PRME

an initiative of the
United Nations Global Compact

2025 Sharing Information on Progress (SIP) Report

King's Business School

September 2025

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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 King's Business School, including key details and basic institutional data.

Graduates & Enrollment

2024 Statistics	Number
Graduates	5,974
Faculty & Staff at the University	10,923
Faculty & Staff at the Institution	339
Student Enrollment at the University	15,982
Student Enrollment at the Institution	2,215
Undergraduate Attendance	502
Masters-Level Postgraduate Attendance	1,678
Doctoral Student Attendance	138

Degrees Offered

Bachelor Programs

Bachelor of Science (B.Sc. or B.S.)

Masters Programs

Master of Science (M.Sc. or M.S.)   Master of Business Administration (M.B.A.)

Doctoral Programs

Doctor of Philosophy (Ph.D.)

Purpose

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

✎ Definition of Purpose

'KBS has three aims: to educate future leaders and entrepreneurs to solve societies' greatest challenges, to advance innovative research and education with industry to respond to rapid changes in business, integrate our position in the heart of London to connect people to global hubs of finance, technology and policymaking.'

Institutional Engagement

51% - 75%

of faculty at King's Business School actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.

Values

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

✎ How We Define Values

Our key values at KBS are: 'Rigour' to ensure our approach is grounded in world class social science, 'Relevance' ensuring our research and education reflect the greatest societal and business challenges, 'Inclusiveness' to provide a supportive culture and 'Innovation' focusing on solutions and challenging existing practices.

Who Champions Responsible Management Education at Our Institution

❖ Interdisciplinary efforts across parent organization

Student Awareness

26% - 50% of students at King's Business School are aware that we are a PRME Signatory Member.

Student Engagement

26% - 50% of students at King's Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Teach

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

Educator Recognition

At King's Business School, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Financial incentives
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Performance-based teaching fellowships
- ❖ Professional development opportunities
- ❖ Student-nominated teaching awards
- ❖ Publication or research support

Fostering Innovation

To a great extent
Teaching and learning at our institution strongly foster innovation.

Experiential Learning

A lot
Our institution supports experiential learning significantly through teaching and learning.

Learning Mindset

To a great extent
Teaching and learning at our institution strongly promote a lifelong learning mindset.

Method of Teaching and Learning

In person
Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, King's Business School identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Institutional culture
- ❖ Outdated infrastructure
- ❖ Scalability issues
- ❖ Time constraints

Barriers to Innovative Pedagogy

In 2024, King's Business School identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Administrative hurdles
- ❖ Digital divide
- ❖ Scalability issues
- ❖ Technology gaps
- ❖ Time constraints

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

234 Peer-reviewed articles were published by King's Business School from this past calendar year.

vs

72 Peer-reviewed articles were published by King's Business School from this past calendar year in support of RME.

Research Funding

In 2024, King's Business School was awarded funding for research that is:

International

National

Socializing Research

In 2024, King's Business School contributed research findings to:

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

Research Projects

In 2024, King's Business School reported 21 research projects that implemented responsible or sustainable activities.

The impact of CSR-engagement, board gender, and stock price synchronicity on female analyst stock coverage decisions

Period Covering: February, 2024 - October, 2024

Department: Accounting | Finance

The present study investigates the impact of a target entity's corporate social responsibility (CSR) credentials, board diversity, and stock return synchronicity on analyst coverage decisions. Based on more than 33,000 stock recommendations on UK listed companies, we significantly deepen and extend the relevant literature (Kumar, 2010; Li et al, 2013; and Li et al., 2024) in several important ways. We find female analysts are more likely than

male analysts to impound CSR information into stock coverage decisions for entities with intermediate recommendations. For firms with more extreme economic prospects. i.e., at strong buy and sell levels, the positive effect of CSR performance on female analyst coverage weakens. After controlling for the CSR characteristics of a stock, results suggest female analysts are more likely to cover firms with gender-inclusive boards. Results accord with a narrative emphasizing female analysts' weaker access to firms with less gender-inclusive boards. Our account adds new context and application to the emerging corporate finance literature on gender-based homophily. Finally, we report limited difference in the stock return synchronicity of firms covered by male and female analysts.
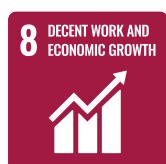
Transitioning to sustainable energy by incumbent utilities: insights from M&As, alliances, and divestments

