

PRiME

*an initiative of the
United Nations Global Compact*

Sharing Information on Progress 2026

School of Management,
University of Bath

September 2026

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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, University of Bath, including key details and basic institutional data.

Mission

To improve society locally, nationally, and globally, through responsible management education and research that is both intellectually outstanding and practically impactful.

Vision

Our strategy outlines how we will connect our current achievements and strengths with our future aspirations. Our strategic vision entails both leveraging key strengths in order to elevate recognition and profile among key audiences, and nurturing new capabilities that reflect our renewed sense of purpose.

Graduates & Enrollment

2025 Statistics	Number
Graduates	1365
Faculty & Staff at the Institution	302
Student Enrollment at the University	21351
Student Enrollment at the Institution	3428
Undergraduate Attendance	2436
Masters-Level Postgraduate Attendance	760
Doctoral Student Attendance	232

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.)  Doctor of Business Administration (D.B.A.)

Undergraduate Degree Programmes

 BSc(Hons) Accounting and Finance  BSc(Hons) Accounting and Management

 BSc(Hons) Business  BSc(Hons) Finance

 BSc(Hons) International Management with study or work abroad  BSc(Hons) Management

 BSc(Hons) Management with Marketing with work placement

Masters Degree Programmes

 MSc Sustainability and Management  MSc Human Resource Management

 MSc International Management  MSc Management  MSc Management with Marketing

 MSc Marketing



Purpose

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

Letter of Commitment



PRME Secretariat
United Nations Global Compact Office
685 3rd Avenue, 12th Floor
New York, New York 10017

03 September 2026

Adoption of the Principles for Responsible Management Education

I am pleased to reaffirm our commitment to the Principles for Responsible Management Education (PRME) and to share our progress in embedding responsible management education, research, and practice throughout the School of Management, University of Bath.

At the School of Management, our mission is to improve society locally, nationally, and globally through responsible management education and research that is both intellectually outstanding and practically impactful. Our mission aligns closely with the purpose of PRME and our shared ambition to develop graduates who are equipped to responsibly address the complex economic, social, and environmental challenges facing organisations and society today.

The past year has been one of meaningful progress. Across our teaching, research, external engagement, and School operations, we have continued to strengthen our contribution to sustainable development and responsible business education.

A particular highlight of the year was the School's hosting of the PRME UK & Ireland Chapter Conference. Bringing together colleagues from across the responsible management education community provided an important opportunity to exchange ideas, share good practice, and strengthen partnerships. We were delighted to welcome fellow PRME institutions to Bath and to contribute to the development of responsible management education across the UK and Ireland. Hosting the conference reflected both our commitment to the PRME community and our belief that meaningful progress depends on collaboration, dialogue, and collective learning.

This report highlights the many ways in which we work to advancing the PRME principles across the School. While we are proud of the progress made, we also recognise that responsible management education is a continuous journey. We look forward to learning from others in the PRME community and to further strengthening our contribution in the years ahead so that, together, we continue to advance our shared goal of developing responsible leaders and contributing positively to business, society, and the wider world.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Stephen Brammer'.

Professor Stephen Brammer

Dean of the School of Management

University of Bath

mnssjab@bath.ac.uk or patodean@management.bath.ac.uk

Definition of Purpose

We believe our purpose is the overarching reason for our existence, which guides our mission, values and long-term goals. It shapes our identity, aligns stakeholders around shared aspirations and informs all the decision within the business school.

Institutional Engagement

76% - 100%

of faculty at School of Management, University of Bath 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

Values are the shared beliefs that underpin curriculum design, institutional culture, and partnerships aligned with the UN sustainable development goals.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Interdisciplinary efforts across business school
- ❖ Disciplinary efforts within business school
- ❖ Research or issue group, society, or club leading sustainability efforts

Student Awareness

0% - 25% of students at School of Management, University of Bath are aware that we are a PRME Signatory Member.

Student Engagement

26% - 50% of students at School of Management, University of Bath 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.



How We Define Teach

Embedding ethics, sustainability and social responsibility into management education to shape future leaders.

Courses that support RME

School of Management, University of Bath reports 8 courses in 2025 that support responsible management education and sustainable development goals.

Sustainable Operations Management | MN52144

Explore the processes, procedures, and practices firms adopt to produce and deliver outputs in socially, environmentally, and financially sustainable ways. You will develop a deep understanding of operations management and comprehend how sustainability considerations influence the design and control of business operations and processes involved in the production of goods and services.



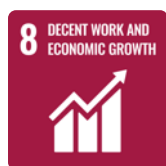
Governance for Sustainability | MN52098

Learn about the structures, practices and frameworks that underpin corporate accountability and sustainability. Explore the tools and decision-making processes that firms rely on to promote social, environmental, and governance sustainability. Develop your ability to apply theoretical concepts to real corporate problems. The unit goes behind the headlines of corporate scandals so you can begin to understand how governance practices failed, and what can be done to improve practise.



Business Ethics | MN52058

Explore the challenges of acting ethically in business and determine what constitutes ethical and unethical practice. Taking a problem-based approach, you will advance your understanding of the key concepts, theories, and tools from within business ethics, and techniques on how to use them in your own professional career. You will learn about the theoretical and practical nature of business ethics, and the complex nature of making ethical decisions in different contexts.



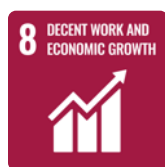
Theories of Corporate Responsibility | MN52147

Explore the differences between corporate responsibility and sustainability and develop an understanding of key relevant theories. You will advance your knowledge of the latest developments in the field and practically apply this knowledge to complex, social, and environmental issues that arise within today's business environment.



