the Lloyds Banking Group Centre for Responsible Business is collaborating with professional services organisations to explore the opportunities, barriers and strategies posed by artificial intelligence. Our future aims include similar engagement to address themes such as healthy ageing, clean growth and the future of mobility.

## KEY RESPONSIBLE BUSINESS PARTNERS OF BIRMINGHAM BUSINESS SCHOOL

COMPANY	DESCRIPTION OF COMPANY	SECTOR	RELATIONSHIP
Accessible Transport Group (ATG)	A registered charity that provides accessible transport services for people in the West Midlands who experience mobility impairment or social isolation in urban and rural environments. <a href="http://www.atgroup.org.uk">www.atgroup.org.uk</a>	Transport	The Business School is supporting ATG to build a strategic partnership with the WMCA following evidence gathered by the Leadership Commission to help tackle transport issues for disabled people accessing the workplace.
Acorns Children's Hospice	Acorns is a triangulation of three Charity Children's Hospices in the West Midlands; the largest of its kind in Europe. <a href="http://www.acorns.org.uk">www.acorns.org.uk</a>	Charity / Care Sector	Ongoing 'test case' for our 'Behavioural Economics Experiments' designed by Dr. Michalis Drouvelis, carried out for research purposes, and by students studying behavioural economics which has helped raise over £1000 for Acorns, and offered insight to their fundraising strategy.
Birmingham Chamber of Commerce	Business representative organisation. <a href="http://www.birmingham-chamber.com">www.birmingham-chamber.com</a>	Business services	1. Growth Through People campaign (with the Lloyds Banking Group Centre for Responsible Business and Professor Kiran Trehan). 2. The Future Face of Entrepreneurship awards (WE-LEAD).
Capgemini	Global business solutions and IT consultancy. <a href="http://www.uk.capgemini.com">www.uk.capgemini.com</a>	Consultancy	Delivery of the exclusive University of Birmingham Capgemini Community Challenge (week-long consultancy programme for our undergraduates) creating game-changing business turn-around opportunities for 40 charities since its inception eight years ago.

COMPANY	DESCRIPTION OF COMPANY	SECTOR	RELATIONSHIP
HSBC	Banking operations. <a href="http://www.hsbc.co.uk">www.hsbc.co.uk</a>	Banking	Research collaborations in Data and AI, including "Value in a Smart City Context: New Business Models for Sustainable Urban Environments" funded by the Turing-HSBC partnership.
Lloyds Banking Group	Leading UK Banking Group. <a href="http://www.lloydsbankinggroup.com">www.lloydsbankinggroup.com</a>	Banking	Lloyds Banking Group have funded £2.5million over five years to develop our research centre in Responsible Business.
Marks and Spencer	Major UK retailer selling into 57 countries worldwide <a href="http://www.marksandspencer.com">www.marksandspencer.com</a>	Retail	Review of organisational culture and diversity practices. The project is funded by the Economic & Social Research Council (ESRC) and covers all diversity issues ethnicity, age, race, disability, religion and sexual orientation as well as gender. M&S is assisting the research team to engage closely with staff and explore many of the processes and practices within the company.
Miss Macaroon	Social Enterprise combined a business for premium quality food – with personal development and training for young people with employability barriers. <a href="https://missmacaroon.co.uk">https://missmacaroon.co.uk</a>	Catering Social Enterprise/ Professional Training	Entrepreneur in Residence at WE-LEAD. Andrew Miles has opened doors for Miss Macaroon with our largest corporate partners to support the Social Enterprise element of the business and gain them access to corporate sponsorship opportunities and access to leading professionals in the city to mentor their trainees.
Natwest (part of the RBS Group)	UK Retail Bank and Business Support for large corporates in Western Europe. Offers businesses specialist sector knowledge in areas such as manufacturing and technology, as well as access to specialist entrepreneurial support. <a href="http://www.rbs.com/rbs/our-brands/natwest.html">www.rbs.com/rbs/our-brands/natwest.html</a>	Banking	Strategic partner for WE-LEAD – led by the Natwest Strategic Lead for Diversity in Business.
Procter & Gamble US	American multi-national consumer goods corporation. <a href="http://www.pg.co.uk">www.pg.co.uk</a> <a href="https://us.pg.com">https://us.pg.com</a>	FMCG	Two-year funded research project (commencing September 2018) funded by P&G US looking at consumer behaviour and sustainability.
West Midlands Combined Authority	18 local authorities and four Local Enterprise Partnerships (LEPs) working together to move powers from Whitehall to the West Midlands and its locally elected politicians, who know this region best. <a href="http://www.wmca.org.uk">www.wmca.org.uk</a>	Local Government	WE-LEAD carries out research and thought leadership for the Leadership Commission identifying how to better reflect the diversity of the city in its leadership. City REDI also carries out research for WMCA to help drive productivity and reward.

# The SeaBOS Project



**Professor Jan Bebbington is part of a collaboration between ecologists and sustainability scientists at the Stockholm Resilience Centre at the University of Stockholm that aims to provide knowledge to a practice-based cohort of seafood companies who are seeking to actively contribute to ocean stewardship.**

The SeaBOS project (**Seafood Business for Ocean Stewardship**) emerged in the first instance from a science-based investigation to identify what companies are most influential on global ecosystem (termed 'keystone actors'). Once these companies were identified a period of engagement and trust building resulted in a programme of collaboration to provide an evidence base for the aims of the initiative. SeaBOS aims to: reduce illegal, unregulated and unreported fishing; eliminate forced labour in supply chains; ensure there is full traceability in supply chains; improve the transparency of individual firms to enhance accountability; reduce antibiotic use in aquaculture, and explore the emerging concerns of plastic in marine environments. These are non-trivial outcomes, and will develop insight into academic theories of individual firm and industry change as well as the role of accounting, finance and reporting 'technologies' in these processes of change. The SeaBOS initiative tests the supposition that through engagement with keystone actors, it is simultaneously possible to both raise the bar for global companies that have significant influence within their industries, as well as provide incentives for smaller companies to catch up with their peers: that it is possible to change the trajectory of an entire industry.



# Industrial Engagement for Responsible Business Teaching

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## ANDREW MILES' VIEWPOINT ON BUSINESS ENGAGEMENT FOR TEACHING

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As Corporate Relations Manager, Andrew leads on the delivery of Birmingham Business School's corporate strategy, as well as managing key accounts that contribute to the University of Birmingham's business engagement mandate. Andrew works closely with the different research centres at the Business School to identify the best means of creating external partnerships and matching graduate talent, research expertise, and academic consultancy to a range of businesses and not-for-profit organisations. He also manages the Business School's Advisory Board activity. Andrew will reflect on three courses that have made business engagement a core part of their teaching.

## THE NEW 'PROFESSIONAL INTEGRITY AND THE REFLECTIVE PRACTITIONER' MODULE

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The new 'Professional Integrity and the Reflective Practitioner' module is one of the Responsible Business themed modules piloted in 2018. This module combined company visits, corporate guest lectures, dance, and theatre-led workshops in its unique and experiential taught delivery (the latter delivered by a well-known TV actor and former MBA alumnus). Speakers included the Director of the Halifax London Office; visits included the Energy Systems Catapult where students were addressed by the CFO, Marc Stone (Advisory Board member), and the programme culminated in a day's workshop held at Aston Villa designed to explore historical evidence of corruption in football globally, and debate the pursuit of ethical practice moving forward.

