

PRiME

an initiative of the
United Nations Global Compact



University
of Exeter
Business
School

Sharing Information on Progress 2026

University of Exeter Business
School

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 University of Exeter Business School, including key details and basic institutional data.

Mission

Mission and Vision

Business has the potential to be a powerful force for social good – and it is our mission to see that future realised. That's why we are supporting regional, national and global organisations to take action against the greatest challenges that the world is facing.

Our students, faculty and partners are united by three key foci: environmental sustainability, responsible leadership and technological transformation. Together, we are future-focused now.

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

Vision

Mission and Vision

Business has the potential to be a powerful force for social good – and it is our mission to see that future realised. That's why we are supporting regional, national and global organisations to take action against the greatest challenges that the world is facing.

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Strategy Alignment

UEBS - Strategic Alignment

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

Institutional History

History of the University of Exeter Business School (1955-2025)

Year	Milestone
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1955	University receives its Royal Charter, Accounting, Economics and Finance departments incorporated.
1997	Department become the School of Business and Economic. Leadership Centre created.
1999	First accredited MBA programme.
2004	MBA received first AMBA accreditation.
2008	The School is rebranded as the University of Exeter Business School. The University invests £21m in the School.
2010	University restructure. UEBS becomes one of 6 Colleges, with increased autonomy.
2010	UEBS formally commits to progress in the implementation of the Principles for Responsible Management Education (PRME) as a PRME member.
2011	The One Planet MBA (OPMBA) launched with WWF.
2013	Tax Administration Research Centre (TARC) launched in partnership with the Institute of Fiscal Studies.
2013	First EQUIS accreditation received.
2015	MSc Programmes enter Financial Times rankings in Finance and Management.
2015	Launch of BSc Business programme on the Penryn Campus, Cornwall.
2017	The Land, Environment, Economics and Policy Institute (LEEP) joins UEBS.
2017	MBA ranked 1 in Corporate Knights 'Better World' MBA Ranking.
2018	New MBA programme launched under Level 7 Senior Leader degree apprenticeship framework.

2018	Five new research centres launched: Research Methods Centre, The Exeter Centre for Circular Economy (ECCE), Initiative Digital Economy (INDEX), Centre for Entrepreneurship and the Centre for Innovation in Business Education.
2019	AACSB accreditation (5 years).
2019	MSc Programmes in Business Analytics and FinTech launched.
2020	Shortlisted Business School of the Year by The Times Higher Education (THE).
2020	Exeter Centre for Sustainable Finance established.
2021	EQUIS re-accreditation received (5 years).
2021	AdvanceHE Athena Swan Bronze Accreditation (5 years).
2021	Small Business Charter Accreditation (5 years).
2022	Awarded Business School of the Year by The Times Higher Education (THE).
2022	University restructure. UoE Faculty of Environment, Science and Economy established, in which UEBS is situated as an autonomous Business School.
2022	AMBA reaccrreditation (5 years)
2024	AACSB reaccrreditation (6 years).
2024	UEBS hosts the UK&I PRME Annual Conference.
2025	Centre for Entrepreneurship relaunched as the Centre for Responsible Innovation.
2025	Shortlisted for 2025 Business School of the Year by the The Times Higher Education (THE).
2025	Dr Constantine Manolchev appointed as Sustainability Champion.
2025	Dr Constantine Manolchev appointed to the UK&I PRME Committee.
2025	The Exeter MBA rebranded the One Planet MBA.

Graduates & Enrollment

2025 Statistics	Number
Graduates	3247
Faculty & Staff at the University	7340
Faculty & Staff at the Institution	576
Student Enrollment at the University	29778
Student Enrollment at the Institution	8268
Undergraduate Attendance	6163
Masters-Level Postgraduate Attendance	1989
Doctoral Student Attendance	116

Degrees Offered

Bachelor Programs

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

Masters Programs

 Master of Science (M.Sc. or M.S.)  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 Business
- BSc (Hons) Accounting and Finance
- BSc (Hons) Business and Management
- BSc (Hons) Business
- BSc (Hons) Business and Environment
- BSc (Hons) Business Analytics
- BSc (Hons) Business Economics
- BSc (Hons) Economics
- BSc (Hons) Economics and Finance
- BA (Hons) International Business and Modern Languages
- BSc (Hons) Economics and Politics
- BSc (Hons) Economics with Econometrics
- BSc (Hons) Finance
- BSc (Hons) Marketing and Management
- BSc (Hons) Applied Finance
- BSc (Hons) Project Management
- BSc (Hons) Responsible Business Management (Non-Integrated Degree Apprenticeship)

Masters Degree Programmes

- MSc Finance and Data Science
- MSc Finance and Management
- MSc Finance
- One Planet MBA
- MSc Marketing and Financial Management
- MSc Sustainable Business Management
- MSc Sustainable Finance and Climate Change
- MSc Entrepreneurship and Innovation Management
- MSc Human Resource Management
- MSc Marketing
- MSc Digital Marketing
- MSc Management
- MSc International Business
- MSc Business and Management
- MSc Business Analytics

Postgraduate Degree Programmes

- MPhil/PhD Accountancy
- MPhil/PhD Economics
- MPhil/PhD Finance
- MPhil/PhD Management
- The Exeter Doctor of Business Administration
- MPhil/PhD Leadership Studies



Purpose

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



Letter of Commitment



University of Exeter
Business School

Renewed Commitment to PRME

The University of Exeter Business School¹ (UEBS) has three core foci: environmental sustainability, responsible leadership, and technological transformation. We believe it is at the intersection of these areas that real change is possible. Across all of these, we are supporting regional, national, and global businesses to respond to, and prepare for, the wicked challenges of our time – working with partners in our research and impact, teaching our students how to use sustainable and responsible business principles as they become the leaders of tomorrow, and bringing our expertise directly into organisations and boardrooms through Executive Education.



Professor Steve Wood

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

The original impetus to join UN-PRME came from the team responsible for our One Planet MBA. Former MBA Director Professor Malcom Kirkup worked in partnership with Jean-Paul Jeanrenaud, Director, Corporate Relations, WWF International, to inspire our first submission.

Reviewing our Sharing Information on Progress (SIP) reports over the years, alongside this submission, I believe we have seen significant positive development across our School. Originally the focus on sustainability was limited to our MBA, and although this programme still sets the tone (our MBA programme ranked first in the UK in the Corporate Knights Better World MBA ranking for the last three consecutive years (2023-2025) and achieved an AAA rating, the highest classification, in the inaugural CEO Magazine Green MBA rankings), sustainability now permeates across our entire education offer from undergraduate and masters programmes to Executive Education.

We have also placed more emphasis in the School on student centred research and impact. For example, in BEP3011, our Business & Climate Change module, students work with a range of SMEs and NGOs on six-week consultancy projects focused on carbon footprint analysis and decarbonisation planning. Using tools provided by commercial partner Notch, students produce consultancy reports containing practical recommendations for reducing emissions. Participating organisations have included Yallah Coffee, Ripe Cider, Chocolarder,

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

Green&Blue, Ben Makes, Penryn Produce, Hope Farm, Letts Wealth Management and The Boathouse Pub. Furthermore, our Future17 programme brings students together from different cultural backgrounds and educational settings to collaborate on a challenge set by a SDG Challenge Partner, who they will work with to understand the problem, diagnose the issues, examine potential approaches through evidence-based study and propose and justify pathways for developing solutions. It is modules and programmes such as these that have led to the positive impact of our students and graduates beyond university, e.g., Turbo Zone, a small high growth consultancy, installation, maintenance and software EV charging company, which was co-founded by Ruairi Duignan, a current BSc Business and Environment student.