Period Covering: January, 2019 - November, 2024

Department: Sustainability

Energy utilities play an important role in transitioning to a sustainable energy industry. Data on 8967 transactions by 19 European energy utilities from 1990 to 2019 illustrate when and how utilities invest in sustainable resources and divest traditional resources such as fossil-fuel plants. Utilities transitioning to sustainable energy have greater financial resources and experience with sustainability, are publicly owned, and access sustainable resources of international and inter-industry partners. Utilities adopt a diversified strategy of balancing sustainable and traditional resources

The uphill battle for reinventing post-industrial regions: The case of Greater Manchester's 'clean growth' mission

Period Covering: September, 2023 - September, 2024

Department: Sustainability

In this paper we enrich the concept of place-based leadership. Building on social movement theory, our analysis of the clean growth mission development in Greater Manchester (UK) reveals the role of place-based leadership in mobilising and coordinating framing processes that linked the global climate change problem with local challenges, articulated local benefits of its resolution, and provided justification for local change efforts. We draw on theories of the policy process (i.e. Multiple Streams Framework) to shed light on how place-based leaders frame problems and solutions strategically to engender policy change. While framing processes had an impact on local policy agendas, we do not find evidence of accelerated implementation, pointing to the important distinctions between problem ownership and solution ownership in the context of wicked problems. Our findings contribute to the ongoing debate on the role of multi-level governance and localised agency in problem-based policymaking for sustainable regional development.
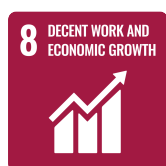
Expressways and policy choices of local governments

Period Covering: July, 2023 - July, 2024

Department: Economics

We examine how intercity road connection affects the policy choices of local governments, using the construction of China's national expressway as a natural experiment. We show that peripheral counties reduced the level of spending and changed the spending composition since the expressway connection. They became less involved in spending competition, increased the effective tax rate on private firms, and slowed down the privatization of state-owned firms. These results are consistent with the view that mobile capital tends to relocate from peripheral areas to core regions with a lower trade cost. We further show that such changes in government policies contribute significantly to the output decline in these regions after the expressway connection.

Technological Innovation, Industry Platforms or Financialization? A Comparative Institutional Perspective on Nokia, Apple, and Samsung

Period Covering: July, 2021 - July, 2024

Department: Management

The puzzle of how Nokia lost the smartphone wars has intrigued recent scholarship. Despite Nokia's dominant position in the mobile phone
industry and its technological capabilities and reputation for strategic agility, it was completely wiped out from the market, only a few years
after the launch of Apple's iPhone. The article provides a comparative, historical and institutional account on the smartphone industry by
focusing on three key players: Nokia, Apple, and Samsung. This perspective enriches earlier accounts that were overly focused on explaining Nokia's decline by looking at internal organisational design and conflicts. We propose a two-pronged explanation focused on the reconfiguration of industry platforms and financialisation. The article suggests that single company histories could be enriched by integrating a comparative perspective that examines additional cases. We discuss opportunities for further research to understand how success or failure in technological innovation is embedded in a wider societal and institutional context.


Opportunities for promoting societal inclusion through higher education cultural and creative industries courses

Period Covering: September, 2023 - September, 2024

Department: Marketing

The Creative and Cultural Industries (CCI) workforce is reportedly highly skilled yet lacking diversity, with higher education institutions playing a key role in developing graduates and their capacity to contribute to positive societal change. Consequently, this contribution explores how inclusivity is embedded and promoted via collaboration with businesses and communities in undergraduate and postgraduate CCI courses offered by UK business schools, where many of these courses are based. This is addressed via a qualitative content analysis of public-facing course materials commonly used by students when deciding on their course of study. Findings showcase how inclusive practices feature in curriculum design and delivery, assessment and feedback, engagement with businesses

and the community, and employability support for graduates. These inform recommendations for higher education institutions on how to contribute to broadening inclusivity in the CCI labour market and beyond.
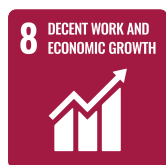
Catalyzing Action on Social and Environmental Challenges