## THE FUNDAMENTALS OF LEADERSHIP MODULE BSC BUSINESS MANAGEMENT

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The BSc Business Management Fundamentals of Leadership module is the culmination of five years' work to achieve the vision of a taught module with an entirely equal split between academic and industry-designed content and delivery, which we have grown and developed each year in direct response to student feedback. The module now consists of a full term's worth of lectures from senior industry leaders intrinsically woven into the timetable (with each lecture designed specifically around the corresponding week's taught content), four unique case-studies (complete with accompanying video content) designed by, and featuring, our Advisory Board members, in addition to a new Capgemini case-study in "crisis-leadership" rolled out in 2018, complete with a fully acted-out film, produced exclusively for Birmingham Business School by Capgemini.

For 2018/19 we implemented further experiential learning into this module. This included a workshop held at Symphony Hall whereby the students witnessed a world-leading conductor lead a rehearsal of the City of Birmingham Symphony Orchestra (CBSO). Afterwards the students had chance to ask questions of the conductor about the challenges of leading a group of highly creative individual artists, and then heard from the CEO of the CBSO a week later at their next lecture, providing further chance for reflection. The students also heard from the UK's youngest Law Firm Partner – Selina Hinchcliffe from Browne Jacobson – who explored the concept of leadership from the ground up, expunging the myth that leadership starts later on in your career. We also worked with a theatre group to explore what the dramatic arts can teach us about leadership, to give the students an understanding of how to develop their own leadership style, and better appreciate how senior figures, politicians and other major influencers, call upon the services of personal presence and performance coaches to achieve their style. The teaching outcome was to get students to recognise that, in an increasingly mediatising world, personal imaging seems to matter, and leaders do spend time thinking about these things. We drew this out by stimulating debate around the question of performance versus authenticity.

## THE UNIVERSITY OF BIRMINGHAM CAPGEMINI COMMUNITY CHALLENGE

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The University of Birmingham Capgemini Community Challenge involves a group of 25 students working for a week at Capgemini's offices in five teams of five to deliver a tangible and sustainable solution to a real third sector client. The Challenge results in a minimum of 18 follow-on internships each summer, designed around the skills and preferences of the individual students who undertake the Challenge. Capgemini also recruit students from the Challenge onto Year in Industry placements and into permanent employment each year. Due to the ongoing success of the programme and subsequent recruits, Capgemini invest more money into recruitment at the University of Birmingham than any other university in the UK and, in 2017, they made us their first and only platinum target university for recruitment.

### WHAT IS KEY IN ENGAGING BUSINESS PARTNERS TO WORK WITH OUR STUDENTS IN RESPONSIBLE BUSINESS TEACHING?

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The Business School sees it as vital that all our students gain insights from the corporate world, inclusive of the Public Sector, SMEs, Not-for-profits and Policy-making Organisations, whilst they study on our taught programmes. All our degree programmes have guest lectures from industry speakers as a minimum. This ensures that our employability agenda is fused with our policy that students gain an "outside" view as part of their development whilst they study here.

Increasingly we're seeing that that by exposing students to a wide range of businesses, modes of thinking, different leadership styles, employer networks, and new advancements in areas such as digital, we're able to give them an informed platform from which to critically analyse their own values, what is meant by responsible business and what this means to different organisations for better or for worse.



# WE-LEAD Entrepreneurs in Residence Programme



WE-LEAD has established a number of key engagement initiatives which recognise that Entrepreneurs in Residence provide the foundation of the Centre's multi-faceted activities where the concerns of practitioners are on a par with scholarly issues. The Centre's work is also distinguished by its inclusive and robust approach to all forms of engagement.

Three particular areas of Engagement are identified below:

- Pooling knowledge and commitment of Entrepreneurs in Residence corporate and professional associations for the benefit of enterprise
- Building relationships between SME's, businesses and the finance sector. The partnership has led to the development of an ambitious programme of seminars and outreach events to strengthen leadership capability
- Mentoring enterprise in a variety of innovative ways. WE-LEAD promotes corporate, peer-to-peer and specialist mentoring approaches Mentoring students, mentoring aspiring young entrepreneurs from disadvantaged background community networks and delivering workshop

WE-LEAD therefore has recently partnered with three Entrepreneurs in residence:

## ROSIE GINDAY:

We are working on a collaboration with Rosie Ginday, Managing Director of Miss Macaroon which is a Community Interest Company helping unemployed young people who haven't been given the opportunities they deserve to gain training and employment. Through CommunityCollab Project we will bring together partners from the public sector, private sector, and the third sector to create social change by working on the Macaroons Make a Difference training model providing training, work experience, links to employers and one-to-one mentoring.

The CommunityCollab injects strengths from every sector to better serve our young people whilst developing their entrepreneurial and leadership capabilities.

## JACQUELINE JACKSON:

Jacqueline is an expert in Leadership Learning and has a wealth of experience in Board Facilitation, Peer Group Facilitation, Family Business and SME Growth. She brings her practical and theoretical skills together as the Partner of Thomas Jardine & Co, her 4th generation family business, which has moved from 'Grocers' to specialists in Family and Foodie businesses across the generations.

Her previous experience includes: Vice Chairman, SPAR (UK) Ltd, a £3.2bn retail/wholesale group; Head of Family Business Engagement, Lancaster University Management School, Director of SME Programmes, Lancaster University Management School.

## JAMES O' TOOLE AND MENGCHEN KANG:

James and Mengchen, a married couple, are entrepreneurs and graduates from our MBA. Mengchen, a Chinese national, is the Co-Founder of TRADESCEND, an International Business Planning and Entrepreneurial Learning Consultancy, where she champions women's entrepreneurship and oversees entrepreneurial seminars and events. She is a former Human Resources professional and has worked at the largest construction company in the world, China State Construction Engineering Corporation. James is currently the Principle Coach at TRADESCEND. Both James and Mengchen are also the Co-Founders of KOTOMEC, a high-tech orthotics and medical devices company based in Beijing, China.



# Birmingham Business School Advisory Board Guest Lecture

Mike Barry - A Sustainable Economy



This year's Annual Birmingham Business School Advisory Board **Guest Lecture** was given by Mike Barry, Director of Sustainable Business at Marks and Spencer. Mike is responsible for delivering Marks and Spencer's ambitious plan to become the world's most sustainable retailer. In 2007, Mike Barry was part of a team who developed and delivered the company's ground-breaking Plan A, an expansive plan addressing a wide range of societal and environmental issues, to work towards this goal. Plan A, initially rolled out as a five year plan, has broadened and extended throughout the years, with new strategies and commitments included to help M&S achieve 100% sustainability throughout its operations. Mike was named the Guardian's inaugural Sustainable Business Innovator of the Year in 2011 and continues to be recognised as a knowledge leader in the field of responsible business.

The topic of the Guest Lecture, "A Sustainable Economy: the imperative for change and the opportunities it offers", was chosen in the wake of the public up-rise brought about by the finale of David Attenborough's BBC documentary Blue Planet, which took an unflinching look at the impact of plastic waste on marine life. Mike's talk acknowledged the urgent need for business to help build a sustainable economy, one that works for all – consumer, shareholder, employee, community and planet alike. He began by pointing out the sudden and exponential growth in global population in just the last 200 years, stressing

that "population explosion, probably topping out at 10 billion, increases economic opportunity but puts a huge strain on nature, which we need to accept and address when creating global solutions for a sustainable future".

