

# 2025 Sharing Information on Progress **(SIP) Report**

School of Management, Royal  
Holloway

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## About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

**Antonio Guterres**

Secretary-General (2017 - Present)

United Nations

”

## Principles of PRME



### **Purpose**

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



### **Values**

We place organizational responsibility and accountability to society and the planet at the core of what we do.



### **Teach**

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



### **Research**

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



### **Partner**

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



### **Practice**

We adopt responsible and accountable management principles in our own governance and operations.



### **Share**

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





# Getting Started

This section provides foundational information about School of Management, Royal Holloway, including key details and basic institutional data.

## Mission

### Our Vision

To be recognised internationally as a centre of excellence for inspiring and empowering our students and staff to realise their full potential for the benefit of society.

### Our Mission

- Provide an excellent management education that equips our international student body with the skills and knowledge required to thrive in a rapidly-changing world; an education that is interdisciplinary in nature and encourages critical thinking.
- Support and deliver internationally excellent and world-leading research that also informs our teaching.
- Make a positive difference to management policy and practice through our research and teaching.

### Our Values

1. Intellectual curiosity
2. Collegiality and mutual respect
3. Integrity
4. Diversity and inclusivity
5. Empowerment

<https://www.royalholloway.ac.uk/research-and-education/departments-and-schools/business-and-management/about-us/>

## Vision

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## Graduates & Enrollment


2024 Statistics	Number
Graduates	900
Faculty & Staff at the University	1739
Faculty & Staff at the Institution	129

## Degrees Offered


### Bachelor Programs

-  Bachelor of Science (B.Sc. or B.S.)
-  Bachelor of Arts (B.A.)

### Masters Programs

-  Master of Science (M.Sc. or M.S.)

### Doctoral Programs

-  Doctor of Philosophy (Ph.D.)





# Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

## Letter of Commitment



Royal Holloway  
University of London  
Egham, Surrey  
TW20 0EX

**Professor Julie Sanders**  
Vice-Chancellor and Principal

Vice-Chancellor and Principal's  
Office  
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royalholloway.ac.uk

29 September 2025

Royal Holloway, University of London was founded on the principle of making higher education more open and inclusive. Our founders understood the transformative power of learning and knowledge, and we are proud to continue that legacy today.

Our vision is to be a University of Social Purpose, and our strategy, RH2030s, articulates the values, ambitions and enablers that will help us to reach this goal. These are clearly aligned with the seven Principles for Responsible Management Education.

The power of higher education to make a difference in society is central to our own strategy and these Principles. In both, environmental sustainability and social justice are integral to what we do; and running throughout all our work is a sense of global and civic responsibility.

Colleagues across the University share this sense of social purpose. And, I can honestly say that our students – the future leaders that we proudly nurture here – continue to be an inspiration to us all. Their instinctive feel for social purpose, and ability to connect disparate ideas, practice and disciplines gives me enormous hope for the future.

Yours sincerely

A handwritten signature in blue ink that reads 'Julie Sanders'.

Professor Julie Sanders  
**Vice-Chancellor and Principal**



# Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

## Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Individual leader



# Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

## Courses that support RME

School of Management, Royal Holloway reports 1 course in 2024 that support responsible management education and sustainable development goals.

### Foundations for Sustainable Business

| MN1125

On this module you'll explore the foundations of responsible business and will prepare for a business world where the agenda is no longer 'business as usual'. Using case studies, practical examples and new theories on responsible business you'll explore some of the 17 United Nation's Sustainable Development Goals such as climate action, reduced inequalities, responsible consumption and production and their relevance to business.



## Teaching Awards

In 2024, 1 award was given to faculty and educators at School of Management, Royal Holloway.