Period Covering: September, 2024 - September, 2025

Department: Entrepreneurship

Urgent societal issues require corporations to make changes and contribute solutions. Insider social change agents are uniquely poised to propel this work. Operating from within their workplaces, they can advance changes that are linked to external social concerns but have purposes distinct from the organization's core strategies and operations. They undertake mobilization activities, making local moves that aim toward more broadly impactful changes.

These efforts form the micro-foundations of organizational approaches to positive social change. We review and integrate five streams in which such insider social change agents have increasingly appeared: employee activism, issue selling, tempered radicalism, micro-corporate social responsibility (CSR), and social intrapreneurship. Our framework maps the features of change efforts, with elements of persons, issues, places, activities, and outcomes. With a shared framework, researchers can better characterize the multiplicity of insider change efforts and ascertain how they compare, collaborate, or compete. Research will benefit from taking a more integrative view, especially toward the aim of understanding how local efforts aggregate to broader social impacts. To understand how change is inhibited or supported, future research can theorize blockers of societal change alongside insider social change agents and look to the ecosystem level for reciprocal and amplifying processes.


"My Child Has Two Parents": Swedish Women Entrepreneurs Doing and Undoing Their Motherhood

Period Covering: May, 2024 - April, 2025

Department: Business Administration

In this study, we explore how women who are both mothers and entrepreneurs construct their subject position as mothers in the presence of dominant discourses. Based on multiple interviews with 15 participants, our findings indicate that women engage in doing and undoing motherhood. Although undoing one's motherhood is related to negotiating one's position vis-à-vis social norms and expectations, doing motherhood is related to the construction of new discourses. We illustrate how a norm-breaking motherhood discourse emerges through processes of gender abating and coalescing. In this discourse, child-rearing is not a woman's primary responsibility but is shared between the parents, and the public and private spheres—work and family— coalesce. A good mother is constructed as an individual who can pursue her passions and realize her dreams and who focuses on her relationship with her child through her work as an entrepreneur while mastering desirable attitudes and values in life. We also find that entrepreneurship can be a vehicle for escaping normative assumptions about motherhood and crafting one's "project of the self."
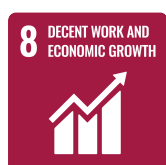
Carrots & Sticks: Recognizing the role of transparency to accelerate the SDGs

Period Covering: January, 2024 - December, 2024

Department: Entrepreneurship

The 2024 Carrots & Sticks (C&S) report marks a milestone in the ongoing evolution of ESG and sustainability policy analysis. Building on the foundations established in previous C&S reports, this year's edition introduces enhanced methodologies, particularly analyzing policies in terms of their categorization as Disclosure Policies or Other Sustainability Policies, whether policies mandate, encourage, or otherwise mention the use of GRI Standards, a new measure of the industry focus of policies based on the Global Industry Classification Standard (GICS) classification scheme, and a filter for policies' alignment with the 17 SDGs. Notably, the report builds on our use of advanced natural language processing (NLP) and machine learning (ML) techniques already introduced in the 2023 report. Since the 2023 report, the C&S database has expanded with the addition of 214 new policies, reflecting the continued global emphasis on transparency and accountability in corporate governance. Through these updates, the 2024 C&S report reaffirms its role as a crucial resource for policymakers, researchers, and stakeholders striving to navigate and influence the complex landscape of ESG and sustainability policies.