Mike stressed that the increase in economic activity has had huge upsides, "the standard of living for many people on the planet has improved immensely; we've taken 500 million people out of extreme poverty. So before we lambast capitalism for its limitations, let's not forget what it has done to improve human life over the last few decades". But there are downsides, "more people and more economic activity leads to more consumption of stuff – the trillions of items that are consumed on the planet every year, the 150 billion items of clothing, the millions of cars and the billions of smart phones and other technology devices. And most of this production calls upon nature, creating more strain on the planet". Focusing in on this point specifically, Mike explained how grain production around the world has doubled in the last forty years because of the increase in demand for meat and dairy produce as a result of our over-reliance on these in our diet far, beyond that of previous generations which, he asserted, "has a tremendously damaging environmental footprint". He then presented a series of photos reminding us of the reality of global warming, over-reliance on plastic, and the damage we are doing to the eco-system. "Politicians and various 'deniers' have muddied the water but actually the simple physics of the greenhouse effect are compelling; it is fact; it is happening."

"It's very easy to see this as an environmental challenge, but it's a social challenge. The richest ten percent of the world – which includes us – produce 50% of all greenhouse gas emissions. The poorest 50% produce just 10% but tragically, and wrongly, they are the ones that will suffer the most from a warming world." Mike asserted that "these are the realities and business must respond".



# DIALOGUE

The School's strategy embraces our commitment to broaden our outreach activities, the creation of our External Relations team is supporting the School in this area. Examples of these activities included the co-hosting of themes evening events with Birmingham Professional Society, presentations at Annual Confederation of British Industry Conference, presentation at Greater Birmingham Chamber of Commerce Events on Responsible Leadership, membership of Business in the Community Regional Advisory Board.

Faculty are engaged with social media outreach activities, using twitter and online publications such as the Conversation, Professor John Bryson regularly comments on local and regional development news topics, and Professor Isabelle Szmigin is interviewed by local and national media on consumer behaviour topics.

## ESRC FESTIVAL OF SOCIAL SCIENCE 2018 - RESPONSIBLE BUSINESS EVENTS



### Professor Kiran Trehan - **Leaders Unlike You**

Research for the West Midlands Combined Authority's report led by the University found that inclusion is much more than increasing representation. This interactive workshop with artists explored approaches in making leadership diversity everyone's business and showcased how diversity is being reimagined to create political, social and economic change within the West Midlands and beyond.

### Dr. Delphine Gibassier - **Biodiversity in your shopping bag**

Despite a massive and rapid extinction of species around us, we are often not aware of how our consumption choices – and thereby business practices, affect biodiversity loss. Through this event, primary school children were taught about how they can play a role in protecting endangered species. Children were encouraged to have friendly conversations with social science researchers and ask questions about good practices for the future.

### Henry Price, Dr. Shelley Budgeon, Dr. Finola Kerrigan - **Understanding the gender politics of the #metoo moment**

The event featured an interview with leading Guardian journalist, Jason Wilson, a live performance by poet Selina Nwulu and attendees were encouraged to contribute towards a crowd-sourcing exhibition. Through interactive presentations and discussion, the researchers and the public examined 'common sense' understandings of gender associated with recent movements, as well as the backlash that they have generated.

Dr. Scott Taylor and Andrew Miles - **Contemporary Craft Work: Creating meaning and value in everyday objects**

A showcase celebration of craft work bringing together makers and artisans, alongside those researching and teaching contemporary craft work, and consumers of craft products. A panel of craft industry experts shed light on the resurgence of independently crafted wares, explaining how a successful business model can be built around this, and what new innovations in technology will mean to artisans in the future.

## EKLIPSE PROJECT

Dr. Delphine Gibassier co-chairs a working group under the **Eclipse Project**. The goal of the four-year H2020 funded Eclipse Project is to bring scientists, policy-makers and others together to ensure that decisions that affect the environment are made with the best available knowledge.

The project that Dr. Delphine Gibassier is working on aims to answer the following question: "How can environmental regulators support businesses to improve the outcomes of their operations for biodiversity, with a focus on small and medium-sized enterprises in the food and beverage sector in Europe?" With a group of researchers and practitioners from around Europe, she has developed a methodological protocol to answer this request through different mechanisms, including a literature review, a Delphi Questionnaire and a Bayesian network workshop. The project will write its final report in April 2019. The mechanism is original as it is aimed at synthesising knowledge for policy makers, from interdisciplinary teams, that span research and practice.



## PLASTIC PROJECT WITH THE PRIORY SCHOOL, EDGBASTON



Dr. Delphine Gibassier and Dr. Ruth Patchett, from the School of Chemistry, have developed a class on plastic for year 7 students (11-year-old). The concept is based on Responsible Business, as the students have to interview, at the end of the 6 classes, entrepreneurs that have built their business on solving the plastic challenge. The six classes spanned chemistry, responsible business, art, geography and English with the preparation of the interview. The partnership with the School of Chemistry allowed us to involve specialists from a team that works on bio-plastic, who specially made different plastic objects for the students to experience. The students learned about the circular economy, and will interview the founders of the Birmingham based company The Clean Kilo in April 2019.

## MAYOR'S MENTORS

**Mayor's Mentors** is an initiative launched by The Mayor of the West Midlands to help give young people the life skills and advice they need to flourish. This scheme is designed to help young people understand how to succeed in life and be better prepared for their future careers. Birmingham Business School has offered support to academic and professional services staff to participate in this scheme.



# INSPIRATIONAL WOMEN

## PROFESSOR CATHERINE CASSELL

Dean of Birmingham Business School

Professor Catherine Cassell is the first female to be elected as the Dean of Birmingham Business School. Since her appointment, she has led the refreshing of the School vision towards a focus upon responsible business. She is renowned globally as a researcher in organisational psychology, diversity, and change with special regards to qualitative research methodologies. She has won a wide range of research awards and co-authored and edited numerous books and academic articles. Furthermore, she has supervised 23 PhD students to completion and offered mentoring to many other academic staff. She actively engages in international academic networks and is a Fellow of the Academic of Social Sciences, the British Academy of Management and the Chartered Institute of Personnel and Development.



## PROFESSOR ISABELLE SZMIGIN

Deputy Dean of Birmingham Business School

Professor Isabelle Szmigin is a prominent scholar with strong leadership and engagement experience. She is widely acknowledged for her excellence in research and engagement to society. Her research has examined unpredictability and complexity at consumer behaviour in the market place in 21st century. Currently, she serves on an editorial advisory board and on several editorial boards for highly reputable journals such as the International Marketing Review and the European Journal of Marketing and the Journal of Advertising Research. She has received several awards such as research grants from ESRC, British Academy Grants, and Alcohol Research UK Grant for her research in investigation of lifestyle, social media, and alcohol consumption also with special regard to young people. Her experiences in various number of research grants leads her to serve as a grant assessor for British Federation of Women Graduates scholarship Fund and a trustee for Alcohol Change UK.