Corporate Responsibility and Law | MN22026

The unit covers a set of distinct approaches to the notion of corporate responsibility - from rights-based approaches, to consequentialist ethics; from sustainability to perspectives grounded in corporate reputation; from meeting accepted standards to taking care of stakeholders. Furthermore, the unit emphasises the practical application of these varied principles of corporate responsibility. The aim is to assemble a toolkit that facilitates the evaluation of corporate actions and impacts in a rigorously informative manner. The law element will introduce you to the laws most commonly affecting business organisations and the individuals who own or manage them.



Business, Society and Law | MN12005

The unit content includes: You will consider a variety of important questions that arise from the relationship between business and society. By doing so, you will develop a rigorous and practical understanding of how corporate responsibilities can arise from ethical imperatives and strategic considerations. The scope and limits on corporate responsibilities are discussed across a broad range

of social and environmental issues. The law element covers the framework of law, essential business contracts and non-contractual liability such as negligence. Students work through seminars in applying the principles to a range of case examples within their group, analysing and applying principles to practice.



Equality, Diversity and Inclusion at Work | MN52089

Learn to develop people-focused strategies to attract, nurture and retain a diverse and inclusive workforce. You will explore equality, diversity and inclusion practices within specific cultural and legislative contexts. You'll develop key insights into different ethical perspectives, stakeholder relations and approaches to change. You will also learn to challenge, communicate and influence HR policies whilst being fair, compassionate and consultative.



Managing across cultures and contexts | MN22029

Get a good grounding in the intercultural and context-sensitive knowledge and skills you need to be successful in global business. The world is changing, and it's more important than ever to be able to work across diverse cultures and contexts.



Teaching Awards

In 2025, 3 awards were given to faculty and educators at School of Management, University of Bath.

2026 PRME Education Award Disciplinary Honorable Mention: Finance

Granter: Principles for Responsible Management Education Secretariat

Grantee: Victoria Willis

Award Description:

2026 PRME Education Award Disciplinary Honorable Mention: Finance



Sustainability Award 2026 - Innovation in Education - Highly Commended (Unit Company Consultancy Project)

Granter: Sustainable Bath, University of Bath

Grantee: Kostas Iastridis, Gabi Quintiere, MSc Careers Service - Highly commended

Award Description:

The Sustainability Awards celebrate the individuals and teams whose actions, ideas and leadership are driving positive change across the University of Bath. Kostas, Gabi and the MSc Careers Service were awarded Highly Commended for their work in the unit Company Consultancy Project.



Sustainability Award 2026 - Innovation in Education - Highly Commended (Unit: Marketing Communication: Strategy and Practice)

Granter: Sustainable Bath, University of Bath

Grantee: Diletta Acuti and Tamsin McLaren - Highly commended

Award Description:

The Sustainability Awards celebrate the individuals and teams whose actions, ideas and leadership are driving positive change across the University of Bath. As part of the unit "Marketing Communication: Strategy and Practice", Diletta and Tamsin developed an authentic client-based project in which students work with a non-profit organisation to address real-world challenges, such as attracting donations, volunteers, and community engagement. Through this experience, students develop practical skills in audience research, stakeholder engagement, and values-led communication, while gaining an understanding of how communication can influence behaviour change and create positive social impact.

Educator Recognition

At School of Management, University of Bath, we recognize educators for quality of teaching in the following ways:

- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Professional development opportunities

- ❖ Publication or research support
- ❖ Student-nominated teaching awards

Teaching Voices

The following statements demonstrate ways in which educators at School of Management, University of Bath support sustainability and responsible management in their classrooms.

Company Consultancy Project: from theoretical knowledge to applied sustainability competencies

The Company Consultancy Project, a core applied unit within the MSc Sustainability and Management programme delivered by [Dr Kostas Iatridis](#) and [Dr Gabriela Miranda](#), was developed in response to a growing need for well-rounded sustainability professionals – graduates who can combine theoretical understanding with practical, analytical and interpersonal skills to address complex sustainability challenges in real organisational settings. The unit's delivery is supported by the School of Management MSc Careers Service, who broker relationships with suitable partner organisations. As sustainability becomes a strategic priority across all sectors, employers increasingly seek graduates who can critically assess current practices, work collaboratively with stakeholders, navigate organisational constraints, and design feasible, evidence-based solutions. This unit goes beyond traditional classroom learning alone, pairing students with organisations on a live project, helping prepare them for the messy, interconnected nature of real-world sustainability issues.

Designing learning around real organisational sustainability challenges

The Company Consultancy Project places students in small consultancy teams to work directly with a range of clients. Students assess their client's current sustainability practices, benchmark performance against industry standards, and develop evidence-based recommendations to strengthen sustainability performance. The structure of the unit intentionally mirrors competencies required in sustainability practice: critical analysis, stakeholder engagement, systems thinking, practical problem-solving, adaptability and the ability to navigate organisational complexity. In class, students use professional tools and frameworks such as materiality assessments, stakeholder mapping and gap analysis to build applied competencies. Discussions and reflective activities focus not only on what organisations do, but why sustainability initiatives succeed or encounter resistance. Guest lectures from experienced sustainability practitioners further expose students to the realities of implementation, including resource constraints, competing priorities and stakeholder pressures. Across these activities, sustainability shapes both the content and the method of learning by emphasising authentic, collaborative and systems-oriented approaches.

Strengthening students' confidence and professional judgement through authentic learning

The authentic approach has had a positive impact on student learning and engagement. Working with real organisations has strengthened students' ability to apply theoretical concepts to practical sustainability challenges and has led to more confident and critical analysis of organisational practices. Students demonstrate improved problem-solving, stakeholder communication and professional judgement after the consultancy experience. In addition, the experience helps students clarify both the skills and sustainability areas they may want to pursue, enabling them to enter the workforce with clearer career direction.