Key trends in the 2024 report: • SDG engagement: SDG 8: Decent Work and Economic Growth and SDG 16: Peace Justice and Strong Institutions are the most frequently discussed goals in the policies. In contrast, SDG 1: No Poverty, SDG 4: Quality Education, SDG 5: Gender Equality, and SDG 14: Life Below

Water, have little to no policy engagement. • Mandatory vs voluntary: The majority (58%) of policies in the C&S database are voluntary, reinforcing the ongoing prevalence of non-compulsory frameworks. • Sectoral focus: The most targeted industries for sustainability disclosures using both GICS and NAICS frameworks for calculating business sector focus include the finance and insurance sectors, as well as manufacturing-related industries. However, we also found differences in results using the two frameworks. GICS also highlights more specific industries like capital markets, insurance, and specialized REITs, while NAICS focuses on broader categories such as finance & insurance, manufacturing, and professional services. • GRI use: GRI Standards are referenced in 18% of the policies in the C&S database, with six policies explicitly mandating their use as a legal requirement.

Conceptualizing sustainable consumption priming

Period Covering: January, 2024 - November, 2024

Department: Marketing

While many psychological interventions encourage sustainable consumption by altering attitudes, these modified attitudes often do not result in sustainable choices leading to the need to test alternative interventions to facilitate sustainable consumption, such as priming. Priming uses stimuli that trigger nonconscious processing that influences decisions. Despite its popularity, studies that employ priming strategies in sustainable consumption research are widely dispersed across several conceptual domains. This article unpacks and summarizes different approaches to priming sustainable behavior by delineating theoretical and methodological perspectives in various contexts across diverse consumer characteristics. The method employed is a scoping review of 74 articles published over 23 years (2000–2022). The resulting review (1) provides an overview of priming in sustainable consumption, (2) highlights knowledge gaps, (3) identifies knowledge clusters, and (4) proposes a research agenda for future investigations. Primarily, this
paper provides an integrated map that deconstructs how researchers have explored priming interventions to promote sustainable consumption and to enable the best, or at least, better practice.

Enhancing Consumer and Planetary Well-Being by Consuming Less, Consuming Better

Period Covering: May, 2024 - September, 2024

Department: Marketing

The urgent need to address unsustainable consumption practices has become increasingly evident. While much traditional consumer behavior research serves to stimulate consumption, the focus needs to shift towards encouraging more sustainable consumption patterns. This commentary synthesizes insights from a roundtable discussion at the 2023 Society for Consumer Psychology Conference, which comprised an exploration of novel, creative, actionable, and theoretically sound avenues for getting people to consume less, consume better. The commentary tackles three essential questions: (1) What do we mean by consuming less, consuming better? (2) Who is/are responsible for such behaviors? (3) How do we get people to consume less, consume better? In doing so, it lays out several future research directions

Transition policy mixes and business model adaptation: Incumbent firms' response to zero-carbon policy in the housing sector

Period Covering: September, 2024 - September, 2025

Department: Sustainability

This paper provides a firm-level perspective on sustainability transitions by analysing how government can use transition policy mixes to entice industry incumbents to adapt their business model to integrate sustainable technologies. It examines firm-level barriers to policy implementation, why these exist, and how government can use transition policy mixes to overcome them. The empirical analysis provides an in-depth case study of the UK Zero Carbon Homes (ZCH) as a transition policy mix and considers the point of view of policymakers and incumbent housebuilders. The paper sheds light on the question of how transition policy mix designs can support incumbents' business model adaptation to bring about transformational change for sustainability. The results show that the interaction between various policy shortcomings and business model adaptation barriers led to a failure of government to move the housebuilding sector towards a stronger integration of sustainable technologies. The paper concludes by arguing that decarbonising housing in the UK was a system failure, rather than a market or policy failure, as the government failed to address the underlying reasons of incumbents' resistance to changing their business model. The findings suggest that taking

incumbents' business models into consideration while designing policies for sustainability transitions is necessary to entice established firms to actively take part in the process of transitions and adapt to new sustainable norms.