## PROFESSOR PENELOPE TUCK

Director of Research of Birmingham Business School

Professor Penelope Tuck is a prominent tax and accounting scholar. As a former Senior Tax Manager with Coopers & Lybrand (now PwC), her research interest lies in the field of accounting in a public policy context, and taxation policy and practice from a social and institutional perspective. Her recent research grants include An Oral History of Tax Policy Making and Police Knowledge Fund project: Better Policing Collaborative J02. She holds a range of leadership roles, including member of the Research Advisory Board of the Institute of Chartered Accountants in England and Wales, member of the Research Committee of the Chartered Association of Business Schools, member of the Executive Committee of the Professors of Accounting and Finance, a sub-committee of the British Accounting and Finance Association. Additionally, in January 2019, she was appointed to be a Council member of the Chartered Institute of Taxation.



## PROFESSOR KIRAN TREHAN

Professor Kiran Trehan is a leading global expert on diversity, enterprise and leadership development. She is Director of the Centre for women's enterprise, leadership, economy & diversity [WE-LEAD] which is a new-generation response to transforming leadership diversity in communities and corporations. Kiran leads the work of the University on the Race Equality Charter and was the co-author of the West Midlands Leadership Commission report, which identified barriers and enablers to improving diversity amongst leaders in the West Midlands. She has a strong track record in exploring and researching diversity in business, as well as championing diversity and equality in the work force at the University of Birmingham, and throughout the region and nationally. Kiran led the research for the 'Leaders Like You' Leadership commission which was created by Andy Street, Mayor of the West Midlands.



## PROFESSOR JAN BEBBINGTON

Professor Jan Bebbington has provided leadership within and across three communities in the context of championing sustainable development and creating inter-disciplinary research capacity. For example, she was the Vice Chair (Scotland) of the Sustainable Development Commission from 2006 to 2011. In her disciplinary community of accounting, Jan's contribution to sustainable development issues lead to the award of the British Accounting and Finance Association Distinguished Scholar in 2013 for a substantial and direct contribution to UK academic accounting and finance life. Jan was also elected to the Academy of Social Sciences in 2017. She is also currently a member of the Landcare Research (New Zealand) Ltd's Strategic Science Advisory Panel and Chair of the International Science Advisory Board to the Bioheritage National Science Challenge.

## PROFESSOR JOANNE DUBERLEY

Professor Joanne Duberley has held a wide variety of leadership posts including: Director of Research for College of Social Science (CoSS), Deputy Director of Research for CoSS, Director of Research for Birmingham Business School, Director of Postgraduate Research for Birmingham Business School and CoSS. She has contributed to research impact within fields of gender, ethnicity, social class and age on careers in a variety of contexts. She has been granted over £2 million in research awards from various bodies such as ESRC, EPSRC, NIHR, Social Mobility and Child Poverty Commission, the British Academy, and NHS SDO. In 2016 she was elected a Fellow of the Royal Society of Arts and Manufacturing (FRSA). Then in 2017 she was elected a Fellow of the Academy of Social Sciences (FACSS). She serves as Co-Director of the Work Inclusivity Research Centre and she has won a University of Birmingham Excellence in Supervision award internally.



# SUMMARY PER SUSTAINABLE DEVELOPMENT GOAL

Below you will find examples of activities including research and teaching, engagement and dialogue, that are related to the 17 SDGs. The University of Birmingham has also started to **showcase projects** by SDGs.



## SDG 1



Research (p.37): The experiences of food bank users: Dr. Caroline Moraes  
 Research Centre (p. 43): CHASM's role is to explore the ongoing changes to personal financial wellbeing  
 Publication: Linking the sectoral employment structure and household poverty in the United Kingdom, Sissons, P., Anne Green & Lee, N., 2017, In : Work, Employment & Society.

Specialized Researchers in Agriculture (p.41): Jane Glover  
 Event: 23rd November 2018 - The Future of Food and Farming

## SDG 2



## SDG 3



Future Thought Leaders (p.33): Fangzhou Xu (Economic shocks and mental wellbeing around the world)  
 Key Responsible Business Recruitment (p.32): Professor Hyde is a well-established and globally recognised figure of organisational studies in health and social care.

Strategy: Recruitment of a Responsible Business Lecturer (2018)  
 Future Thought Leaders: Juliana Cunha Carneiro Pinto (Essays on Economics of Education, Crime and Development)

## SDG 4



## SDG 5



Teaching: Managing Equality and Diversity (Graduate)  
 Research (p.37): Encouraging Father's to take Shared Parental Leave: Sarah Forbes and Holly Birkett  
 Focus on Diversity Research (p.38/39): 25 specialized researchers  
 Future Thought Leaders: Isbahna Naz (Obstacles towards gender equality and women empowerment in Bangladesh)  
 Research Centre (p.43): We-LEAD

Future Thought Leaders: Zhu, Jingmin (The Effect of Water and Sanitation on Health: Microeconomic Evidence from China)  
 Collaboration: Water Justice and Socio-economic Consequences stream in the “Water Challenges in a Changing World” project, led by Professor Rob Elliott  
 Event: 18th July 2018 - Examining the complexities of the interconnection between the SDGs: the role of “accounting” for water

**SDG 6**



**SDG 7**



Research (p.36): Measuring the Disamenity Impact of Solar Farms: David Maddison and Allan Beltran  
 Research Centre (p.42): Birmingham Centre for Environmental and Energy Economics and Management (BCEEM)  
 Publication: Hydropower generation, flood control and dam cascades: A national assessment for Vietnam, Nguyen-Tien, V., Robert Elliott & Strobl, E. A., 2018, In : Journal of Hydrology. 560, p. 109-126.

Research: Work Inclusivity Research Centre (WIRC, p.44)  
 Blog Entry: Raising productivity in low-wage sectors and reducing poverty (By Anne Green)  
 Publications: Inclusive Growth in English Cities: mainstreamed or sidelined?, Sissons, P., Anne Green & Broughton, K., 2018, In : Regional Studies.  
 Understanding Translation Work: The evolving interpretation of a trade union idea, Catherine Cassell & Lee, B., 2017, In : Organization Studies. 38, 8, p.1085-1106.

**SDG 8**



**SDG 9**



Future Thought Leaders : Wenjing Kuai (Eco-innovation and Green employment: firm-level evidence from Netherlands)  
 Research (p.45): Global Value Supply Chains (GVC) Research Cluster  
 Publications: Linking capabilities to green operations strategies: the moderating role of corporate environmental proactivity, Kurt Liu, Zhu, Q. & Seuring, S., 2017, In : International Journal of Production Economics. 187, p.182-195.  
 The Fine Jewellery Industry: CSR Challenges and Institutional Forces Facing SMEs, Carrigan, M., McEachern, M., Caroline Moraes & Bosangit, C., 2017, In : Journal of Business Ethics. 143, 4, p.681-699.

Future Thought Leaders: Chapman, Laura (Exploring accountability, human rights and legitimacy from a disability equality perspective)  
 Publication: Accountability, maps and inter- generational equity: evaluating the Nigerian oil spill monitor, Denedo, M., Ian Thomson & Yonekura, A., 2018, In : Public Money & Management. 38, 5, p.355-364.