Our governance and operational structures for sustainability are now well established. Oversight is provided by the School Sustainability Group (SSG), chaired by the School's Sustainability Champion and PRME Lead, and comprising senior academic leaders, experts, and Professional Service staff from across the School. SSG provides strategic direction for the School, and via our Associate Deans, work in close collaboration with our strategy groups focused on Education, Research, Global Engagement, and Professional Education, all of which report ultimately to the School Leadership Team. In turn, these structures are embedded into wider Faculty² and University structures³ to enable strategic connectedness. In addition, the wider University has become a more active partner with UEBS in raising awareness and providing data to monitor and evaluate our progress. This is aligned with our University 2030 strategy that commits the University toward being greener, healthier and fairer.

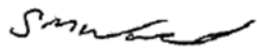
Our research remains focused on sustainability and responsible leadership, and we continue to expand our expertise and impact in this area. We were named the first of five partner universities of the Ellen MacArthur Foundation, and in 2021, researchers within the School launched NetZeroPlus, a UKRI-funded initiative to reduce greenhouse gases from the atmosphere, thereby forming a vital part of the UK's bid to reach net zero by 2050. Our National Interdisciplinary Circular Economy Hub (NICER) creates new business models for a circular economy, and since January 2025 Professor Fiona Charnley has Chaired the Manufacturing and the Circular Economy Theme Strategic Advisory Team - experts who advise the Engineering and Physical Sciences Research Council (EPSRC) in the area of manufacturing and circular economy research and innovation. In 2023 Gail Whiteman, Professor in Sustainability, was named on the new Reuters Climate Council, a coalition of influential business executives, political leaders and change-makers united by the common goal of driving climate action. Furthermore, in May 2025 Professor Ben Groom was recognised by the Frontiers Planet Prize for his work as part of a team who designed a new method for calculating the benefits from conserving biodiversity and nature for future generations.

More recently, Dr Narmin Nahidi's journalistic work on climate finance was commended by The Conversation at the Professor Sir Paul Curran Awards earlier this year.

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

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

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



Professor Steve Wood, PhD
Dean of the University of Exeter Business School
Deputy Pro-Vice Chancellor, Faculty of Environment, Science and Economy, University of
Exeter

Definition of Purpose

UEBS is committed to truly embedded sustainability culture through everything we do, with SSG holding responsibility for coordinating and cohering all aspects of this. It will deliver on the University's related objectives and 'use the power of our education and research to create a sustainable, healthy and socially just future'.

Institutional Engagement

26% - 50% of faculty at University of Exeter 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

To use the power of our education and research to create a sustainable, healthy and socially just future (Strategy 2030).

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office
- ❖ Student contributor

Student Voices

The following narrative demonstrates how University of Exeter Business School has influenced students' academic journey and personal growth.

Positive Impact Rating

The University of Exeter Business School has taken part in the Positive Impact Rating (PIR) for Business Schools since 2023. As part of this there is a survey distributed to students across Bachelors, Masters and MBA programmes within the School. The PIR survey, which is led by students themselves, focuses on student opinions about how their Business School makes a positive contribution to society, according to the student community.

The University of Exeter Business School has consistently been rated a Level 4, 'Transforming School' since 2023, showcasing the positive views students have on the School's commitment to RME.

Student Awareness

76% - 100% of students at University of Exeter Business School are aware that we are a PRME Signatory Member.

Student Engagement

0% - 25% of students at University of Exeter Business School actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

School Wellbeing, Inclusion and Culture Committee

"Through the Business School Wellbeing, Inclusion and Culture Committee (S-WICC) which includes EDI Directors from the three departments as well as Faith and Worldview; Race; Gender; Sexual Orientation and Disability theme leads, the University of Exeter Business School creates safe spaces for staff and students to share experiences and to share cultures and religious celebrations so that others can learn and better understand any differences. The S-WICC endeavours to keep up with research in relevant areas by inviting leading researchers to engage with and present to staff and students through for example panel discussions.

Over the past year we have worked towards improving our conversations and understanding through various workshops, presentations and activities. The following lists some of these:

- A presentation by postgraduate students from Africa where the focus was "My Country, My Journey", where participants and attendees were able to celebrate the richness of their home countries and share their journeys to the university;
- An interfaith Chaplaincy Panel discussion which held as part of the Global Festival where chaplains were able to share how their faith shaped their daily interactions, prompting rich discussions with attendees;
- An initiative to encourage potential female economics students to engage with the subject, as this is a cohort which is under-represented within the department;
- Supporting the application for Athena Swan accreditation, focusing on improving gender equity in our departments and in presentations within the departments.

All of these take place alongside departmental WICCs raising and resolving issues as they occur and ensuring that departments retain a focus on equity, diversity and inclusivity issues in all areas of involvement.

S-WICC meetings are held regularly throughout the year to identify, discuss and where possible to resolve issues which may arise and to plan events which are deemed appropriate, thereby generating support and creating awareness and understanding. Through all these engagements, which are led by committee members, we are able to better understand and address the needs of both staff and students within our School."

Dr Peta Myers, Chair UEBS School Inclusivity Group in the 2025-26 Academic Year

<https://business-school.exeter.ac.uk/about/edi/school-inclusivity-group/>



Teach

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



Courses that support RME

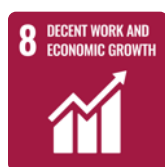
University of Exeter Business School reports 18 courses in 2025 that support responsible management education and sustainable development goals.

Accounting, Organisations and Society | BEA3027

Name anything that is 'in the news' and we can relate to how accounting, accounts and accountability are implicated within the story or headline. For instance, we can think about recent news stories such as: BREXIT, the coronavirus, homelessness, social media, fast-fashion and the general decline in UK high-street retail, the English Premiership football league, universities, refugees, hospitals and health-care, sustainable development, climate change, and much more. These things are all shaped by, and implicated in accounting, represented in accounts, and involve complex accountability relationships.

Accounting, accounts and accountability (the 3As) constitute a significant role in organisations, and in society more generally. They thus constitute considerably more than a neutral bundle of techniques for optimal decision-making and/or externally reported information. Using leading-edge research, this module explores the multiple, complex and dynamic roles of the 3As in their broader (organisational, economic, social, political) context. Students will gain critically-oriented insight 'beyond the numbers' of accounting, accounts and accountability.

There will be minimal focus on the 'technical' aspects of accounting. Therefore, this module does not involve calculations or number-crunching. It is a good choice for students who wish to locate and understand the importance of accounting, accounts and accountability in holistic and changeable contexts. The module is not just suitable for accounting students, and prior exposure to accounting modules is by no means a mandatory pre-condition. It is, for instance, an excellent choice for tomorrow's consultants, financially-astute business managers, political decision makers, and more. BEA3027 equips students with transferable skills that are valued by prospective employers, including knowledge of, and a capacity to critically explore, national and global issues where the 3As are paramount.