Mapping progress: findings from the Gender Equality Index UK

Period Covering: January, 2021 - May, 2025

Department: Global Institute for Women's Leadership

The project combines existing data from 2021 to 2023 from the GEIUK and examines the finding to present a number of key findings on gender equality and examine these in greater depth

Pastures Green

Period Covering: January, 2025 - September, 2025

Department: Accounting | Finance

Firms face pressure to improve their environmental performance. However, in addition to making substantive investments that enhance environmental outcomes, firms may also engage in investments
that are green but mostly symbolic and not effective in improving environmental performance. To examine whether the green skill investments firms make are effective in enhancing environmental performance, we analyse detailed job posting data from 2010 to 2020 and micro-level data on toxic chemical emissions from plants. We find that an increased demand for green skills is associated with subsequent reductions in toxic chemical releases at plants, especially toxins that are harmful to humans. Further analyses reveal that reductions in toxic releases are more pronounced when firms direct their investments in green skills towards local establishments rather than the headquarters. By integrating a resource-based view with concepts of market failure and organizational legitimacy, we show that investments in green skills can simultaneously serve legitimacy-seeking and substantive performance-improvement purposes.

Examining system-level agency in the context of spatially embedded industries: A study of Greater Manchester's domestic retrofit industry

Period Covering: June, 2023 - February, 2025

Department: Sustainability

This paper uncovers the role of system-level agency in improving the availability of key resources for the emergence and growth of a spatially embedded industry. Our case of decarbonisation of the housing stock in Greater Manchester, UK, demonstrates that system-level agency entails linking up resources formation and mobilisation processes that play out at both the levels of territory and industry. Our findings underscore the importance of learning processes in driving the adaptation of system-level agent's strategies to address persistent and emerging barriers to new path development but call for more attention to the resource requirements arising from industry characteristics.

Navigating Firm-Stakeholder Conflicts of Values: A Deweyan Ethical Perspective

Period Covering: January, 2024 - January, 2025

Department: Entrepreneurship | International Business | Management

Organizational values are intuitively important to business life, yet we know little about what happens when there is a clash of values between businesses and stakeholders. What we do know stems from two often disconnected streams of literature, one which has taken a descriptive empirical approach and another which has valorized a normative theoretical perspective. In contrast, and by means of drawing on the empirically accessible context of the small firm in tandem with Deweyan ethics, this article evidences the process by which values conflict arises and how firms seek to respond via a process of inquiry. Through drawing on pragmatist theorization to bridge this descriptive–normative dualism, insights into the nature of values conflict, including the maintenance of moral habit and the fluidity of "correct" moral responses are outlined.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Female Entrepreneurship

Period Covering: January, 2025 - April, 2025

Department: Entrepreneurship

There are many specific barriers for women to start and grow businesses in the UK, three underlying systemic drivers of these barriers relate to: (1) the 'think entrepreneur, think male' stereotype, (2) genderunequal division of care work and homework which culminate mid-life (the midlife mountain) at a time when business creation rates peak for all genders, and as a consequence (3) women do not derive the same (psychological) returns from running a business in the UK compared to men.

5 GENDER EQUALITY

Ethical Sourcing and Decision Making in the Fashion Industry

Period Covering: September, 2017 - January, 2025

Department: Human Resource Management

Ethical sourcing is a crucial issue for the fashion industry, which is under intense pressure to build ethical and responsible
supply chains. Despite its importance, we know little about how individual employees working in the fashion supply chain
view ethical sourcing and the ethical considerations they encounter during their work. We adopted the moral agency theory to
address these lacunas and conducted a longitudinal qualitative research study. We collected data from a highly heterogenous
sample of employees based in the United Kingdom through open-ended essays in three waves (N1=50, N2=43, N3=30)
over 9 months that were analyzed using the grounded theory method. The analysis revealed the following themes: a contemporary outlook on boundaries, external considerations, and three levels of action for ethical considerations: Supplier, organization, and employee (i.e., individual). We offer a revitalized view of ethical sourcing as a concept from a practice perspective and discuss critical

ethical issues that affect employees' moral agency to enact ethical sourcing decisions. Our findings offer insights into avenues to advance theoretical knowledge through a comprehensive framework derived from

our results. We also propose significant practical implications to promote the widespread integration of ethical sourcing.