### 2024 Royal Holloway College Teaching Excellence Prize – Commendation: Images Matter: Challenging Exclusion via Student-Led Social Purpose Advertising

**Granter:** Royal Holloway College

**Grantee:** Martina, Hutton



# Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

## Research vs Research for RME/Sustainable Development



## Research Funding

In 2024, School of Management, Royal Holloway was awarded funding for research that is:



Local



International



National



Regional

## Socializing Research

In 2024, School of Management, Royal Holloway contributed research findings to:

- ❖ Open-access platforms
- ❖ National media
- ❖ Local media
- ❖ International media
- ❖ Industry and business networks
- ❖ Government and policy makers
- ❖ Community organizations

## Research Projects

In 2024, School of Management, Royal Holloway reported 8 research projects that implemented responsible or sustainable activities.

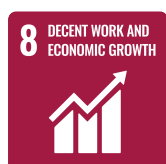
**Social Science Impact Accelerator: Enhancing creative careers, arts and culture in Slough - training local freelance artist as cultural placemakers**

**Period Covering:** April, 2024 - November, 2024

**Department:** Accounting | Human Resource Management



This project extends our previous UKRI-funded challenge-led research with the focus to promote creative careers, arts and culture in Slough. Slough is one of 54 places in England to benefit from Arts Council England (ACE) Priority Places and Levelling Up for Culture Places scheme. Drawing on our research on arts organisations and sustainable freelancing, we will undertake impact acceleration activities to sustain local talent and skills in Slough. We will work with our partners to co-design learning resources to support freelance artists' business skills; co-develop resources with local freelancers to strengthen their skills as cultural placemakers. These outputs are crucial for local freelancers to thrive long-term locally and nationally, and respond to the challenges identified by our partners, Slough Borough Council and ACE. Our work has the potential to influence other ACE priority places and their policies.



## **UKRI GCRF South-South Migration, Inequality and Development Hub.**

**Period Covering:** February, 2019 - March, 2024

**Department:** Computer Information Systems | Management

### **Description**

Co-Investigator, leading the work package (£670,000), 'Technology, Inequality and Migration', as part of the UK government funded, 5-year £20 million project, UKRI GCRF South-South Migration, Inequality and Development Hub, led by Coventry University (Funder: ESRC through the Global Challenges Research Fund)

### **Layman's description**

Hari is Co-Investigator on the 5-year (2019-2024, £20 million), ESRC funded, UKRI GCRF South-South Migration, Inequality and Development Hub, led by Coventry University. He is the lead for the work package, 'Technology, Inequality and Migration'. Working with Prof Tim Unwin (Geography and the UNESCO Chair in ICT4D Chairholder), this work package seeks to understand the extent and ways through which the application of ICTs has alleviated or exacerbated existing inequalities in the context of South-South migration, as well as successes and challenges facing the use of ICT for migrant-related development outcomes. It also considers how the potential benefits of ICT can be leveraged to ensure that the developmental benefits of migration are harnessed and increased, particularly through reducing inequalities in ICT access and use.



## **Social Science Impact Accelerator: Co-constructing a performance measurement system for resilience through Sustainability**

**Period Covering:** April, 2024 - September, 2025

**Department:** Accounting

### **Description**

This project aims at bolstering sustainability and resilience in organisations. More specifically, the project focuses on developing innovative tools and fostering collaboration to address complex social, environmental and economic challenges. The project aims to provide organisations with the accounting and accountability tools and insights to monitor multiple impacts, navigate uncertainties and thrive in a rapidly changing world. The aim will be achieved by elaborating a conceptual infrastructure for a performance measurement system. This system will enable the case study organisation to set up a control system capable of incorporating complexity, multidimensionality, and scenario analysis necessary to address sustainability impacts.

The academic and project lead will contribute relevant information and expertise to this construction process. Activities to achieve this aim will include collaborative meetings to identify key sustainability metrics, research sessions to explore best practices in performance measurement for resilience and ongoing knowledge-sharing sessions to ensure alignment and progress toward the project's goals.

The resident will attend the meetings and sessions regularly. The regular days when the resident is based in the host team will typically coincide with the team's working schedule, ensuring consistent presence for seamless interaction and knowledge sharing. Offline arrangements will include a dedicated workspace within the host organization's premises to facilitate face-to-face interaction, access to resources and foster a sense of belonging.