Advanced Management Accounting | BEAM025

Summary:

This module introduces students to contemporary and advanced developments in management accounting and organisational control, covering relevant practices, leading research and relevant theory.

Additional information:

Internationalisation

The whole theme of management accounting and organisational control is intertwined with global practices that are used (and sometimes changed) by organisations on an international scale. Management accounting is a global phenomenon that impacts organisations far and wide, and which is overseen by international professional bodies.

Sustainability

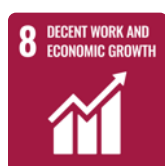
Management accounting is very much at the core of sustainable development within organisations, and increasingly management accountants are becoming involved at the front-end of such practices. The interrelationship between management accounting and social and ecological sustainable development will feature at several junctures in the module programme.

Employability

Students taking this module will equip themselves with a raft of (transferable) skills in the realm of management and accounting – e.g., critical analysis skills, discussion and questioning, and knowledge of contemporary developments in the field.

Research in Teaching

This module places a significant emphasis on contemporary developments in management accounting research, and is taught by two scholars who actively contribute to such developments



This module examines the importance of accounting, accounts and accountability (the “3As”) in everyday society. The 3As are significant aspects of day-to-day life, they shape much of what organisations and powerful individuals represent, underpin situations that we see and hear about in the daily news, and a great deal more. They are prevalent and frequently taken-for-granted concepts within the world in which we live. This module will investigate the multiple characteristics and consequences of the 3As in their broad (e.g., social, economic, political) context and tease out important aspects of 3As through considering topical and real-world issues, plus drawing also on different theorisation. Students will gain critically-oriented insight ‘beyond the numbers’ of accounting, accounts and accountability. Although this module builds on knowledge attained in studying module BEAM025 “Advanced Management Accounting”, it also covers topics which, to varying degrees, feature across other MSc Accounting & Finance modules, such as financial reporting, other corporate reporting such as social and environmental accounts and natural capital accounting, auditing, taxation and governance.



Business for Social and Environmental Good | BEM3092

This module first establishes that the role of business is not solely to generate profits. As every business engages with various stakeholders and the natural environment, it should also contribute to social and environmental good. The module then explores multiple business forms, some of which might be better suited to delivering such good. Then, it delves into co-operative enterprises, a business form with a long history and importance presence in contemporary societies. Specifically, you will get familiarised with how co-operatives organise, become a viable business, embody co-operative values and principles and address societal needs.



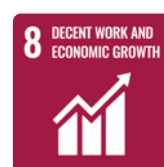
Professionalism and Ethics | BEF3017DA

This module explores ethical and professional issues involved in banking. It starts by asking what ethics is, then investigates what specific ethical considerations operate in banking, and also explores whether banking should be professionalised to ensure those ethical considerations have an impact. The module will go on to look at what kind of regulation is needed in banking, and to explore the principles and values that underpin regulation. The module will then look at broader questions about ethics in business. Finally, you'll investigate what the future holds in terms of ethical issues for banks, in areas such as artificial intelligence and sustainability for example.



Sustainability and Behaviour Change | BEMM265

This module provides a comprehensive understanding of sustainability, social change, and behaviour change theories and their real-world application in promoting social and environmentally responsible behaviour and sustainable choices at personal, organizational, community and institutional levels. It covers cutting-edge research in fields such as marketing, economics and psychology that examine the most effective strategies for promoting sustainable behaviour, including promoting ethical consumption and healthy lifestyles. The module utilises the United Nations Sustainable Development Goals, specifically responsible consumption, gender equality, and quality education, as a framework for introducing course content.



Development Economics | BEEM155

You will be given a thorough exposition of concepts, policy issues and debates on the causes and characteristics of the wealth and poverty of groups and nations. These series of lectures, without being exhaustive, will draw on classic themes in the subject and will cover recent developments in the literature. They will emphasise the importance of political economy factors, missing and incomplete markets in developing countries, and the systemic effects this has on the process of economic development. Other important topics include the concept and theories of underdevelopment,

distributional factors and poverty, institutions, human resources (health, education and population), conflict, gender, measurement and methods, and behavioural science factors. You will also learn about cash transfers, corruption, and governance.



Sustainable Banking | BEF2028DA

ESG (Environmental, Social, Governance) issues now form an integral part of decision-making by organisations and investors alike. This module amalgamates theoretical frameworks, empirical evidence, and policy insights to elucidate the sustainability challenges associated with banking institutions and corporate investments. You will examine the principles and practices of integrating environmental, social, and governance (ESG) considerations into banking operations. Hereby, you will get introduced to a variety of ESG issues such as carbon emissions, pollution, biodiversity and climate change. You will learn on how to integrate these factors effectively into the banking and financial sectors and explore strategies for promoting sustainable finance, managing climate-related risks, and supporting responsible investment decisions.



Introduction to Business and Management | BEM1028

This module is designed for first year accounting students looking for an introduction to business and management, and greater business insight.



Introducing Management and the Contemporary Business Context | BEM1040

This module is for students selecting the 'with proficiency in business and management' pathway who are based outside the Business School.



Marketing for Social Causes | BEM2059

In this module you will explore the role of the marketing discipline in supporting the sustainable development of organisations, such as charities, that champion social causes (those organisations whose actions benefit society as a whole). Traditionally the marketing function has been viewed in the commercial context with a focus on the development of an efficient and effective marketing mix that target customers. However, this module provides you with a critical understanding of how the marketing discipline can be utilised to support a diverse range of contemporary organisations (including charities, non-governmental organisations and not-for-profit businesses) that strive to achieve the United Nations 17 Sustainable Development Goals (UNSDGs) in a diverse global society.



Developing Managerial Behaviours | BEM3017DA

The purpose of this module is to enable apprentices to develop and enhance their management and leadership behaviours. These will include time management, stress management and their ability to prioritise workload. You will complete a suite of personal development activities, engaging with both your academic tutor and workplace mentor to reflect regularly upon both your personal progression and professional impact in the workplace.



Marketing Issues and Trends | BEM3066

The core modules studied in years 1 and 2 provide a strong foundation in marketing principles. However, marketing is forever evolving, finding new ways to respond to the changing needs of customers and achieve competitive advantage. Professional marketers need to be alert and well-informed, reflective and strategic, critically evaluating theory and practice. Today's marketers also need to make well-supported and ethical judgements, in order to have a positive impact on individuals, organisations and society.

This module will explore a selection of topical marketing issues, inviting students to thoughtfully and critically evaluate how these influence marketing understanding and practice. Guest lecturers will share their perspectives and experiences, providing thought-provoking, business-world insight. The discussions will deepen through interactive seminars and workshops.



Business and Management Research Skills | BEMM158

This module exposes students to the field of business and management research, in particular and academia, in general. This includes the underpinnings and debates in management research and how they inform and shape research as well as key research skills such as conducting a literature review, reflecting on research contributions, publishing and the review process, presenting research, research impact, and seeking funding. Ethics and reflexivity in scholarship underpins the module. The module emphasises active student learning and this implies a greater responsibility on participants to prepare for each session in order to gain maximum benefit from the learning environment.