Marketing Communication: Strategy and Practice

Marketing and sustainability are frequently positioned as contradictory agendas, yet marketing education can play a constructive role in advancing social sustainability. In *MN52117 Marketing Communication: Strategy and Practice*, a student-based project for the 80% groupwork assessment, delivered in collaboration with Community Interest Organisation [1st Impressions](#). 1st Impressions supports women entering the workforce by providing mentoring, with founder, [Jane Ellis-Brush](#), is based in the School of Management, Information, Decisions & Operations division.

The student project responds to the need for non-profit organisations to deliver marketing communication messages that effectively increase consumer donations, foster partnerships, and attract volunteers who act in alignment with non-profit values. While the number of non-profit organisations in the UK is growing (Statista, 2025a), individual donations are decreasing (Statista, 2025b). It is therefore important that future marketing communicators understand how to overcome the challenges faced by non-profits, particularly budget limitations, high competition, and economic uncertainty. Additionally, non-profit communication requires particular care in message delivery due to the sensitive issues often addressed and the vulnerability of the stakeholders involved. Specifically, 1st Impressions relies on donations of second-hand clothing, which require a significant investment of time and convenience from individuals, further highlighting the need for effective marketing communication.

Marketing students may initially prefer working on live projects with large, international companies, and collaborating with a non-profit organisation presents additional challenges due to budget constraints and the complexity of communication considerations. At the same time, it offers students a valuable alternative perspective on

marketing communication –

one that demonstrates how marketing communication can be used not only for profit, but also to change consumer behaviour and generate positive social impact.

Encouraging critical reassessment of marketing's role in society

Through this project, the primary aim is to challenge students' prevailing perceptions of marketing communication as a discipline primarily associated with overconsumption and profit maximisation. Students are encouraged to critically reassess this stigma (Gurrieri et al., 2022) and to understand marketing communication as a neutral tool whose impact depends on the values, objectives, and contexts in which it is applied.

In relation to sustainability, students are expected to recognise that marketing communication can play a constructive role in addressing social and environmental challenges by shaping attitudes, influencing behaviour, and mobilising support for socially responsible organisations. By working with a non-profit organisation, students are exposed to the potential of marketing communication to promote resource re-

use, encourage donations, and support vulnerable communities, rather than stimulate unnecessary consumption.

The project aims to help students value ethical and responsible communication practices, particularly when dealing with sensitive social issues and vulnerable stakeholders. Students are encouraged to consider the broader societal implications of their communication choices, including message framing, tone, and channel selection, within strict budgetary and ethical constraints.

Ultimately, students are expected to develop the ability to apply marketing communication strategically for social good, understanding that sustainability is not only an operational concern but also a communication challenge. The experience has been designed to equip students with the skills and mindset needed to use marketing communication responsibly, demonstrating that it can be leveraged not only to drive economic outcomes, but also to create positive and sustainable social impact. These transferable skills can be used across multiple industries and types of companies.

Replacing commercial case studies with a client-based assessment focused on social sustainability

To embed sustainability meaningfully within the unit, a key change was the introduction of a live project with a non-

profit organisation as the core component of the 80% groupwork assessment. This represented a deliberate shift away from more traditional, commercially driven case studies towards an applied learning experience focused on social impact rather than profit maximisation.

As part of this approach, 1st Impressions will join the class to present the organisation, outline its marketing communication objectives, and respond directly to students' questions. This activity is particularly important, as it allows students to hear first-hand about the organisation's needs and to engage with the project as they would with a real client. Students are therefore required to practise asking relevant and strategic questions, gaining a more practical understanding of how the marketing communication process operates in real-world contexts.

In developing the marketing communication plan and producing a marketing communication output – the core deliverables of the assessment – students are required to conduct research into the non-profit context, identify and analyse target audiences (donors, partners, and volunteers), and develop messages that were both consistent with the organisation's values and appropriate to its stakeholders. This process will bring students closer to the realities of the non-profit sector and increase their awareness of the social challenges faced by women in need, particularly in relation to access to employment and labour market inequalities. Learning and practicing how to communicate about sensitive topics with potentially vulnerable stakeholders will be valuable also for students aiming to work in for-profit organisations in the future. Indeed, given the growing attention to social and environmental issues and the need for dialogue with multiple stakeholders (Acuti et al., 2024), understanding how to use communication tools effectively and respectfully is of crucial importance across different industries and type of organisations.

Overall, these activities were designed to foreground sustainability by encouraging socially responsible, respectful and effective communication with stakeholders and by positioning marketing communication as a tool for positive social change and sustainable prosperity rather than profit-driven overconsumption.

Gathering early evidence of shifts in student thinking about sustainability and marketing

To explore the impact of the project on student learning, the teaching team asked students in the first session to define "marketing communication", collecting 30 responses. The same prompt will be repeated after a few weeks to assess whether students' understanding has shifted in the intended direction. The team will also review student feedback on the unit, ask informal follow-up questions, and consider how students engage with and discuss the project on social media to inform future iterations. More broadly, this case illustrates how rethinking assessment design within a discipline can support critical reflection on sustainability and the social purpose of professional practice.

References

Acuti, D., Glozer, S., & Crane, A. (2024). What is (and is not) stakeholder dialogue in CSR? A review and research agenda. *International Journal of Management Reviews*, 26(4), 518-535.

Gurrieri, L., Tuncay Zayer, L., & Coleman, C. A. (2022). Transformative advertising research: Reimagining the future of advertising. *Journal of Advertising*, 51(5), 539-556.