**SDG 10**



**SDG 11**



Research Center (p.42): City Region Economic and Development Institute (City REDI)  
 Future Thought Leaders: Liu, Bowen (Testing the impact of environmental policy on air pollution: Evidence from Chinese Cities)  
 Publications: Urban assets and the financialization fix: land tenure, renewal and path dependency in the city of Birmingham, John Bryson, Rachel Mulhall, Song, M. & Kenny, R., 2017, In : Cambridge Journal of Regions, Economy and Society. 10, 3, p.455-469.  
 Smart city-regions need smart people, Simon Collinson & Amir Qamar, 2017, Data as Infrastructure.

Current Funded Research Project (p.34) : Dr. Roshan Boojihawon and Dr. Dan Chicksand:  
 Linking food waste and energy policy  
 Future Thought Leaders: Samantha Sandilands (Using social business models to address food waste: a comparative approach)  
 Publications: Stakeholder interaction and Corporate Social Responsibility (CSR) practices: evidence from the Zambian copper mining sector, Phiri, O., Elisavet Mantzari & Gleadle, P., 2018, In : Accounting, Auditing and Accountability Journal.  
 Supply chain operations for a circular economy, Batista, L., Bourlakis, M., Kurt Liu, Smart, P. & Sohal, A., 2018, In : Production Planning & Control. 29, 6, p.419-424

**SDG 12**



**SDG 13**



Specialized Researchers in Climate Change Accounting: Dr. Robert Charnock and Dr. Delphine Gibassier  
 Future Thought Leaders: Raeni (Green Finance and Its Transformative Impacts) and Saul Basurto-Hernandez (Essays on Climate Change, Agriculture and Production Efficiency) Campus (p.46): reduction of carbon footprint through insulation and adapted lighting  
 Publication: Potential consequences of a CO2 aviation tax in Mexico on the demand for tourism, Allan Beltran Hernandez, Galindo Paliza, L. M. & Caballero, K., 2018, In : International Journal of Transport Economics. XLV, 2, p.241-264

Engagement (p.49): SeaBOS: The Seafood Business for Ocean Stewardship project is seeking to develop a risk platform that would identify those ports that are associated with landing illegally caught fish and from which fishers enter modern slavery: Jan Bebbington  
 Dialogue (p.55): The World of Plastic Project  
 Blog Entry: The last straw – why Wimbledon has fallen out of love with plastic (By Delphine Gibassier)

**SDG 14**



**SDG 15**



Future Thought Leaders: Madlen Sobkowiak (The construction of UK national biodiversity accounts) and Vilane Goncalves Sales (Essays on the Economics and Policies of Deforestation in Brazil)  
 Dialogue (p.55): The Eklipse Project

Teaching: Corporate Governance (Graduate), Ethics, Governance and Regulation in Treasury (Graduate) and Professional Integrity and the Reflective Practitioner (Graduate, p.24)  
 Research: The Accountability and Governance Research Cluster (p.45)  
 Future Thought Leaders (p.33): Mayya Konovalova (Transnational regulations and International Financial Centres)

**SDG 16**



**SDG 17**



Research Centre : Lloyds Banking Group for Responsible Business  
 Blog Entry: 17D Thinking for responsible business: New vision for a new age (by Ian Thomson)  
 Event: November 2018: Birmingham Business School Advisory Board Guest Lecture - Mike Barry - The Power of Responsible Business

# APPENDICES

## A SELECTION OF KEY PUBLICATIONS IN RESPONSIBLE BUSINESS



### SDG 1

Linking the sectoral employment structure and household poverty in the United Kingdom, Sissons, P., Anne Green & Lee, N., 2017, In : Work, Employment & Society.

Co-production in business training in microfinance institutions: A conceptual approach

Andrew W. Mullineux, Akeysekera, R. & Patton, D., 2017, In : World Review of Entrepreneurship, Management and Sustainable Development. 13, 1, p. 52-68.

### SDG 3

Consumers' identities and compartmentalisation tendencies in alcohol consumption, Diana Gregory-Smith & Manika, D., 2017, In : Journal of Marketing Management.

Perpetration of alcohol related aggression by male and female college students: An examination of overt and relational aggression, Robertson, K., Sarah Forbes & Thyne, M., 2017, In : Journal of Interpersonal Violence.

Exploring health work: a critical-action perspective, Hassard, J., Paula Hyde, Wolfram Cox, J., Edward Granter & McCann, L., 2017, In : Journal of Health, Organisation and Management. 31, 5, p. 567-580.

Negotiating and valuing spaces: The discourse of space and 'home' in care homes, Kenkmann, A., Poland, F., Burns, D., Paula Hyde & Killett, A., 2017, In : Health and Place. 43, p. 8-16.

### SDG 5

What managers can do to keep women in engineering, Fernando, D., Joanne Duberley & Cohen, L., 2018, In : Harvard business review

Navigating sexualised visibility: A study of British women engineers, Fernando, D., Cohen, L. & Joanne Duberley, 2018, In : Journal of Vocational Behaviour.

Diamonds are a girl's best friend...? Examining Gender and Careers in the Jewellery Industry  
Joanne Duberley, Carrigan, M., Bosangit, C. & Ferreira, J., 2017, In : Organization.

Narrating histories of women at work: Archives, stories, and the promise of feminism, Durepos, G., McKinlay, A. & Scott Taylor, 2017, In : Business History. 59, 8, p. 1261-1279.

"We were fighting for our place": Resisting gender and knowledge regimes through feminist knowledge network formation, Sally, J., Martinez Dy, A. & Natalia Vershinina, 2018, In : Gender, Work and Organization.

Feminism and men: ambivalent space for acting up, Tienari, J. & Scott Taylor, 2018, In : Organization.

Access Denied? Exploring the Causes of the Low Representation of Women in Senior Executive Positions within Procurement, Lawrence, J., Christopher Lonsdale & Nick Le Mesurier, 2018, In : Journal of Purchasing and Supply Management.

Male breadwinning revisited: how specialisation, gender role attitudes and work characteristics affect overwork and underwork in Europe, Shireen Kanji & Samuel, R., 2017, In : *Sociology*. 51, 2, p. 339-356.

Grandparent care: A key factor in mothers' labour force participation in the UK, Shireen Kanji, 2017, In : *Journal of Social Policy*. p. 1-20.

Money and relationships online: communication and norm formation in women's discussions of couple resource allocation, Moor, L. & Shireen Kanji, 2018, In : *British Journal of Sociology*.

## **SDG 6**

Re-distributed manufacturing and the food-water-energy nexus: Opportunities and challenges, Lisa De Propris, Veldhuis, A., Glover, J., Bradley, D., Behzadian, K., Cottee, J., Downing, C., Ingram, J., Leach, M., Farmani, R., Butler, D., Pike, A., Purvis, L., Pamela K Robinson & Yang, A., 2017, (Accepted/In press) In : *Production Planning & Control*.

## **SDG 7**

Power outages and firm performance in Sub-Saharan Africa, Matthew Cole, Robert Elliott, Occhiali, G. & Eric Strobl, 2018, In : *Journal of Development Economics*. 134, p. 150-159.

Hydropower generation, flood control and dam cascades: A national assessment for Vietnam, Nguyen-Tien, V., Robert Elliott & Strobl, E. A., 2018, In : *Journal of Hydrology*. 560, p. 109-126.