Sustainable Tourism Management | BEPM013

Tourism relies on the quality of the environment. Sustainable tourism is based on the premise of maximising the benefits and minimising the negative impacts of tourism activity on environments, local economies and livelihoods, and socio-cultural settings.

This module offers you an opportunity to develop a critical awareness of the theoretical and practical issues that influence how sustainable development principles are applied in tourism. You will develop critical insights into the contested relationships between tourists and the destinations they visit, the impacts of tourism and the positive responses in different environments to mitigate impacts and create new opportunities for sustainable and regenerative tourism. You will gain skills in developing sustainable strategic and operational solutions to destination issues.



Building Relationships and Communication | BEM1029DA

This module will focus on how to build collaborative relationships, including managing conflict and engaging with stakeholders. You'll learn how to take responsibility for your own tasks as well as those of your team and be encouraged to build relationships beyond your own department. Throughout, there will be a strong focus on enhancing interpersonal skills, with a particular emphasis on effective communication techniques.



Leading With Responsibility | MBAM971

This module covers three core topics, each of 10 credits: Leadership, Organisational Behaviour and Responsible Governance: Ethics, Risk and Reputation.

By focusing on the skills required to operate at a strategic level, this module will help you become more effective in your future leadership role. Through an emphasis on experiential learning, this module aims to equip you with the leadership, executive and professional skills you will require in

order to redirect your career and/or develop into more senior leadership roles. To do so, this module will examine the role that people, structures, culture, group dynamics, motivation, knowledge, leadership, power and control can all play in determining success for an organisation and how leaders can affect change towards sustainable outcomes. Noting that sustainability begins at the top and must be supported with strong governance systems throughout the entire company – from the boardroom to the factory floor to global supply chains. By advancing sustainability leadership and action at the board level and into every aspect of decision-making, organisations will be in a better position to systematically make decisions that improve their environmental and social performance – thus, improving their overall competitiveness and resilience.



Business and Climate Change | MBAM859

We will discuss the paradoxical role of business and climate change, addressing the following questions: How does climate change affect business? How can businesses develop climate change strategies? How can business potentially benefit from climate change? How do carbon markets work, and what are their limits and potential? Why do we find it so difficult to adopt less carbon intensive lifestyles? What is the role of technology? What are the ethical issues that climate change raises? What are the responsibilities of business? How does business (and society at large) adapt to climate change? This module will address such questions, exploring the relationship between business and one of the, if not THE, most important question of our time.



Teaching Awards

In 2025, 2 awards were given to faculty and educators at University of Exeter Business School.

Student Guild's Teaching Awards: Healthier Community Award

Granter: University of Exeter Student Guild

Grantee: Dr Joanne Connell

Award Description:

This award recognises a member of staff who has demonstrated an outstanding commitment to student wellbeing. The winner will have given extra effort to support you, your studies, and your welfare by ensuring they understand the different challenges you and your fellow students face.

<https://legacy.exeterguild.com/teachingawards#TA24healthier>

Student Guild's Teaching Awards: Accessible Education Award

Granter: University of Exeter Student Guild

Grantee: Sara Bennett

Award Description:

This award recognises a member of staff who continuously works hard to ensure that the curriculum and their teaching is inclusive and accessible for all students. Examples could include any of the following: a range of resources being used; providing information in a range of formats; inclusive teaching practices and using accessible language; including equality and diversity teaching in the curriculum.

<https://legacy.exeterguild.com/teachingawards#24accessibility>

Educator Recognition

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

- ❖ Annual teaching excellence awards
- ❖ Faculty promotion and tenure consideration
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Student-nominated teaching awards

Teaching Voices

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

BEM3059 Circular Economy Business and Enterprise Module

"In my BEM3056 Circular Economy, Business and Enterprise module, I use the experiential learning resources / serious games, including Circularity Deck (<https://www.circularx.eu/en/tool/22/circularity-deck>), as a practical and engaging way to help students explore systems thinking. During seminar

discussions, students work in small groups with the cards to identify opportunities for narrowing, slowing, closing, regenerating, or informing resource flows at product, business model, and ecosystem levels. The card-based format adds an element of gamification, encouraging curiosity, creativity, and collaboration. Students consistently enjoy the exercise because it makes abstract concepts tangible and allows them to discover strategies more interactively and playfully.

What makes this practice innovative is that it does not stand alone, but feeds directly into their final assignment. The ideas and discussions generated through the Circularity Deck are used as starting points for their individual reports, where students critically evaluate real-world circular business models. In this way, the activity not only increases engagement in class but also strengthens students' ability to connect theory with practice, while developing the critical and analytical skills needed to address sustainability challenges."

Narrative by Dr Enes Unal, Senior Lecturer in Management

BEP3172 Future17 Project

What is Future17?

The Future17 Challenge Program is a new global initiative between the University of Exeter, QS and leading international universities designed to support students to develop the skills needed to collaboratively tackle 21st Century global challenges through working with professionals to create pathways for innovative solutions to real-world issues associated with the United Nations SDGs. A fresh approach to innovation; Future17 enables students to collaborate with learners from a consortium of global partner universities in international, interdisciplinary and multicultural teams through projects defined by SDG Challenge Partners (businesses, charities, NGOs etc.).

How does Future17 work?

Future17 is about bringing students together from different cultural backgrounds and educational settings to collaborate on a challenge set by a SDG Challenge Partner, who they will work with to understand the problem, diagnose the issues, examine potential approaches through evidence-based study and propose & justify pathways for developing solutions.

Students will first undertake an online induction program that will develop skills for collaborative, challenge-based and inter-cultural learning, which will promote forms of Design Thinking for tackling global challenges. They will then work with academic and SDG Challenge Partner mentors online to diagnose a sustainability challenge and develop an approach for developing one or more solutions.

They will be assessed on the basis of a group project output (a report or equivalent) and an online group presentation to an expert panel, including representatives of the SDG Challenge Partner which set the challenge, a representative of QS and academic staff from the partner universities.

Student teams will be drawn from at least two partner universities to work in small groups of typically 6-8 students.

Students will be supervised by at least one academic mentor from a partner university, with expertise in the challenge area. There will also be a Challenge Partner, whose role will be to outline the sustainability challenge, provide context (and potentially data) and act as an agent provocateur.

What skills will students develop from Future17?

Future17 aims to develop the collaborative, intercultural and innovative skills sets required for tackling global interdisciplinary challenges in the 21st Century. Specifically, using the UN's SDGs as an overarching framework, the module aims to:

- - Promote skills for Design Thinking as a way of mobilising creative, visual, inter-personal, iterative and multi-configurational approaches to problem solving;
 - Enable you to appreciate the importance of interdisciplinary and intercultural exchange and learning for tackling sustainable development challenges;
 - Develop your critical thinking skills to question conventional assumptions about sustainable development challenges through
 - Design Thinking approaches;
 - Develop employability skills by providing a space for you to work intensively with academic and SDG Challenge Partner mentors on a sustainable development challenge of mutual interest;
 - Enable you to gain an appreciation of the sustainable development challenges facing SDG Challenge Partners and how these can be responded to appropriately;
 - Develop skills for promoting change within organizational settings and developing systems and mechanisms to support such changes;
 - Develop professional presentation and report writing skills for external organizations;
 - Promote your awareness of and interest in applying academic knowledge to sustainable development challenges in a professional setting;
 - Provide you with an opportunity to generate non-academic impact for tackling sustainable development challenges.