Statista 2025a: [England and Wales number of charities 2025](#) | Statista

Statista 2025b: [England giving to charity 2024](#) | Statista

[Case study: Partnering with a Community Interest Organisation to embed social sustainability in marketing education - Learning and Teaching Hub](#)

Barriers to Innovative Curriculum

In 2025, School of Management, University of Bath identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Budgetary limitations
- ❖ Risk aversion
- ❖ Uncertain return on investment

Barriers to Innovative Pedagogy

In 2025, School of Management, University of Bath identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Budget constraints
- ❖ Change resistance



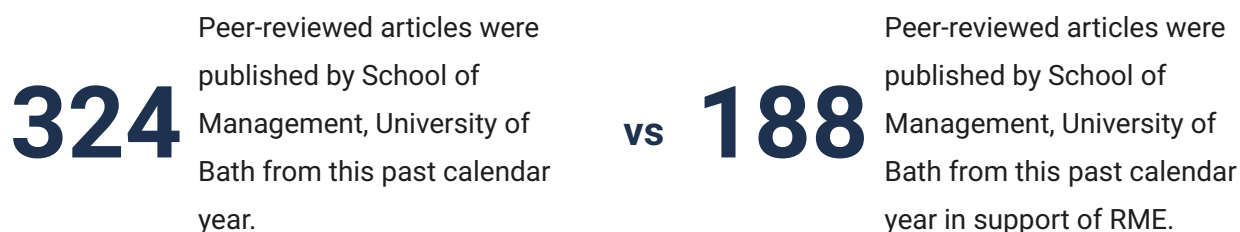
Research

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

How We Define Research

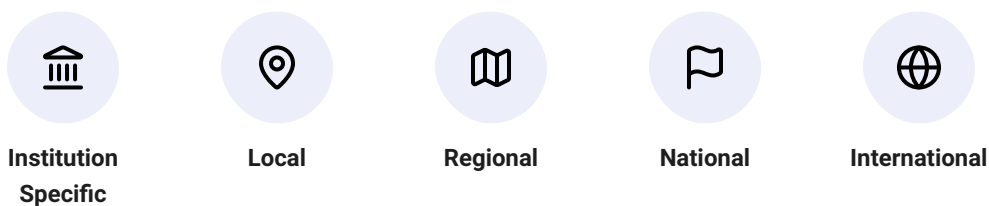
Research involves generating insights that advance responsible management, sustainability, and ethical leadership in business and society.

Research vs Research for RME/Sustainable Development



Research Funding

In 2025, School of Management, University of Bath was awarded funding for research that is:



Socializing Research

In 2025, School of Management, University of Bath contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ Local media
- ❖ National media
- ❖ Open-access platforms
- ❖ Public events and lectures
- ❖ Research collaborations
- ❖ Social media and digital outreach
- ❖ R4G Podcast and Magazine

Publications Related to RME and/or Sustainability

Contextual effects of color on food choices | [DOI](#)

Authors: Kim, Ye Seul

Date of publication: October, 2025

Department: Business Administration | Marketing

This research examines how red ambient color in restaurants/cafeterias influences food choices. Prior research shows that red directly related to a food product (such as on nutrition labels or plates/cups) leads to avoidance of unhealthy foods. Yet, many successful fast-food restaurants (e.g., McDonald's and Dairy Queen) use red in their ambiance, suggesting that in the context of food/eating, ambient red may have a different meaning than product-related red. Indeed, the current research shows that consumers associate ambient red (e.g., wall color) with unhealthy restaurants. The presence of ambient red (vs. blue, gray, or white) leads to greater preference for unhealthy (i.e., high calorie, high fat, and indulgent) food options because consumers draw on ambient factors to make inferences about products sold in a retail establishment and then choose contextually appropriate products. The effect is moderated by the extent to which a consumer associates red with unhealthy restaurants. This research highlights how, in the context of food/eating, the placement of red influences its meaning and ultimately whether consumers approach or avoid unhealthy foods.



Dynamic Relief Provision Planning for En Route Refugees | [DOI](#)

Authors: Pashapour, Amirreza

Date of publication: October, 2025

Department: Management

Forced displacement crises have become a pressing humanitarian concern. Refugee movements expose individuals to dire living conditions with severe inaccessibility to essential resources. Humanitarian organizations play a vital role in alleviating these hardships through relief aid interventions. This study aims to optimize the fulfillment of recurring needs for geographically dispersed refugee groups en route to safe destinations. Here, capacitated mobile facilities are tasked with delivering relief aid to refugee groups periodically to ensure equitable service frequency. We formulate the problem as a Markov decision process with multinomial state-transition distributions, shaped by external migration pull factors such as safety conditions, road accessibility, and spatial proximity. The objective is to minimize the relocation and replenishment costs of mobile facilities,

along with the deprivation costs faced by underserved refugees. We develop an approximate dynamic programming algorithm featuring a novel policy replication routine. To complement this offline method, we introduce a state-dependent variable threshold policy that enables high-quality, real-time relief provision. Using instances inspired by the Syrian refugee crisis, our results demonstrate the substantial value of stochastic modeling, yielding a 25% reduction in expected total costs compared to deterministic baselines and up to 12% savings through coordinated planning among humanitarian actors. The proposed methods remain effective under dispersed and cohesive refugee group dynamics and multi-destination migration scenarios. Furthermore, we uncover high-frequency traversal and service hotspots along migration paths to provide tactical insights for parameter calibration and resource prepositioning. Collectively, our findings offer practical insights for managing ongoing and future refugee migration crises.



Fundamental Causation and Candidacy | [DOI](#)

Authors: Ellis, David

Date of publication: June, 2025

Department: Management

This paper aims to better understand how structural determinants of health inequalities shape disengagement from healthcare for vulnerable groups across a range of social conditions. Using a sub-sample ($N = 20$) from a qualitative interview UK study of those missing from primary-care, it illuminates how structural drivers of health inequalities operate at organisational and practice levels to weaken engagement with primary-care. Finding ways of better analysing and demonstrating the causal chains between structural determinants and patterns of disengagement is important because previous research has shown that practitioner and policy understanding of structural determination, an important precursor for mitigatory action, is not always sufficient, and research on healthcare utilisation can itself be weak in investigating structures of inequality. We address this deductively by testing a novel combination of Link and Phelan's Fundamental Cause Theory and Dixon-Woods and colleagues' Candidacy framework. Combining elements of these frameworks compensates for identified gaps in each. We demonstrate how Candidacy can be strengthened through incorporating more systematic theorisation of structural processes and that the more abstract arguments of fundamental (structural) causes can be made concrete via Candidacy's focus on inequalities in patients' access to, and utilisation of, healthcare. We also argue that both theories are enhanced by including Metzl and Hansen's concept of 'structural competency' as a potential mitigatory mechanism operating between fundamental causes and patient engagement.