The Direct and Indirect Effect of Urbanization on Energy Intensity: A Province-level Study for China, Robert Elliott, Sun, P. & Zhu, T., 2017, In : *Energy*.

## **SDG 8**

Inclusive Growth in English Cities: mainstreamed or sidelined?, Sissons, P., Anne Green & Broughton, K., 2018, In : *Regional Studies*.

Environmental Jobs and Growth in the United States, Robert Elliott & Lindley, J. K., 2017, In : *Ecological Economics*. 132, p. 232-244.

Understanding Translation Work: The evolving interpretation of a trade union idea, Catherine Cassell & Lee, B., 2017, In : *Organization Studies*. 38, 8, p. 1085-1106.

An Organizational Ethic of Care and Employee Involvement in Sustainability-related Behaviors: A Social Identity Perspective, Abraham Carmeli, Brammer, S., Emanuel Gomes & Shlomo Tarba, 2017, In : *Journal of Organizational Behavior*.

Beyond brokering: Sourcing Agents, Boundary Work, and Working Conditions in Global Supply Chains, Vivek Soundararajan, Khan, Z. & Shlomo Tarba, 2017, In : *Human Relations*.

Skill up: smart work, occupational mix and regional productivity, Barzotto, M. & Lisa De Propris, 2018, (Accepted/In press) In : *Journal of Economic Geography*.

'Going Underground': A Tube Worker's Experience of Struggles over the Frontier of Control, Hughes, E. S., Tony Dobbins & Murphy, S., 2018, In : *Work, Employment & Society*.

The chimera of sustainable labour-management partnership, Tony Dobbins & Dundon, T., 2017, In : *British Journal of Management*. 28, 3, p. 519-533

Employment regulation, game theory and weak employee voice in liberal economies, Tony Dobbins, Dundon, T., Cullinane, N., Hickland, E. & Donaghey, J., 2017, In : *International Labour Review*. 156, 3-4.

The consumption of work: Representations and interpretations of the meaning of work at a UK university, Chertkovskaya, E., Korczynski, M. & Scott Taylor, 2017, In : *Organization*.

Perceiving 'capability' within dynamic capabilities: the role of owner-manager self-efficacy, Kiran Trehan, Kevill, A. & easterby-smith, M., 2017, In : *International Small Business Journal*.

Autonomy in Paid Work and Employee Subjective Well-Being, Daniel Wheatley, 2017, In : *Work and Occupations*.

Trade Union Participation in CSR Deliberation: An Evaluation, Geraint Harvey, Andrew Hodder & Brammer, S., 2017, In : *Industrial Relations Journal*. 48, 1, p. 42-55.

Prosociality spillovers of working with others, Michalis Drouvelis & Marx, B., 2018, In : *Journal of Economic Behavior & Organization*. 155, p. 205-216.

Many hands lighter work? Deciphering the relationship between adverse working conditions and organization citizenship behaviors in SMEs during a severe economic crisis, Psychogios, A., Margarita Nyfoudi, Theodorakopoulos, N. & Szamosi, L. T., 2017, In : *British Journal of Management*.

Is fairness intuitive? An experiment accounting for the role of subjective utility differences under time pressure, Merkel, A. & Johannes Lohse, 2018, In : *Experimental Economics*. p. 1-27.

Welfare Capitalism in Post-Industrial Times: Trilemma or Power Over Rents, Paul Lewis, Peng, F. & Ryner, M., 2017, In : *New Political Economy*.

Job Insecurity: Differential Effects of Subjective and Objective Measures on Life Satisfaction Trajectories of Workers Aged 27–30 in Germany, Helbling, L. & Shireen Kanji, 2017, In : *Social Indicators Research*. p. 1-18.

Valuing creativity, feeling overworked and working hours: male workers and the new spirit of capitalism, Samuel, R. & Shireen Kanji, 2018, (Accepted/In press) In : *Time & Society*.

## **SDG 9**

Alternative-substitute business models and the Provision of Local Infrastructure: Alterity as a Solution to Financialization and Public-Sector Failure, John Bryson, Rachel Mulhall, Song, M., Loo, B., Dawson, R. J. & Christopher Rogers, 2018, In : *Geoforum*. 95, p. 25 – 34.

Natural Disasters and Spatial Heterogeneity in Damages: The Birth, Life and Death of Manufacturing Plants, Matthew Cole, Robert Elliott, Okubo, T. & Eric Strobl, 2017, In : *Journal of Economic Geography*.

Foreign Direct Investment and the Environment: A Review of the Literature, Matthew Cole, Robert Elliott & Liyun Zhang, 2017, In : *Annual Review of Environment and Resources*. 42, p. 1-23.

Assessing the economic benefits of flood defenses: a repeat-sales approach, Allan Beltran Hernandez, David Maddison & Robert Elliott, 2018, In : *Risk Analysis*.

Is flood risk capitalised into property values?, Allan Beltran Hernandez, David Maddison & Robert Elliott, 2018, In : *Ecological Economics*. 146, p. 668-685.

Total value in business relationships: Exploring the link between power and value appropriation, Daniel Chicksand & Rehme, J., 2018, In : *Journal of Business and Industrial Marketing*.

Linking capabilities to green operations strategies: the moderating role of corporate environmental proactivity, Kurt Liu, Zhu, Q. & Seuring, S., 2017, In : *International Journal of Production Economics*. 187, p. 182-195.

The Fine Jewellery Industry: CSR Challenges and Institutional Forces Facing SMEs, Carrigan, M., McEachern, M., Caroline Moraes & Bosangit, C., 2017, In : *Journal of Business Ethics*. 143, 4, p. 681–699.

Governance pressures and performance outcomes of sustainable supply chain management – An empirical analysis of UK manufacturing industry, Ali Esfahbodi, Yufeng Zhang, Glyn Watson & Tao Zhang, 2017, In : *Journal of Cleaner Production*. 155, p. 66-78

How hybrids manage growth and social–business tensions in global supply chains: the case of impact sourcing, Chacko Kannothra, Manning, S. & Haigh, N., 2018, In : *Journal of Business Ethics*. 148, 2, p. 271-290

Barriers to the adoption of fuel cell vehicles: A qualitative investigation into early adopters attitudes, Hardman, S., Eric Shiu, Robert Steinberger-Wilckens & Turrentine, T., 2017, In : *Transportation Research Journal Part A*. 95, p. 166–182.

Supply chain integration capabilities, green design strategy and performance: a comparative study in the auto industry, Kurt Liu, Blome, C., Joseph Sanderson & Paulraj, A., 2018, In : *Supply Chain Management: An International Journal*. 23, 5, p. 431-443.

### **SDG 10**

Are donors afraid of core costs? Economies of scale and contestability in charity markets, Perroni, C., Ganna Pogrebna, Sandford, S. & Kimberley Scharf, 2018, (Accepted/In press) In : *The Economic Journal*.

Algeria–Mali trade: the normality of informality Sami Bensassi, Brockmeyer, A., Pellerin, M. & Raballand, G., 2017, In : *Middle East Development Journal*. p. 1-23.

Accountability, maps and inter- generational equity: evaluating the Nigerian oil spill monitor, Denedo, M., Ian Thomson & Yonekura, A., 2018, In : *Public Money & Management*. 38, 5, p. 355-364.