Narrative by Hollie Kirk, Lecturer in Management

Barriers to Innovative Curriculum

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

- ❖ Accreditation constraints
- ❖ Assessment challenges
- ❖ Change fatigue

- ❖ Collaboration barriers
- ❖ Compliance and legal concerns
- ❖ Resistance from students
- ❖ Scalability issues

Barriers to Innovative Pedagogy

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

- ❖ Assessment rigor concerns
- ❖ Classroom infrastructure limitations
- ❖ Accreditation limitations
- ❖ Measurement difficulties
- ❖ Resistance from students

Continue telling your story

Exeter's One Planet MBA in global top three for sustainability

Granter: CEO Magazine Green MBA Index

Grantee: One Planet MBA (University of Exeter Business School)

Award Description:

Programmes are evaluated across five dimensions, each weighted to reflect its relative contribution to a genuinely sustainability-facing education, with curriculum integration making up 25 per cent of the final rating, experiential learning 20 per cent, research and thought leadership 15 per cent, institutional environment 20 per cent and graduate pathways contributing 20 per cent.

Professor Donald Lancaster, Director of the One Planet MBA, said: "Being one of only three MBA programmes globally to be ranked AAA reflects the seriousness with which we have embedded sustainability and responsible leadership into every discipline, module and assessment.

"Business has a crucial role to play in the transition towards more sustainable, low carbon economies, and this classification shows that the One Planet MBA is developing the leaders who are best equipped to drive that shift."

Find out more about the One Planet MBA [here](#).



Research

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

Research vs Research for RME/Sustainable Development



Research Funding

In 2025, University of Exeter Business School was awarded funding for research that is:



**Institution
Specific**



Local



Regional



National



International

Socializing Research

In 2025, University of Exeter Business School 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

Research Projects

In 2025, University of Exeter Business School reported 12 research projects that implemented responsible or sustainable activities.

NetZeroPlus: Planning the UK's new woodlands

Period Covering: May, 2021 - November, 2025

Department: Economics

The [NetZeroPlus](#) project will deliver valuable insights on how tree-planting can remove harmful greenhouse gas emissions from the atmosphere while delivering other benefits. These include enhanced biodiversity, water quality, recreation, and health. It will also consider the effects of tree-planting on other land uses - such as farming.

The project forms a vital part of the Greenhouse Gas Removal Demonstrators programme - the largest UK government-funded programme to assess greenhouse gas removal methods.

Six projects - including NetZeroPlus - have been awarded a total of £31.5million to investigate different methods of greenhouse gas removal over four-and-a-half years.

The programme is expected to shape future government decision-making on which technologies are most effective in tackling climate change.



WATERWISE Hub: An Excellence Hub on Water in the Circular Economy

Period Covering: January, 2025 - December, 2028

Department: Management

The Centre for Water Systems (CWS) at Department of Engineering and the Centre for Simulation, Analytics and Modelling (CSAM) at the Business School are contributing the expertise on circular economy, modelling, data analytics and visualisation, stakeholder engagement to the Waterwise Hub. Prof Albert Chen is leading the Exeter team, supported by Profs Slobodan Djordjevic, Dragan Savic, and Dr Lydia Vamvakieridou-Lyroudia at the CWS, and Prof Nav Mustafee at CSAM, in the collaboration with the Waterwise Hub consortium.

The WaterWise Hub enables the further sharing of knowledge from recent EU projects, NextGen and ULTIMATE, on water and circular economy with wider audiences. The collaboration will support partners from the Widening countries strengthening the research and innovation capacities to reach Net Zero.

One key objective of the hub is to map the policy landscape and identify technology innovations at a high technology readiness level (TRL).

The WaterWise Hub project has gathered experts 21 institutions across Greece, Romania, Albania, North Macedonia, Serbia, Moldova, Ukraine, Netherlands and the UK to create a hub to accelerate research and innovation on water reuse and circular economy. The kick-off meeting was held on 13 and 14 February 2025 at the Eugenides Foundation in Athens.

The WaterWise Hub is funded by the European Union, as part of HORIZON WINDERA 2023 ACCESS 07 call (GA 101184151). The University of Exeter's involvement is supported by the UKRI Horizon Europe Guarantee Funding (10147967).

- Co-investigator: Nav Mustafee
- Funded by: Horizon Europe
- Key project partners: Ethnicon Metsovion Polytechnion, Cranfield University, KWR and other partners
- Summary of project aims: The WaterWise Excellence Hub is a vibrant, action-oriented initiative that aspires to serve as a catalyst for R&I (creation and uptake), business development, and knowledge dissemination for water in the circular economy.



Digital Innovation & Circular Economy (DICE) Network+

Period Covering: January, 2025 - January, 2028

Department: Accounting | Economics | Finance | Management

The three-year, EPSRC funded Digital Innovation and Circular Economy (DICE) Network+ launched in January 2025 and will realise a transformative shift in the sustainability and circularity of digital and communication technologies, leveraging the power of the digital revolution to drive a circular economy across sectors and value chains. By adopting a 'Network of Networks' approach, harnessing interdisciplinary collaboration, research, and technological innovation, this network is a beacon for change, inspiring and guiding industries, governments, and communities towards a digitally enabled sustainable and circular economy.

Taking a 'Network of Networks' approach, the DICE Network+ to capture the full power, reach and influence of the Network's partner universities (Exeter, Sheffield, Salford, Swansea, Southampton, Surrey, Nottingham, Queens University Belfast, and the Open University), industry partners (Ellen MacArthur Foundation, AMRC, Digital Catapult, British Computer Society, SAP, BASF, Wabtec, eBay, BSI), and leading UKRI-funded projects (Faraday Institution, Royce Institute, NICER Programme, Pro2, and Connected Everything Networks). These collaborators will gain from new knowledge, tools, and methodologies; opportunities for knowledge exchange; and funding for projects that promote the adoption of a digitally enabled CE.

The DICE Network+ will address two key challenge areas:

- Embed: Embedding sustainability and circularity within digital and communication technologies.
- Enable: Realising the potential of the digital revolution to enable a circular economy.

This will be achieved through a series of interdisciplinary engagement and collaboration opportunities across four key pillars of activity with planned activities to include a 10-year vision and roadmap, knowledge repository, knowledge exchange placements, roadshows and webinars, plus feasibility studies and demonstrator calls.



Veris Smartphone Application

Period Covering: March, 2021 - January, 2027

Department: Accounting | Economics | Finance | Management

Lead investigators: David Plans and Jonathan Bird

Veris emerged from research on measuring well-being telemetrically (remotely, using web or mobile applications), primarily aimed at using physical (biometric) data and questionnaires to assess mental health. Responding to the increasing need to measure and intervene scalably in both healthcare systems such as the NHS and in large workforces, Veris was designed to allow for a non-coder to be able to organise a protocol (a set of questionnaires and/or biometric tests given in a particular order and frequency in time) and deploy it without having to write a smartphone application from scratch: its remit is thus to provide a telemetric epidemiology framework that is open and easy to use.