### **Layman's description**

This project is all about helping organizations become more sustainable and resilient. In simple terms, it focuses on creating new tools and encouraging teamwork to tackle big social, environmental, and economic problems. The goal is to give organizations better ways to track their impacts, deal with uncertainties, and succeed in a fast-changing world.

To achieve this, the project will develop a system that helps organizations measure their performance in a way that considers different factors and possible future scenarios. This system will help the organization manage complex sustainability challenges more effectively. Experts will share their knowledge to build this system.



## Just Transition in Resource Deprived Communities: Bridging Stakeholder Insights for Climate Equity

**Period Covering:** November, 2024 - December, 2025

**Department:** Marketing

### Description

This project empirically examines how organizations and communities interpret and define a just transition for climate equity, leveraging existing conceptual insights developed at the intersection of resource scarcity and poverty (Blocker et al. 2023), deep deprivations and resource discrepancies (Cannon, Goldsmith, and Roux 2024; Hutton et al. 2022). To intensify our analysis of just transition in resource scarce and deprived contexts, we will adopt an integrated relational engagement approach (Ozanne et al. 2017), researching across stakeholders (UN Global Compact UK & USA and ATD Fourth World) working at different levels of interaction on these issues.



## AI in Software Programming: Understanding Emotional Responses to GitHub Copilot

**Period Covering:** March, 2024 - April, 2024

**Department:** Business Administration | Management

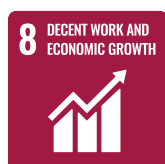
**Project Summary:**

This study investigates the role of Generative Artificial Intelligence (GenAI) technologies in software programming training, focusing on the social inclusion of women, minorities and those from lower socio-economic backgrounds. GenAI tools such as GitHub Copilot and ChatGPT streamline software development, however, concerns exist around over-reliance, particularly for novice developers. This research aims to understand the practices surrounding GenAI use in learning to code and explore how GenAI can support underrepresented groups in learning programming. The study will adopt a multi-method approach involving topic modelling of Reddit comments related to “AI in code learning” and a grounded theory analysis of interviews and observations of the GenAI use within social enterprises’ training programmes for underrepresented groups. This research contributes to understanding how GenAI can empower a diverse workforce to advance more inclusive software solutions and will inform policy on the use of GenAI for more inclusive workforce development in the tech sector.

The project’s idea started following publishing a study titled **“AI in Software Programming: Understanding Emotional Responses to GitHub Copilot”** in *Information Technology & People* which explores developers’ emotion using GitHub Copilot. I started contacting with a social enterprise in London for this research and completed a public engagement project examining the relationship between programmers and AI coding assistants. The project involved a public engagement event bringing together social enterprise participants with experts from organisations including Centrica, Capgemini, Royal Holloway Computer Science department, and Bondsmith. Discussions focused on how AI tools are changing software developers work and how they can be integrated into programming education and professional training. This focus was aligned with my British Academy funded project examining the role of generative AI in programming training for minorities and individuals from disadvantaged backgrounds.

This summer we organised a practical workshops on using LLMs in software programming for the social enterprise trainees. Although this event was part of our initiative to enable more targeted and focused interviews, we added value to the social enterprise programme by running a knowledge creation and capacity building event.

The outcomes of this study will enable the social enterprise to explore how to integrate GenAI into the curriculum and perhaps develop AI use guidelines and policies.



## **Misinformation Intervention Countermeasure for Health Advice (MICHA) Benevolent Bots for Combatting Misinformation in Online Health Communities**

**Period Covering:** November, 2024 - April, 2025

**Department:** Business Administration | Management | Computer Information Systems

## Description

EPSRC SPRITE+ short projects

### Layman's description

Health misinformation is widespread on social media. More recently, concerns have arisen regarding the potential of AI to generate and propagate even more misinformation. To tackle this issue, the proposed project aims to investigate the utilisation of AI-powered "benevolent bots" in countering health misinformation on online maternal forums while upholding trust with users. Through adopting a user-centric approach, this project represents the preliminary step towards developing AI-driven interventions that can effectively mitigate the dissemination of health misinformation, without compromising the authenticity of online forum experience. This research could have significant ramifications for public health and the responsible utilisation of emerging AI technologies.