Working lives with dementia | [DOI](#)

Authors: Brown, Olivia | Fletcher, James

Date of publication: March, 2025

Department: Management

Ageing populations have often been stereotyped as inherently technologically illiterate, exacerbating concerns that older workers suffer diminished occupational proficiency in later life, especially as working life becomes increasingly digitalized. This presumed incompatibility with work is especially true of older people with dementia. Research on extending working lives has largely ignored people with dementia, instead focussing more broadly on ageing populations. This oversight propagates the misassumption that a dementia diagnosis inevitably necessitates unemployment. We propose a new digital futures perspective, wherein digitalization extends and enhances the working lives of people with dementia, complementing and enhancing employee abilities, by optimizing person–environment fit. To do so, we combine conceptual insights from disability studies, arguing that cognitive impairments become disabling in unsupportive contexts, and dementia studies, advocating coproductive praxis whereby workers with dementia are centred in organizational disability strategy. Coproduction can resist digital ageism, wherein older people are commonly excluded from decision-making and development based on misleading social stereotypes. We then exemplify how digital technologies such as voice-command and LLMs can optimize environments to both extend and enhance the working lives of older adults with cognitive impairment. We also advocate greater research in this area that meaningfully includes people with dementia throughout.



Theorizing Meta-Organizations' Role in Addressing Societal Problems | [DOI](#)

Authors: Crane, Andrew | Ward-Grosvold, Johanne

Date of publication: April, 2025

Department: Business Administration | Management

Modern slavery is increasingly recognized as a supply chain risk to both workers and firms. Neither corporate efforts nor market-based regulation has adequately addressed the issue. This is largely because they fail to reconcile the conflicting priorities between efficiency and anti-slavery goals inherent in such efforts. Public sector purchasing—often conducted through meta-organizations—offers both the scale and scope needed to change supply chain behaviors. Yet meta-organizations and how they effect change remain underexplored and under-theorized. Through analysis of archival material and 44 interviews with public sector buyers and purchasing consortia managers, we construct two case studies of meta-organizations. These cases reveal rich insights into meta-organizations' capacity both to improve public sector knowledge and compliance around modern slavery and to compel suppliers to enhance their anti-slavery efforts. The findings show that, by adapting purchasing structures and developing expertise, and thereby hybridizing the logics of efficiency and anti-slavery, purchasing consortia can embed accountability within and beyond the bounds of their memberships. The study contributes to theories of meta-organizations and institutional logics in the context of supply chain management and to policy and practice on modern slavery in supply chains.



Age and career resilience through the lens of life course theory | [DOI](#)

Authors: Chudzikowski, Katharina

Date of publication: November, 2025

Department: Human Resource Management | Management

Career resilience is critical to the world's aging workforce, aiding older workers in adapting to the ever-evolving nature of work. While ageist stereotypes often depict older workers as less resilient when faced with workplace changes, existing research studies offer conflicting evidence on whether older age hinders or improves career resilience. In response to this conflicting evidence, the present study employs multi-level data from 6,772 employees in 28 countries to examine the age-career resilience relationships and underlying mechanisms, hence advancing our understanding of career resilience across the life course. By integrating macro-contextual factors such as the unemployment rate and the culture of education with individual-level mechanisms such as positive career meaning and career optimism, we provide a comprehensive model explaining how career resilience varies across age groups. Grounded in life course theory, our findings resolve prior inconsistencies in resilience research, contribute to bridging the micro-macro gap in HRM literature, and challenge existing age-based stereotypes.



Conditional Silence | [DOI](#)

Authors: Brammer, Stephen

Date of publication: July, 2025

Department: Management

Do corporate communications regarding firms' environmental performance accurately reflect their environmental actions and impacts? While substantial research has focused on greenwashing, less attention has been given to companies' under-reporting of their environmental performance. Building on middle-status conformity theory, this study examines the relationship between organizational status and environmental disclosure and performance. We find that only middle-status firms fully disclose their environmental performance, while both high- and low-status firms under-report their achievements: high-status firms to minimize risk to their reputation, and low-status firms to avoid additional conformity costs. Firms in stakeholder-sensitive industries, with higher institutional ownership, and those with corporate social responsibility committees are less likely to under-report. Moreover, middle-status firms are particularly vulnerable to penalties for concealing environmental information. Overall, our findings suggest that organizational status plays a significant role in shaping firms' propensity to disclose environmental achievements.



Impact pathways: “follow the labour”. the labour supply chain and its impact on decent work in product supply chains | [DOI](#)

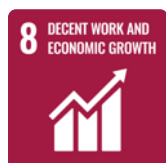
Authors: Crane, Andrew

Date of publication: June, 2025

Department: Human Resource Management | Management

Purpose To conceptualise the labour supply chain and its relationship with product supply chains. In doing so, we call for research that follows the flow of labour to advance the field of operations and supply chain management (OSCM) towards decent work in supply chains. **Design/methodology/approach** This paper provides a real-time case study of modern slavery in the wine, apple and poultry supply chains in Southern Brazil with interviews including workers, farmers and a multitude of

stakeholders. Findings By following the flow of labour, we uncover how temporary workers are used to manage product seasonality, and the role of hidden actors such as labour providers and charities. We show that different product supply chains tend to mimic each other and share the same pool of temporary workers to ensure flexibility at low cost, while exploiting workers. Originality/value For decades the OSCM field has used frameworks that follow the product to improve efficiency and traceability. Yet, labour flows across product supply chains remain untraceable. Our research calls for a dynamic perspective on labour to set the basis for an emerging research agenda on the interplay of product and labour flows in supply chains to advance decent work.