Veris is an Open Source smartphone application framework that was originally built for the DIGIT.ac.uk project under EPSRC funding in the UK. Its underlying principle is one of protocol-based deployment, whereby a simple JSON-based, human-readable file is read by the application when onboarding a user, which contains information as to what elements the app should display, from questionnaires to data-gathering tasks to content. In this way, a scientist, clinician or designer can build and prototype an app to carry out user research by simply building a protocol file without any programming. It is currently being used in cognitive neuroscience projects in the diagnostics of disorder generally, and within the National Health System in the United Kingdom, for experimental digital biomarker design in autism diagnostics.



INCLUsive Digital Economy Network+: INCLUDE+

Period Covering: August, 2022 - August, 2027

Department: Accounting | Economics | Finance | Management

The uneven ways that civil liberties, work, labour and health have all been impacted over the last 18 months as we have all turned to digital technologies to sustain previous ways of life, has not only shown us the extent of inequalities across all societies as they are cut through with gender, ethnicity, age, opportunities, class, geolocation; it has also led many organisations and businesses across all three sectors to question those values they previously supported. Capitalising on this moment of reflection across industry, the public and third sectors; we explore the possibility of imagining and building a future that takes different core values and practices as central, and works in very different ways. As the roles of organisations and businesses across all industry, the public and third sectors changes, what is now taken up as core values and ethos will be crucial in defining the future.

INCLUDE+ will build a knowledge community around in/equalities in digital society that will comprise industry, academia, the public and third sectors. Responding to the Equitable Digital Society theme, we ask how we can design, co-create and realise digital services and infrastructures to support inclusion

and equality in ways that enable all people to thrive. Focusing on the three connected strands of wellbeing, precarity, and civic culture; we address structural inequalities as they emerge through our research, investigating them through whole system approaches that include the generation of outputs that comprise of new systems, services and practices to be taken up by organisations. More than this, our knowledge community will be underpinned by empirical, co-curation and participatory-led research that will produce real interventions into those structural inequalities. These interventions will be taken up by organisations, responded to and considered, enabling the wider knowledge community to critically assess them in relation to the values they purport to promote. Fed by secondments and supported through smaller exploratory and escalator funds, our knowledge community will not only grow through traditional networking activities such as workshops, annual conferences, academic outputs and further funding; it will also grow through the development of interdisciplinary methods, knowledge exchange practices, and mentorship, which the secondment package will promote. In so doing, we structure our N+ around participatory research practices, people development and knowledge exchange, aiming to grow our network through the development and growth of people and good practice.

INCLUDE+ is led by a highly experienced cross-disciplinary team incorporating Management and Business Studies, Computing, Social Sciences, Media and Communication and Legal Studies. Each Investigator brings vibrant international networks; active research projects feeding the Network+; and long experience of impact generation across policy and research. With support from organisations like the International Labour Organisation, Law Commission, Cabinet Office, and Equality and Human Rights Commission as well as the existing DE community, we will develop from and with existing research, extend this work and impact beyond it. Our partner organisations cut across industry, the public and third sectors and include (for example) Lego; NHS AI Lab; Space2; mHabitat; Leeds, Cambridgeshire and Swansea Councils; PeopleDotCom; Ditchley; 5Rights; EAMA; DataKind and IBM. We have designed the Network+ to enable a whole system approach that is genuinely exciting and innovative not just because of scalability, transference and scope, but also because of the commitment to people development, knowledge exchange and interdisciplinary practice that will also shape future research.



SPHERE: Systems and People-Centric Innovation in Healthcare Redesign

Period Covering: July, 2023 - August, 2025

Department: Accounting | Economics | Finance | Management

Research Question: How to transition to person-centric health services, and improve the experience of persons/carers living with multiple long-term conditions (MLTCs) and those delivering the care whilst considering system resources?

Background: The Southwest of England has a population of 1.5 million in rural and coastal areas across Somerset, Cornwall and Devon. It has sparse spread but significant numbers of deprived and ageing populations with MLTCs, with the least number of healthcare professionals per capita. Addressing these challenges requires crucial research and innovation. The Hub's focus, co-created with our partners (patients/carers and health and social care professionals), will be on coastal and rural regions and improving coordination and continuity of care for MLTCs.

Aim: The aim is to bring together, through a systems design approach, the following perspectives:

1. Patients/carers: to understand requirements for patient-centric services and ensure patient empowerment.
2. Professionals (health and social care): to understand their needs, roles and functions.
3. Whole system: to consider the wider system (regulation, profession, cost).
4. Inequality: the contextual factors for individuals (social, local environment and economic capital) and impact on the access and experience with services and subsequently on health and wellbeing.

Objectives:

1. To establish priority problem areas from lived experiences (individual and population), health and social care professionals.
2. To co-produce with our wider team two initial cases (MLTC and service intervention area) with committed partners.
3. To define the Toolbox (System Design process and Tools) and underpinning research.
4. To identify and create opportunities for shared cross-disciplinary learning with existing and future NIHR, EPSRC research, including Hubs and other relevant UKRI activities.
5. To develop a coherent engagement strategy for our wider team, identifying additional partners or areas of academic expertise, whilst ensuring equality, diversity and inclusivity.

Methods: Through novel and transformative research, applied and tested within health and social care, we will define a Toolbox design for the Hub, consisting of:

1. An overall System Design process: a tested process to be embedded within the health and social care system to inform person-centric service design for MLTC patients and carers.

2. Specific research Tools: a) Novel approaches for user profiling to identify needs (AI, patient stratification), b) Personalised pathways within complex systems (dynamical systems modelling/discrete-event simulation), c) Whole system approach (modelling impact of pathways and evaluating alternative pathways, digital twins), d) Beyond individual systems (transferring knowledge and informing policy). Activities are co-created with our partners, including 3 committed ICBs (Somerset, Devon, Cornwall) and SWAHSN: WP1 enable problems reframing, understanding of needs and requirements; WP2 co-produce possible solutions with associated risks; WP3 synthesis of learning for a visionary research agenda and Tool design. EDI principles will be implemented throughout.

Deliverables:

1. Two MLTC use cases with committed partners, enabling co-design and live iterative testing;
2. Defined Toolbox and research areas;
3. An expanded team and partner network, aligned with persons/carers of MLTC and health and social care decision makers with clear engagement structures.



Spinovate: Pioneering Sustainable E-Bike Design

Period Covering: January, 2025 - December, 2025

Department: Accounting | Economics | Finance | Management

This project unlocks the potential of connected e-bikes to promote a sustainable European cycling industry. While e-bikes are growing rapidly, they lack the “connected experience” seen in the automotive sector. See.Sense’s patented technology transforms e-bikes into fully connected devices, capturing sensor data on rider safety and road conditions beyond basic GPS.

The project will pilot with Dun Laoghaire Rathdown County Council and MOBY BIKES LTD across public bike share, private fleets and courier bikes. Workshops with the University of Exeter will apply design thinking to AI-powered dashboards co-created with customers – city planners, employers and fleet operators. These insights on safety, CO2 savings and rider scores will unlock new services and revenue streams.