Acronym	MICHA
Status	Finished
Effective start/end date	1/11/24 → 30/04/25

### Funding

- Eng & Phys Sci Res Council EPSRC: £22,457.00



## Speculative Woolgathering: Anticipatory Evaluation of Digital Good

**Period Covering:** September, 2024 - March, 2025

**Department:** Business Administration | Marketing | Management

Status	Finished
Effective start/end date	1/10/24 → 31/03/25

### Funding

- Economic & Social Res Coun ESRC: £9,844.00

This project aims to shape an approach to engaging with the future which aligns with the complexities of lived experience. Using wool production in the UK as a case study, the project will highlight the challenges in the supply chain and explore new uses for currently undervalued, natural biodegradable materials. This will help develop an initial 'anticipatory evaluation' approach for engaging with considerations of digital good in such contexts. You can read more about the project here: <https://lnkd.in/ejCy6XNv>



## Understanding AI Skills Inequalities in the UK: A Comprehensive Policy Approach

**Period Covering:** September, 2024 - September, 2025

**Department:** Business Administration | Computer Information Systems | Management

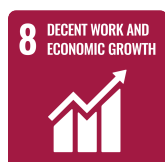
Status	Active
Effective start/end date 1/10/24 → 30/09/25	

### Funding

- British Academy: £120,000.00

### Project Summary

The UK faces a significant AI skills gap, with a shortage of diverse talent hindering the country's ability to fully leverage AI technologies and drive inclusive economic growth. This fellowship aims to address key challenges of AI skills inequalities in the UK by providing a comprehensive understanding of the gaps across regions and demographics. Through a mixed-methods approach, this project will investigate the root causes of these inequalities and explore strategies to bridge the identified gaps to create an innovative toolkit. It will examine international best practices in AI skills policy and lifelong learning for underrepresented groups to inform the development of a dynamic policy framework that can integrate changes in AI skills requirements as the technology evolves. The toolkit and policy framework developed based on the research findings will help policymakers implement strategies for equitable access to AI skills development opportunities and build a diverse, highly skilled AI workforce.



## Research Awards

In 2024, School of Management, Royal Holloway was awarded 4 research awards for responsibility- and/or sustainability-related research.



### **2024 AMA-EBSCO-RRBM Award for Responsible Research in Marketing - Finalist**

**Granter:** AMA-EBSCO-RRBM

**Grantee:** Hutton, Martina



### **2024, Best paper nominee, Lorini, M.R., Harindranath, G, and Unwin, T. (2024), "Mitigating Risks: Safe, Wise and Secure Use of Digital Technologies by Migrant Communities in South Africa", ICEGOV, Pretoria, UNU-EGOV**

**Granter:** ICEGOV, Pretoria, UNU-EGOV

**Grantee:** Harindranath, G 'Hari'



### **King's College Engagement Award (shortlist)**

**Granter:** King's College London

**Grantee:** Zeyen, Anica



### **Best Collaborative and Innovation Research Project - Royal Holloway Research & Engagement Awards 2025**

**Granter:** Royal Holloway, University of London

**Grantee:** Harindranath, G 'Hari'



# Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



## Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies

## Student Organization Partnerships

- ❖ Enactus



# Practice

We adopt responsible and accountable management principles in our own governance and operations.

## Institutional Policies and Practices

- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Ethical data sourcing guides
- ❖ Greenhouse gas emissions
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Zero-waste guides
- ❖ Responsible procurement policies

## Practice Awards

In 2024, School of Management, Royal Holloway received 1 award for responsible and/or sustainable practices.