Understanding the emergence of ill-being at work in a post-colonial context

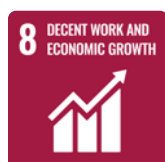
| [DOI](#)

Authors: Lindebaum, Dirk

Date of publication: July, 2025

Department: Human Resource Management | Management

Little is known about how ill-being at work is produced in a post-colonial context. In this study, we explore this process through the lens of Critical Theory, examining the interplay between heteronomous obedience and the politicization of belonging in a multinational company in Pakistan. Drawing on data from 33 interviews, we trace the production of ill-being as employees navigate pressures to conform via (i) mimicking behaviours, (ii) gendering obedience and (iii) concealing their values and identities. Our findings reveal that ill-being is shaped by the hybrid dynamics of global corporate progressiveness and deeply ingrained local 'Seth' culture. This negotiation results in internal conflicts, reinforcing feelings of inadequacy, guilt and isolation, particularly as socio-cultural and gender norms complicate belonging in the workplace. By integrating our findings with the literature, we offer new insights into the production of ill-being in non-Western settings and highlight future research directions.



Common Institutional Ownership and Corporate Carbon Emissions | [DOI](#)

Authors: Wood, Geoffrey

Date of publication: April, 2025

Department: Management

There has been a growing interest in comparative work exploring when and why firms embark on green paths. It has been concluded that in national contexts where inter-firm ties are stronger, progress has been stronger. In turn, this raises questions about the impact of inter-firm ties within, rather than between, national contexts, and in settings where progress towards renewables has been uneven and contested. Accordingly, we explore how common institutional ownership may foster collaboration among firms within the same industry against climate change. Using a sample of US-listed firms from 2006 to 2019, we obtain robust evidence that firms with industrial peers that are owned by the same institutional investors have lower carbon emissions. In addition, we find that a threshold exists for which the impact on carbon emissions holds only when firms are commonly connected with a substantial number of peers. The existence of this threshold suggests potential free-riding issues and highlights the beneficial role of investors in promoting cross-industry collaboration. Overall, our results highlight the role played by institutional investors in tackling climate issues, with important implications for both climate- and antitrust-related regulations.



Timing, modifications, and tenor of firms' mandatory R&D disclosures | [DOI](#)

Authors: Salandra, Rossella

Date of publication: January, 2025

Department: Management

Regulatory requirements for disclosure are often designed to advance transparency and public welfare. Yet, firms may approach these mandates with caution. In this study, we investigate the role of competitive pressures on firms' discretion in fulfilling mandatory R&D disclosures. We focus on pharmaceutical firms required to publish their clinical trial results on ClinicalTrials.gov and examine three key elements of disclosure: the timing of disclosure, modifications to pre-established research objectives, and the use of positively toned scientific publications. These disclosure elements are crucial because they can potentially undermine the regulatory goals of enhancing transparency and public welfare. Our findings indicate that, under intense competition, firms disclose their R&D results more promptly. However, they make more extensive changes to their stated research objectives and are more likely to link positively toned scientific publications to their disclosures. We discuss the implications of our findings for the literature on R&D disclosures and questionable reporting, as well as for regulators and policymakers enforcing disclosure mandates.



The Boundaries of Modern Slavery | [DOI](#)

Authors: Crane, Andrew

Date of publication: June, 2025

Department: Human Resource Management | Management

Modern slavery is one of the most prominent grand challenges facing organizations today. Yet, its precise meaning, and the scope of people and practices it subsumes, remain hotly contested. The recent formation of a legal category of “modern slavery” represents a critical point in establishing clear meanings and boundaries. While existing research on categories has shed light on how such new category meanings and boundaries may be shaped, we lack insight on how this happens in the absence of category prototypes that demarcate the meaning and membership of categories. We turn to category exemplars as an important but, as yet, poorly understood tool influencing category formation and subsequent membership. We conduct a systematic analysis of discourse surrounding the formation of the new category of modern slavery to identify three distinct forms of exemplars (typifying, familiarizing, and scoping), and develop a model that links actors’ use of these exemplars to specific boundary effects across four phases of category formation. We also reveal the conditions under which different exemplars were successful in influencing the final category. We thereby contribute to the literature an exemplar-based theorization of new category formation that explains how categories associated with grand challenges like modern slavery are formed.



Achieving resilient supply chains | [DOI](#)

Authors: Roehrich, Kurt

Date of publication: May, 2025

Department: Business Administration | Management

Purpose: Geopolitical disruptions significantly impact the management of temporary healthcare supply chains (HSCs). Common across geopolitical disruptions is the interruption to the flow of supplies, calling for organizations to reconfigure their existing supply chains or set up temporary ones. We theoretically and empirically investigate how temporary HSCs are designed to ensure a resilient

flow of vital healthcare products during a geopolitical disruption. Design/methodology/approach: We investigated two different temporary HSCs – potable water and blood products – that experienced geopolitical disruptions. We purposefully sampled HSCs in deployed medical care where healthcare providers operate in resource-austere, politically volatile environments and timing and access to specialist expertise, medical equipment and medicines are critical. We built on rich datasets, including archival data, 12 expert workshops and 41 interviews. Findings: The nature of temporary HSCs (e.g. urgency of demand and time-limited need) and product characteristics (e.g. perishability and strict storage conditions) lead to complexity in designing resilience for temporary HSCs. In contrast to permanent supply chains, temporary HSCs have limited flexibility and redundancy. Collaboration and agility are predominant strategies for enhancing resilience for temporary HSCs. Practical implications: The study uncovers an urgent need for radical changes in how managers and policymakers responsible for HSC address resilience. During geopolitical disruptions, managers and policymakers need to review healthcare regulations across nations and prioritize by activating high levels of information- and knowledge-sharing between nations. Originality/value: This study addresses an underresearched area of investigation by theoretically combining and empirically investigating the supply chain strategies employed by organizations to build up resilience in temporary HSCs.