### **SDG 10**

Navigating panethnic categorization in the workplace: a study of British Sri Lankan employees, Fernando, D. & Etllyn Kenny, 2018, In : *Journal of Occupational and Organizational Psychology*. 91, 4, p. 769-797.

### **SDG 11**

Urban assets and the financialization fix: land tenure, renewal and path dependency in the city of Birmingham, John Bryson, Rachel Mulhall, Song, M. & Kenny, R., 2017, In : *Cambridge Journal of Regions, Economy and Society*. 10, 3, p. 455–469.

Smart city-regions need smart people, Simon Collinson & Amir Qamar, 2017, *Data as Infrastructure*.

### **SDG 12**

Achieving the United Nations Sustainable Development Goals: an enabling role of accounting research, Bebbington J. and Unerman, J., 2018, In: *Accounting, Auditing and Accountability Journal*, 31(1), 2-24.

Corporate Reporting and Accounting for Externalities, Unerman, J., Bebbington, J. & O'Dwyer, B., 2018, In: *Accounting and Business Research*, 48(5), p. 497-522.

Accounting and sustainable development: reflections and propositions, Bebbington, J., Russell, S. and Thomson, I., 2017, In: *Critical Perspectives on Accounting*, 48(1), 21-34.

Facilitative reforms, democratic accountability, social accounting and learning representative initiatives, Lee, B. & Catherine Cassell, 2017, In: *Critical Perspectives on Accounting*. 46, p. 24-37 13 p.

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### **SDG 13**

Governing the "good" citizen and shaping the "model" city to tackle climate change: materiality, economic discourse and exemplarity., Roger Berquier & Delphine Gibassier, 2018, (Accepted/In press) In : Sustainability Accounting, Management and Policy Journal.

Potential consequences of a CO2 aviation tax in Mexico on the demand for tourism, Allan Beltran Hernandez, Galindo Paliza, L. M. & Caballero, K., 2018, In : International Journal of Transport Economics. XLV, 2, p. 241-264.

### **SDG 16**

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## LIST OF PHD THESIS IN RESPONSIBLE BUSINESS

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### SDG 1

Siu, Jade  
Informal cross-border trade and household welfare in sub-Saharan Africa

### SDG 2

Samantha Sandilands  
Using social business models to address food waste: a comparative approach

### SDG 3

Fangzhou Xu  
Economic shocks and mental wellbeing around the world

Pei, Yu  
To what extent does financial debt affect mental health? Micro-econometric evidence from China

### SDG 4

Juliana Cunha Carneiro Pinto  
Essays on Economics of Education, Crime and Development

### SDG 5

Hind Alsudays  
The Determinants of Wage Inequality between Men and Women: Evidence from Saudi Arabia

Isbahna Naz  
Obstacles towards gender equality and women empowerment in Bangladesh

Alqahtani, Turki  
Working men's Attitudes towards working women during the recent changes in women's roles and rights in the Kingdom of Saudi Arabia

### SDG 6

Zhu, Jingmin  
The Effect of Water and Sanitation on Health: Microeconomic Evidence from China

### SDG 9

Wenjing Kuai  
Eco-innovation and Green employment: firm-level evidence from Netherlands

Zuokuan Zhou  
Study on eco-innovation, environmental regulation and firm performance

### SDG 10

Chapman, Laura  
Exploring accountability, human rights and legitimacy from a disability equality perspective

### SDG 11

Liu, Bowen  
Testing the impact of environmental policy on air pollution: Evidence from Chinese Cities

### SDG 12

Ahmed, Aqueela  
A time series approach to review the pricing mechanism of critical raw materials.

Altuwaijri, Aljaohra  
Sustainability reporting standards and practices adopted by petrochemical and chemical companies in Gulf Cooperation Council States

### SDG 13

Raeni  
Green Finance and Its Transformative Impacts

Saul Basurto-Hernandez  
Essays on Climate Change, Agriculture and Production Efficiency

Tien Nguyen  
Three essays on environment, economics and politics

Okpala, Chifumnanya  
Climate Shocks, Gender and Household welfare

### SDG15

Madlen Sobkowiak  
The construction of UK national biodiversity accounts

Vilane Goncalves Sales  
Essays on the Economics and Policies of Deforestation in Brazil

### SDG 16

Mayya Konovalova  
Transparency standards and compliance in small international financial centres

Zhe Li  
Empirical topics in corporate finance and corporate social responsibility

Abdulrahman Alzannan  
The relationships of HRM practices and employee voice with work outcomes: The mediating role of organisational trust and justice

## RESPONSIBLE BUSINESS EVENTS

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### 2018

- 23rd November **The Future of Food and Farming**
- 22nd November **The Birmingham Business School Advisory Board Guest Lecture: Mike Barry**
- 18th October **‘Not The Normal Network’ - Leaders and Storytellers**
- September The Academy of Marketing International Colloquium on Arts, Heritage, Non-profit and Social Marketing was hosted for the second time by the School where the focus was on responsible business.
- 13th September **Lloyds Banking Group Centre for Responsible Business annual conference**
- 18th July **Examining the complexities of the interconnection between the SDGs: the role of “accounting” for water**
- 17th July **Local Wealth Building Summit**
- 25th-26th June **Precarity, Migration and Enterprise Workshop**
- 14th June **Join us in the conversation about making responsible leadership everyone’s business**
- 23rd March **Ethics and the Professionals poster exhibition**
- 21st March **Encoding, decoding and recoding value and capital in integrated reporting: from policy to practice**
- 7th March **‘Including outsiders?’ Trade union integration of immigrant workers in France and the UK**
- 2nd March **Birmingham Interpersonal Violence Conference**
- 31st January **Human Resource professionals and the adoption of high performance work practices**
- 25th January **Teaching responsible business**

### 2017

- 12th December **Creating new sustainable business models**
- 23rd November **The Birmingham Business School Advisory Board Guest Lecture: Jane Cordell**
- 15th November **Researching diversity and inclusion: some findings and challenges**
- 8th November **To network or not to network? Advancing women’s leadership**
- 8th November **Ordinary Working Families: What does it mean?**
- 8th November **Relevance: Bridging the Gap between Research and Business Practice**
- 6th November **The facts on ‘fake news’**
- 30th October **Alan Walters Lecture: The hard truth about policy making that is difficult for politicians to swallow**
- 26th October **Lloyds Banking Group Centre for Responsible Business: Curry, Chat and Corporate Change**
- 3rd October **21st Annual Ethnic Minority Business Conference**
- 26th September **Centre for Responsible Business Panel: ‘Does Business Exist for the Good of Society?’**
- 22nd September **Making Diversity Research Everyone’s Business**
- 26th April **Sustainable development: Accounting and the citizen**
- 22nd March **‘Engaged Scholarship’ in action: Real-time reflections on a study in progress**

## BIRMINGHAM BUSINESS SCHOOL'S BLOGS ON RESPONSIBLE BUSINESS

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**#MeToo and the male fantasy fashion robot** (By John Bryson)

**12-18 June is Carers week – time to celebrate the unpaid work of millions of caregivers in the UK** (By Fiona Carmichael (Professor of Labour Economics), Joy Fillingham (Lecturer, Social Policy and Social Work) & Louise Isham (Doctoral Researcher and Social Worker))