Impact: Short-term, the project will co-create data dashboards and validate business models. Medium-term, the project will form partnerships to scale. Long-term, the project’s solution could expand across Europe, setting a new standard for connected cycling data.



Nature Recovery and Regional Development (NaRReD)

Period Covering: January, 2024 - December, 2026

Department: Accounting | Economics | Finance | Management

The Economic and Social Research Council (ESRC) has funded a three-year project titled “Nature Recovery and Regional Development”. The project is based at the University of Exeter with academic members of staff from the Department of Earth and Environmental Science (DEES) and the Centre for Ecology and Conservation (CEC) on the Penryn campus, alongside the Land, Environment, Economics and Policy Institute (LEEP) in the Business School based on the Streatham campus.

The research is engaging with rural upper-tier local authorities in [Britain's Leading Edge](#) (BLE), a collaboration of 12 English local authorities that aims to reframe narratives about the role rural peripheral regions have in the development of a sustainable national economy. Through engaging with policymakers within each local authority, as well as on-the-ground nature recovery organisations such as Wildlife Trusts, the research will construct a thorough understanding of existing local nature recovery activities and their socio-economic impacts.

The project will build on the recognition that nature recovery will be particularly significant for rural regions that are rich in natural capital, with a diversity of habitats and important opportunities for ecosystem enrichment. The research will respond to the urgent need for targeted action and successful outcomes both regionally and nationally, and aims to contribute to the development of sustainable regional and national economies.

Key Objectives

The NaRReD project has six objectives that will be achieved during the three-year funding period. These are to:

1. Collaborate with local authority officers from each of the 12 local authorities in BLE to collate new and existing data to track the regional socio-economic impact of nature recovery activity. Here, particular attention will be placed on financial investment in nature recovery, business growth, skills gaps and development, employment in nature recovery, and an overview of these impacts across the BLE.
2. Identify where differences in regional policy and practice are generating divergent patterns of impact, enabling users to benefit from the research by focussing finite resources on replicating or scaling up the most effective approaches.

3. Explore how nature recovery can be best integrated with other strands of regional development. This will include assessment of existing development paths and emerging narratives about nature recovery and its contribution to multi-scalar challenges such as biodiversity loss, climate change, energy security, and wellbeing.
4. Draw on new and existing data and the expertise in the academic team (in Geography, Economics, Ecology, and Sociology), to develop a new conceptualisation of the role and significance of the rural periphery, and its ongoing contribution to national and international policy agendas.
5. Summarise international best practice in securing regional development by investing in nature recovery through literature reviews, summaries of previous research, and analysis of our research findings. This will be utilised to co-create the Leading Edge Framework for nature-positive regional development policy and practice.
6. Ensure that the project findings are widely disseminated to shape local practice, national and international policy, as well as academic debate. This will be done via a Policy Advisory Group, policy briefings, conference presentations, and the publication of high-impact research papers.



ADD-TREES

Period Covering: April, 2023 - June, 2025

Department: Accounting | Economics | Finance | Management

ADD-TREES is a pioneering Artificial Intelligence (AI) research project providing innovative technologies that will aid crucial decisions about land use change.

ADD-TREES has a focus on initiatives to create new woodlands and forests. It aims to feed directly into the UK Government Environment Act 2021 target of planting half a million hectares of new trees to increase carbon capture and other greenhouse gases as part of the UK's strategy to achieve Net Zero by 2050.

Through four interlinked work packages, researchers at the University of Exeter and University College London will develop user-bespoke digital twins and co-create decision support tools directly with and for policy makers and large landholders. Our engaged users include Defra, MoD, National Trust, Network Rail, Forestry England, National Forest Company and the Woodland Trust.



Integrating finance and biodiversity for a nature positive future (BIO-ESG)

Period Covering: May, 2022 - January, 2027

Department: Economics | Finance | Management

The 'Integrating biodiversity and finance for a nature positive future' programme will develop the solutions needed to embed the values of biodiversity into financial decision making.

This investment will build a national multi-stakeholder community that can drive the development of knowledge, tools and skills to incorporate biodiversity-related risks and opportunities into planning, reporting and investment decisions for the finance and business sectors.

Our economy and our environment are inseparable. Environmental science plays a vital role in identifying environmental problems and their cost to the economy and society.

The UK is a world leader in environmental science and understanding how our environment is changing. NERC is leading the way in building understanding of coupled economic and environment systems, enabling us to judge the balance of economic growth and environmental sustainability that will be fundamental to the future of humankind.

The environmental science community has the capacity to fill knowledge gaps and provide environmental data and evidence to develop tools to incorporate biodiversity, as an asset or value, into private finance. In doing so, the community and financial sector can work together to help reverse the global trend of biodiversity depletion. This will be achieved through a change in business and consumer behaviour for a nature-positive future.

The UK government [2023 Green finance strategy \(GOV.UK\)](#) incorporates both nature and climate adaptation into its green finance policy framework.

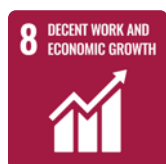
Integrating finance and biodiversity for a nature positive future will:

- achieve better understanding of the complex interlinkages between biodiversity, finance and society and what it means for resilience (environmental and economic) and economic prosperity to support a roadmap to 'net zero biodiversity loss'
- deliver robust models and scenarios, leading to a more sustainable financial services industry in anticipation of a developing regulatory system (for example, UK firm-level net zero transition plans)
- develop new or merge existing datasets that link research to business and build biodiversity into a next generation of financial instruments

- raise the profile of UK leadership to leverage developing international initiatives
- mitigate risks and highlight opportunities to address interacting stressors simultaneously, for example biodiversity interacting with climate change and driving ambitions for net environmental gain

<https://dragonchair.org.uk/project/bioesg-integrating-nature-and-finance/>

<https://infinbio.org/homepage>



Food Provision Through Sustainable Farming Systems And Value Chains (VISIONARY)

Period Covering: January, 2023 - December, 2026

Department: Economics

The importance of reconsidering European food systems in a global context has been highlighted by the COVID-19 pandemic; it has made evident that the global food supply chain—highly concentrated and operating on a just-in-time supply basis—is prone to falter in the face of shocks. Climate change and the resulting transformation pressures are an additional key challenge for agriculture. Our current food system also suffers from the overuse of chemicals in food production, monoculture cropping systems, and adverse environmental impacts of intensive animal farming on land and at sea, resulting in soil degradation and a negative impact on water and biodiversity. The Green Deal, notably the Farm to Fork (F2F) and Biodiversity strategies, climate action, zero pollution ambition, and the Common Agricultural Policy (CAP) are policy responses to tackle these challenges. There is an urgent need for a substantial shift in the food system to make agriculture more sustainable in economic, environmental, and social terms.

VISIONARY aims to improve the sustainability of agriculture by promoting those practices in food production systems that are more environmentally friendly, economically viable, and socio-culturally appropriate, and helping to remove the barriers to their adoption.