Wasted? | [DOI](#)

Authors: Augustine, Grace

Date of publication: March, 2025

Department: Management

Studies examining the impact of social movements on organizations have focused primarily on what leads to initial concessions in response to movement targeting. A key remaining question is what comes next, or how do movement priorities become institutionalized within organizations and across fields via downstream processes? We argue that central actors in these downstream efforts are members of occupations that have been created out of movement pressure on organizations. In this study, we examine the longitudinal evolution of a movement-backed occupation: recycling coordinators in higher education. By conducting historical, processual analyses of 25 years of online conversations among over 1,000 recycling coordinators, we identify three key tensions they faced in trying to embed practices and an ethos from the environmental movement and in trying to progress their organizations toward evolving movement concerns (from recycling to sustainability). We uncover how the coordinators navigated these tensions, finding that while they succeeded in institutionalizing recycling and expanding their organizations toward a new wave of movement concerns regarding

sustainability, their occupation nonetheless experienced demise. Our findings set the foundation for future research on the downstream efforts and occupational actors that are vital for institutionalizing movement demands.



The Enrichment Economy | [DOI](#)

Authors: Pavlyuchenko, Roman

Date of publication: March, 2025

Department: Management

Rare watches, fine wines and spirits, sports cars, designer sneakers, and many other luxury goods create massive enrichment opportunities for consumers if they resell them on secondary markets. This trend is part of the enrichment economy, a novel form of market arrangement wherein consumers use iconic goods to increase their capital. However, it creates challenges for brands, such as preserving their primary market desirability and avoiding cannibalization. To understand how brands can navigate the enrichment economy, the authors conducted an ethnographic study of the luxury watch industry. They draw on market system dynamics to theorize market processes that sustain a market within the enrichment economy, and they explain the shared discourses, norms, and practices that make the enrichment economy function. This research makes four contributions. First, the authors theorize primary–secondary market dynamics as a novel class of market dynamics. Second, they theorize the new role of luxury brands as enrichment curators. Third, they discuss the ethics of enrichment by highlighting inequalities and risks it creates. Fourth, this research introduces the enrichment strategy as a novel brand strategy that capitalizes on the market dynamics of enrichment. The authors offer recommendations for luxury and nonluxury brands on product portfolio management, customer relationship management, and ethical innovation.



Adding Good or Removing Bad | [DOI](#)

Authors: Ikonen, Iina

Date of publication: December, 2025

Department: Marketing

Consumers often encounter nutrition claims on food packaging that emphasize either the addition of healthy nutrients (e.g., “with added vitamins”) or the removal of unhealthy ones (e.g., “now with less sugar”). But do these claims influence consumers differently, and if so, why? Across a meta-analysis and seven controlled experiments, we show that addition-focused claims consistently lead to stronger behavioral intentions than removal-focused claims. The studies show that this effect is driven in part by the higher perceived value of products with added (vs. removed) nutrients. These findings suggest that marketers and policy makers can more effectively promote healthier foods through addition claims. In addition, our studies show how marketers can mitigate the lower effectiveness of removal claims by following a communication strategy that explicitly highlights the value added.



One size does not fit all | [DOI](#)

Authors: Ikonen, Iina

Date of publication: March, 2025

Department: Management | Marketing

Despite retailers' interest in moving away from thin-model photography to embrace body-size diversity, online fashion shopping predominantly features thin models. While concerns about negative consequences for sales impede industry-wide changes, we demonstrate that consumers and retailers benefit from optimally portraying diverse bodies. Three studies unveil the "Dissimilarity-Risk Deterrence Effect," wherein thin models dissuade consumers with larger clothing sizes from online purchasing due to perceived body-size dissimilarity and heightened fit-risk perception. Eight experiments demonstrate that models of consumers' own size mitigate the effect, enhancing online purchase decisions, while controlling for mechanisms like positive affect, authenticity and social identification. The effect extends across various clothing items but attenuates when body size matters less to fit evaluation. Moreover, the effect is concealed by retailers' risk-reducing strategies, such as measurement information and free product return policies. This research underscores the strategic significance of diverse product imaging to improve supply chain efficiency and consumer well-being.



Organizational Engagement with Poverty | [DOI](#)

Authors: Soundararajan, Vivek

Date of publication: January, 2025

Department: Management

Recognizing the potential contributions businesses can make to address the grand challenge of global poverty, management scholars have increasingly turned research attention to poverty. We conducted an integrative review of poverty studies in the organizational literature spanning from 1985 to 2022. Based on the review, we clarify poverty as a significant lack of market-oriented resources, opportunities, and capabilities. Further, we develop a framework that captures the ways in which organizational practices offer the poor, or deprive them of, resources, opportunities, and capabilities, and thereby contribute to poverty alleviation or aggravation respectively. Moreover, our framework identifies the necessary support conditions for an organization to effectively combat poverty. We conclude by proposing a research agenda aimed at advancing management scholarship on poverty.



Continue telling your story

Research 4 Good

Research4Good is the School of Management's publication and podcast showcasing research that addresses important societal, environmental and economic challenges. It features examples of research that addresses pressing global challenges, including sustainability, social inclusion, climate change and responsible business practices. Research4Good demonstrates the School's commitment to producing impactful, responsible and purpose-driven research that creates value for society while advancing management knowledge.

<https://www.bath.ac.uk/campaigns/research4good-making-a-positive-difference-through-management-research/>



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)
- ❖ AMBA (Association of MBAs)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ Positive Impact Rating (PIR)

Student Organization Partnerships

- ❖ None

Partnerships

The following provides more details on 4 key partnerships at School of Management, University of Bath.