### **Fairtrade University and College award**

**Granter:** the Fairtrade Foundation and Students Organising for Sustainability UK (SOS-UK)

**Grantee:** Royal Holloway, University of London

#### **Award Description:**

Royal Holloway, University of London has received a Fairtrade University and College award for its commitment to adopting ethical and sustainable Fairtrade policies. The accreditation is jointly delivered by the Fairtrade Foundation and Students Organising for Sustainability UK (SOS-UK). To achieve the award, which is made every two years, the University was required to complete 11 mandatory criteria, including having a published action plan to promote Fairtrade activity on campus, stocking Fairtrade certified products in all retail, catering and commercial outlets and hosting Fairtrade events and engagement activities throughout the year. In addition to the mandatory criteria, a further 10 optional criteria were completed to improve the overall score, resulting in a score of 195 points, which was well in excess of the 100 points required to achieve the award. Jemma Morris, Lead for the University's Fairtrade Steering Group, said: "Receiving a Fairtrade University and College status award is an excellent achievement for Royal Holloway. It shows our commitment towards sustainable practices and ethical support towards Fairtrade communities and livelihoods. We are passionate about continuing to involve Fairtrade practices into our policy making, procurement, campaigns,

university studies and food and retail outlets.” To read more about our commitment to Fairtrade, please visit our website (<https://www.royalholloway.ac.uk/about-us/environmental-sustainability/fairtrade/>).

## Practice Voices

The following statements from stakeholders at School of Management, Royal Holloway demonstrate our commitment to sustainable and responsible practices.

### Sustainable operations

- Our Operations teams, including Estates, IT Services, Procurement, and Commercial Services, manage and reduce our energy, emissions, water consumption and waste production.
- Our Estates Department also looks after our 135-acre parkland estate, which includes a variety of habitats and streams and a rich plethora of flora and fauna species - check out our [Living Studio](#) for more information.
- We’re embedding sustainability into everything we do, from designing new buildings to purchasing appliances, selecting cleaning contractors, and sourcing kitchen ingredients.

Notable initiatives already in place include:

- 100% zero-carbon electricity supply
- Zero-waste-to-landfill
- 4x solar panel (PV cell) arrays
- Rolling LED light installation programme
- Majority electrically powered fleet
- On-site electric vehicle charging points and bike storage facilities
- Regular campus bus service linking offsite accommodation and train station
- Chemical free cleaning
- 3-star Sustainable Restaurant Award
- Reduced meat menus with emphasis on plant-based meals
- Fossil fuel divestment from our endowment investment portfolio

For further information, please visit our website: <https://www.royalholloway.ac.uk/about-us/environmental-sustainability/sustainable-operations/>

## Living Sustainably

**Living sustainably** is the greatest challenge our societies face. We believe that to find solutions we need to work in partnership - between researchers, policy makers, non-profits and business.

Living Sustainably exists to share cutting edge insight, facilitate new ideas, and enable connections between thought leaders, academics and practitioners working to tackle major sustainability challenges of today – and tomorrow.

### How we can help

We believe that working in partnership is essential if we are to tackle sustainability issues. There are many ways in which external organisations can benefit from our research expertise – whether in a short, medium or long term. We are flexible with our approach and strive to accommodate our partner's needs.

There are four main ways that we structure collaborations:

1. We offer **research expertise** to our partners through commissioned projects, including consultancy, research, and advisory services.
2. We **collaborate on research and innovation projects** and grant applications with an eye to co-designing with partners and working to ensure that their needs are met.
3. We provide highly-motivated students to engage with our partners via **placements and exchanges**.
4. We can offer **professional training on sustainability** with CPD (Continuous Professional Development) opportunities tailored to the needs of our partners and other parties.

If you'd like to learn more and explore working together, please drop us a line at [info@livingsustainablyinsight.com](mailto:info@livingsustainablyinsight.com).



# Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



## Engagement Opportunities

School of Management, Royal Holloway offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Open faculty and student meetings and town halls
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)

## Communication Audiences

School of Management, Royal Holloway communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers

SIGNATORY

# School of Management, Royal Holloway

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## Address

Egham Hill, Egham, Surrey, TW20 0EX  
United Kingdom



## Website

<https://www.royalholloway.ac.uk/research-and-teaching/departments-and-schools/business-and-management/>