Regulating Grand Challenges: The Evolution of Human Resource Managers' Framing of the UK Gender Pay Gap Regulations

Period Covering: November, 2022 - January, 2025

Department: Human Resource Management

It has been argued that the absence of research into how HR practitioners interact with the legal context is an importantomission in HRM scholarship. Drawing on longitudinal interview data, this paper addresses this research gap by examininghow HR managers frame a new legal mandate, namely the gender pay gap regulations, and how those frames evolve over time.The study finds that HR managers seek to make sense of the regulations through a diagnostic frame of organisational riskcomposed of three elements, namely uncertainty, ambiguity, and opportunity cost. Two types of prognostic frame are alsoinvoked to understand the regulations, firstly as a risk to be mitigated through normalisation, neutralisation, and disassociation,and secondly, as an opportunity to be leveraged as an impetus for change and an enhancer of HR's influence. The study shedslight on the factors that affect the nature and evolution of frames, including the extent of stakeholder interest and internalengagement


Unpacking the Linkage Between Green Volunteering and Ethical Leadership Behavior in Managers

Period Covering: March, 2024 - January, 2025

Department: Human Resource Management

Green volunteering has gained significant attention in recent years, with research focusing on pro-environmental behaviors
and the preservation of natural ecosystems. While much has been written about its societal benefits, such as community
engagement, social responsibility, and sustainable development, there is less research into its impact on the professional
growth of volunteers. As a result, we know surprisingly little about how participants can harness the skills they develop
through green volunteering to enhance their performance in the workplace. Using self-determination theory, we propose
a serial mediation model in which managers' participation in green volunteering fosters ethical leadership behavior in the
workplace. Our analysis of time-lagged dyadic data from 798 managers and their direct reports reveal that green volunteering
enhances ethical leadership by increasing managers' sense of felt obligation and moral ownership. Furthermore, we find that
the organization's ethical climate plays a key moderating role, amplifying the positive effects of green volunteering in environments that emphasize ethical values. We conclude by discussing the theoretical and practical implications of our findings.
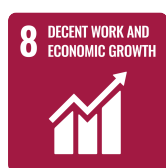
Greening from within: the role of organisational purpose shift in building internal legitimacy for fossil fuel incumbents' green innovation

Period Covering: July, 2024 - September, 2025

Department: Sustainability

Green innovation that reduces harmful emissions and impacts on the natural environment is crucial in combatting the climate crisis. Yet, incumbents in carbon-intensive industries struggle with its development due to their lack of organisational commitment. We investigate how fossil fuel incumbents can overcome this obstacle and build internal legitimacy for green innovation. Through a longitudinal case study of a Norwegian oil major over 20 years,we highlight the important role of organisational purpose shift. We derive a process model of how fossil fuel incumbents can shift from a goal-based organisational purpose focused on profitability towards a duty-based purpose connected to sustainability-oriented values, building internal legitimacy for green innovation. Our study also demonstrates that organisational purpose shift, when only selectively and gradually realised, impedes

full de-carbonisation. We contribute to the literature on innovation studies by discussing how organisational purpose shift and internal legitimacy can enhance sustainable innovation in fossil fuel incumbents

Research Barriers

In 2024, King's Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Administrative barriers
- ❖ Collaboration challenges
- ❖ Funding challenges
- ❖ Institutional policies and bureaucracy

Partner

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

✏️ How We Define Partner

KBS partnerships with businesses, government, third-sector organisations, and other institutions enable us to drive life-change business through education, research and thought leadership activities. We institutionally organise this impact through our varied advisory board members and executive fellows ensure a diverse input into and dissemination of our activities.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Quacquarelli Symonds (QS)

Student Organization Partnerships

- ❖ Enactus

Practice

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

Institutional Policies and Practices

- ❖ Accreditation body recommendation documents
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Employee equity, diversity, inclusion
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Zero-waste guides

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

King's Business School offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

❖ Annual reports
❖ Community events and consultation forums
❖ Open faculty and student meetings and town halls
❖ Partnerships with local organizations
❖ Public events and panel discussions

Communication Audiences

King's Business School communicates its policies and progress on sustainable development and responsibility with:

❖ Accreditation bodies
❖ Business and industry partners
❖ Faculty and staff
❖ Government and policy makers
❖ Media and public relations channels
❖ Prospective and current students
❖ Research and academic networks

King's Business School

Address

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