**17D Thinking for responsible business: New vision for a new age** (by Ian Thomson)

**And the Award Goes to .... The Inclusion Rider** (By Kiran Trehan)

**Authentic brands are responsible brands?** (By Isabelle Szmigin)

**Building the foundations of change for a more responsible future in business** (By Richard Black)

**Chocolate, Fairtrade and Responsible Business** (By Nana O Bonsu)

**Everybody was kung-fu fighting** (By Geraint Harvey)

**Fact or fake?** (By Mark Saunders)

**Finding solutions to domestic violence** (By Siddhartha Bandyopadhyay)

**Five good reasons to celebrate International Women's Day where you work** (by Scott Taylor)

**From worker to robot? Artificial intelligence and future proofing jobs** (By John Bryson)

**Growing and Aligning Demand and Supply of Skills for Inclusive Growth** (By Anne Green)

**Helping achieve sustained employment outcomes through in-work support** (By Anne Green)

**How businesses can help curb obesity this Sugar Awareness Week** (By Isabelle Szmigin)

**Inclusive Growth Principles for Cities** (By Anne Green)

**Inspiring Trust in Business – A Responsible Business Perspective** (By Ian Thomson)

**Is corporate wellness an indicator of responsible business?** (By Geraint Harvey)

**Is it still safe to use Facebook?** (By Rosalind Jones)

**Is recycling crisp packets enough for Walkers to become a responsible business?** (By Roshan Boojihawon)

**It's Christmas – and many people will be going to food banks** (By Caroline Moraes Morven G. McEachern, Andrea Gibbons and Lisa Scullion)

**Migrant Entrepreneurship: Reflections on Research and Practice** (By Monder Ram)

**Mirror mirror on the wall, is responsible leadership the fairest of them all?** (By Kiran Trehan)

**Multidimensionality of Poverty in the UK or How Poor is Poor?** (by Deniz Sevinc)

**Our impact on the local economy** (by Amir Qamar and Chloe Billing)

**Playing the grey: non-compliance and the National Living Wage** (By Monder Ram)

**Providing inclusive business support in disadvantaged areas** (By Monder Ram)

**Raising productivity in low-wage sectors and reducing poverty** (By Anne Green)

**Resource orchestration for sustainable entrepreneurship: multiple actors' perspective** (By Natalia Vershinina and Vivek Soundararajan)

**Responsible business education: a no-brainer** (By Juliet Kele)

**Responsible business, Sustainable Development Goals and trading fairly** (By Ian Thomson)

**Responsible business, time travel and intergenerational equity** (By Ian Thomson)

**Staying stable in a world of financial uncertainty** (By Radman Semic)

**Still staying underground? Informal work, small firms and the National Living Wage** (By Monder Ram)

**Stop expecting consumers to take action on corporate tax avoidance** (By Caroline Moraes)

**Sustainable Global Supply Chains: Some Observations From the Field** (By Vivek Soundararajan)

**The Industrial Strategy, responsible business and embedding new energy solutions for Clean Growth** (By Ian Thomson)

**The issues facing workers today: 'Good Work', 'Fulfilling Work' and the 'Fair Employment' Agendas** (By Anne Green)

**The last straw – why Wimbledon has fallen out of love with plastic** (By Delphine Gibassier)

**The Walt Disney Company: From 1920 to today's spotlight on progressiveness** (By Juliet Kele)

**Towards a responsible budget rather than politics without vision or ambition?** (By John Bryson)

**Towards accounting education that balances purpose, people, planet and profit** (By Ian Thomson)

**Value and Valuing Christmas: Towards a non-price-based Theory of Value** (By John Bryson)

**What is responsible business in the film industry?** (By Finola Kerrigan)

**What Poverty really looks like in the UK** (By Deniz Sevinc)

**Where's Dad?** (By Holly Birkett and Sarah Forbes)

**Why all the fuss? It's about time, lord** (By Finola Kerrigan)

**Why does policy integration matter for responsible business?** (By Nana O Bonsu)

**Why inclusivity matters** (By Holly Birkett and Joanne Duberley)

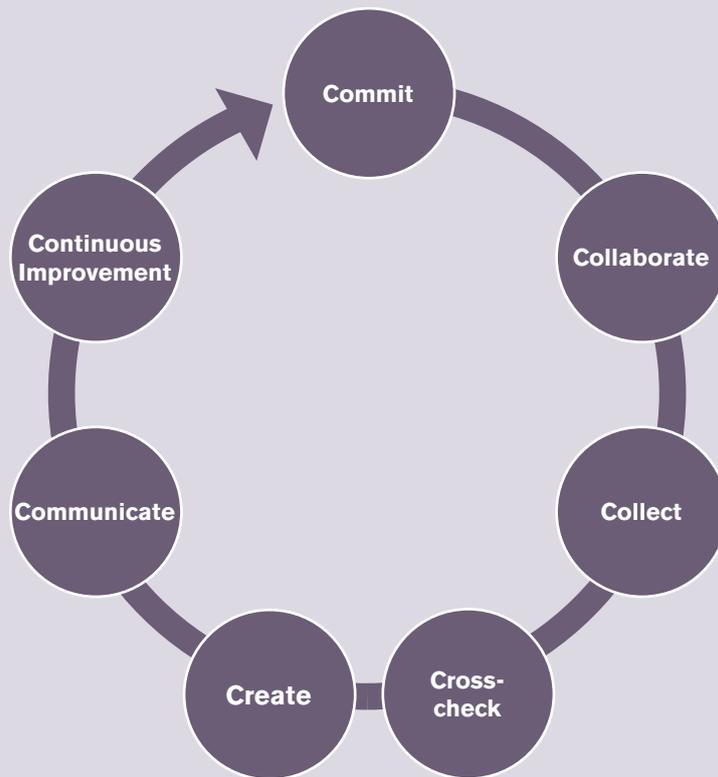
**Widening our talent pool has merits for social mobility** (By Joanne Duberley)

**Worker to Robot or Self-employment and the Gig Economy? Divisions of Labour, Technology and the Transformation of Work** (By John Bryson)

**Would you like craft with your coffee?** (By Scott Taylor)

## THE MAKING OF THE FIRST SIP REPORT

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1. In preparing the report, there have been intensive interactions between the School's PRME team and stakeholders. It is fully supported by Senior Management Team, under the coordination of Deputy Dean of the Business School. The interactions and dialogues build awareness of faculty members, professional services, students, alumni, and our partners to pursue the School's mission and vision. The interactions also developed reflections on daily activity to promote excellence and report each progress as well as achievements that have been made.
2. The PRME team gathered data in various ways:
  - a. Regular meetings
  - b. One-on-one interviews
  - c. Collaboration with accreditation's team.
  - d. Discussion with various member of the school
  - e. Reaching out to the school member via email
  - f. Records and documents
  - g. University and the School databases

We analysed all the data that we have obtained.

3. We also cross-checked the data to ensure data accuracy in presenting the School.
4. We organised obtained data based the agreed outlines that we have discussed with the senior management team. We consider presenting inspirational achievements that have been made by each member of the School. Diversity and inclusivity have been our priorities.
5. The report offers reflections of achievements, challenges, engagements, strengths, opportunities, and key aspects to be improved. Continuous improvements have been our commitment to pursue excellence.

## SINCERE THANK YOU TO:

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Joanne Duberley  
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