Action 4 Sustainable Development / UNDP

Sustainable Business Challenge (SBC), organised by the MSc Careers team in the School of Management, is a cross-university initiative, facilitated by University of Bath, which brings together students from different universities to work on a real-world sustainability challenge. In 2025, participants worked in cross-university, inter-disciplinary teams to develop a solution to the year's challenge, proposed by the [United Nations SDG Action Campaign](#) and [Action for Sustainable Development](#). Each team met with professional business mentors from around the world to discuss their ideas before putting together a short, digital pitch on the following challenge: With 2030 now just five years away, how can university students raise awareness of the UN's SDGs and find creative solutions to enhance sustainability action in their communities?

The Rotork Community Challenge

The Rotork Community Challenge enables School of Management students to develop key employability skills, including teamwork and project management, while supporting local charities. Each year, charities submit project ideas and student teams work with them over seven weeks to deliver practical solutions or initiatives. Projects are presented to a panel of business experts, with the winning team securing a Rotork donation for its charity partner.

Planet Mark

The **Big Team Challenge** is an experiential learning activity embedded in the first week of study for all undergraduate and postgraduate taught students. Working in teams, students respond to a real-world challenge set by external corporate or community partners through a fast-paced exercise involving research, analysis, recommendation development, and presentation. The activity develops key skills in collaboration, problem-solving, communication, and professional engagement while encouraging students to apply management knowledge to practical organisational challenges.

For students on the MSc Sustainability and Management programme, the challenge is tailored to address sustainability-related issues relevant to their field of study. In 2025, students worked with Planet Mark on a sustainability related challenge. Participants were asked to assume the role of consultants within a professional services firm advising organisations on improving their operations with a particular focus on sustainability. As part of the exercise, students were tasked with establishing a sustainability committee to develop the firm's Net Zero strategy.

Arup, Dyson, Miller Knoll, Lloyds, Mayden, Ovo, Sawdays, Turner & Townsend, Vistra and Yeo Valley

Future Business Challenge is a week-long extracurricular programme held during the inter-semester break. Students work in teams to explore the factors that underpin long-term business success and resilience. Drawing on insights from the World Economic Forum's Global Risks Report, students investigate how organisations are responding to a range of future risks, including environmental, social, geopolitical, economic, and technological challenges. Through company engagement, research, and analysis, the Challenge develops students' understanding of responsible management and the complex external factors that shape sustainable organisational performance. Partners in 2025 were Arup, Dyson, Miller Knoll, Lloyds, Mayden, Ovo, Sawdays, Turner & Townsend, Vistra and Yeo Valley.



Practice

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

Institutional Policies and Practices

- ❖ Professional training opportunities
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides

Policy Documents Related to RME and/or Sustainability

Travel and expenses policy_Downloaded 16Sept26 View document  Download document 

Sustainability Policy University of Bath View document  Download document 

Sustainable Procurement Policy_Access180926 View document  Download document 

university-of-bath-sustainable-building-standard_Access180926 View document  Download document 

university-sustainability-engagement-plan-2026-27_180926 View document  Download document 

University of Bath A Sustainable Food Commitment_180926 View document  Download document 

university-of-bath-travel-plan-2025-2030_180926 View document  Download document 

Sustainability Annual Report 2025_Link to online report View document  Download document 

Practice Awards

In 2025, School of Management, University of Bath received 3 awards for responsible and/or sustainable practices.

QS Ranking

Granter: QS World University Rankings

Grantee: University of Bath

Award Description:

We are ranked 56th in the QS World University Rankings: Sustainability 2026.

Athena SWAN Silver Award

Granter: Athena Swan

Grantee: School of Management, University of Bath

Award Description:

The School of Management was recognised with the Athena Swan Silver award for their progress in embedding equality, diversity, and inclusion within their structures, policies, and practices.

Green Impact - Gold

Granter: Green Impact

Grantee: School of Management

Award Description:

The School of Management Green Impact Team, comprising professional services and academic staff, was awarded Gold in the University of Bath's Green Impact programme for the 2025/2026 academic year. Green Impact is a sustainability engagement initiative that supports staff in embedding environmental and social responsibility into their everyday work. Delivered through a bespoke sustainability toolkit, Green Impact encourages teams to take practical actions across areas such as energy and water conservation, waste reduction, sustainable procurement, travel, wellbeing, and others. The programme recognises and celebrates departments that demonstrate leadership and measurable progress in advancing the University's sustainability goals, with the Gold award reflecting the School's strong commitment to creating positive environmental and social impact.



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, University of Bath 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
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

School of Management, University of Bath 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
- ❖ Media and public relations channels
- ❖ Non-governmental organizations (NGOs)
- ❖ Prospective and current students
- ❖ Research and academic networks

Continue telling your story

2026 PRME (Principles for Responsible Management Education) UK & Ireland Chapter Annual Conference and Doctoral Colloquium

In June 2026, the University of Bath School of Management hosted the PRME (Principles for Responsible Management Education) UK & Ireland Chapter Annual Conference and Doctoral Colloquium, bringing together educators, researchers, practitioners and policymakers to discuss how

management education can respond to growing global challenges. Held from 23 to 26 June 2026, the conference focused on the theme “Responsibly Navigating the Turbulent Business World”, gathering 200 delegates from 12 countries.



Professor Stephen Brammer (Dean of School of Management, University of Bath) opens the conference and welcomes delegates. Photo © Tim Gander



Professor Natascha Radclyffe-Thomas (Chair of the PRME UK & Ireland Chapter). Photo © Tim Gander



PRME Conference hosted in the School of Management Building, University of Bath. Photo©Tim Gander



2026 PRME UK & Ireland Chapter Annual Conference and Doctoral Colloquium Participants. Photo©Tim Gander



2026 PRME UK & Ireland Chapter Annual Conference and Doctoral Colloquium. Photo© Tim Gander

SIGNATORY

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