The UK Sustainable King Prawn Project

Period Covering: January, 2022 - December, 2026

Department: Economics | Biosciences

Terrestrial farming is the greatest driver of biodiversity loss, a major contributor to greenhouse gas emissions and water pollution, and faces its most transformational reform in 50 years to improve both environmental and economic sustainability. The new Agriculture Act, 25YEP, has committed to net zero carbon emissions and policies to enhance environmental stewardship, sustainability and support the production of public goods.

This project aims to demonstrate the socio-economic benefit of a world-leading 'terrestrial blue economy', contributing multiple public goods to reform UK agriculture.

Combining high value shrimp aquaculture with farm-based renewable energy will provide a novel home-grown output with considerable but poorly understood economic and health potential. The public goods benefits of a switch from beef/sheep production to shrimp include:

- lower greenhouse gas emissions
- less water pollution
- better land use.

This will also free land for other public goods such as trees, biodiversity and recreation. Furthermore, co-locating self-contained, indoor shrimp production units with UK farm anaerobic digesters (AD) will maximise use of the (otherwise wasted) heat energy. This will enhance the sustainability and circularity of both industries. Extra income will also boost the farm-based renewable energy sector, helping the UK meet emissions targets.

Shrimp is a healthy seafood that promotes brain and heart health by being:

- high protein
- low in calories
- low fat
- rich in vitamins, minerals and antioxidants.

Warm water shrimp is already highly popular in the UK, with 22,852 tons (UK retail £319M) imported annually from Central America and SE Asia. However, traditional overseas production is:

- vulnerable to climate/disease crises
- has high transport-related CO2 emissions
- often uses environmentally unsustainable practices.

These practices include destroying up to 80% of nations' mangrove forests, which absorb and trap more CO₂ than any other of Earth's ecosystems. They also provide coastal protection against storms and coastal erosion. Plus, there is the problem of illegal use (or just misuse) of chemicals such as pesticides and antibiotics. This results in contaminant residues in some of the shrimp exported to the UK, EU and US, which can cause health issues.

This proposal aims to completely avoid these problems and ensure a risk-free, healthier and sustainable supply chain of this heart- and brain- healthy seafood for UK-consumers. We'll do this by facilitating a major expansion of the UK's shrimp recirculation agricultural systems (RAS) production sector, which currently supplies the equivalent of <1% of imports.

We aim to co-locate RAS production with renewable energy sources on UK terrestrial farms. We conservatively estimate that if only 20% of the UK's current AD plants were adapted for shrimp farming, we could sustain 960 shrimp production units and harvest 5,520 tonnes of shrimp per year (~25% of current UK warm water shrimp imports).

With the rapid growth of AD plants across UK farms (a tenfold increase since 2010), there is clear potential for truly sustainable, healthier, home-grown shrimp to provide the majority consumed in the near future.

This will be in addition to enhancing environmental stewardship, sustainability and supporting the production of public goods from UK agricultural practices.

Importantly, this project will generate data to evaluate the true potential of sustainable UK shrimp production using renewable energy technology. It will also provide the shrimp industry with the necessary world-class scientific support.

This project will therefore address three goals to transform the UK food system:

1. increased environmental sustainability of farm practices (for example, sustainable use of existing waste heat from ADs)
2. economically sustainable expansion of UK land-based aquaculture production and employment
3. establishing the UK as a leader regarding capability, expertise and innovation in reforming agriculture and aquaculture.



Research Awards

In 2025, University of Exeter Business School was awarded 2 research awards for responsibility- and/or sustainability-related research.

Social Issues in Management (SIM) 2025 Outstanding Paper Award

Granter: Social Issues in Management (SIM)

Grantee: Onna Malou van den Broek, Stefano Pascucci (University of Exeter Business School) and Laura J. Spence (KCL)

Award Description:

Onna Malou van den Broek, Stefano Pascucci (University of Exeter Business School) and Laura J. Spence (KCL) won the SIM 2025 Outstanding Paper Award for their paper: Governing Sustainability Locally: A Place-Based Cornish Case Study.

ISBE 2025 Best Paper Awards

Granter: Institute for Small Business and Entrepreneurship

Grantee: Dr Andreas Georgiou

Award Description:

Dr Andreas Georgiou won three research awards at the Institute for Small Business and Entrepreneurship Conference in Glasgow on 5–6 November.

His paper won the ISBE President's Best Early Career Researcher Paper Award, Best Paper in the Family and Community Business Track, and the IJEBR Award for Best Paper Focusing on Entrepreneurial Behaviour.

Research Presentations Related to RME and/or Sustainability

In 2025, University of Exeter Business School gave 4 research presentations related to RME and/or sustainability.

How Are Peripheral Ecosystems Rethinking Responsible Innovation?

Authors: Ruth Cherrington (University of Exeter Business School) | Allen Alexander (University of Exeter Business School) | Marta Ferri

Date of publication: June, 2025

Presented at: National or international issue or theme-specific conference

Department: Management

This paper explores how business micro-clusters in various UK regions present alternative development trajectories that move beyond conventional, growth-centric economic models. Through a comparative analysis of the peripheral Southwest of England and clusters in London, Greater Manchester, and Yorkshire & Humber, the study shows how these regions embed circular economy practices and ethical production within strong, place-based identities. These alternative development logics challenge narrow metrics of growth and efficiency by prioritising local capabilities, environmental responsibility, and community well-being. Despite structural constraints, these clusters generate innovative, responsible responses tailored to their specific contexts, reshaping regional futures. The findings contribute to broader debates on inclusive, place-sensitive development and demonstrate how marginalised regions can build resilience through embedded, collaborative micro-ecosystems that foster locally rooted, responsible innovation and challenge dominant economic narratives.



Management Functions in a Circular Economy: Fayol's Classical Management Thought within Planetary Boundaries

Authors: Giancarlo Ianulardo (University of Exeter Business School) | Roberta De Angelis

Date of publication: June, 2025

Presented at: National or international discipline-specific conference

Department: Economics

The circular economy, a plausible vision for the transition towards a more resource efficient, resilient and competitive economy, has entered the agenda of policy makers and business leaders worldwide. Academically, the circular economy is now an established research field. However, the managerial and organisational implications of circular business models implementation are still largely unexplored and this is concerning given the crucial role of corporations in driving the transition towards the circular economy. Therefore, drawing on classical management thought and circular economy thinking and principles, we develop a typology of circular management roles. Our contribution is captured into a set of propositions that open up a research agenda for conceptual and empirical studies at the intersection between the circular economy and management studies.



A Systems Modelling Approach to Sustainability: From Qualitative Insight to Simulation

| [DOI](#)

Authors: Masoud Fakhimi | Navonil Mustafee (University of Exeter Business School)

Date of publication: July, 2025

Presented at: National or international discipline-specific conference

Department: Management

Sustainable development modelling presents inherent complexity, as it involves multiple stakeholders and the integration of economic, environmental, and social considerations under the Triple Bottom Line (TBL) framework. While this complexity is widely acknowledged, many existing approaches overlook early-stage divergence in stakeholder perspectives, ambiguity in system boundaries, and disagreement over indicator selection—all of which significantly influence simulation model design. This paper presents a hybrid modelling framework that integrates Qualitative System Dynamics (QSD) with Discrete-Event Simulation (DES) to support policy appraisal under the TBL perspective. QSD is used to develop a soft representation of the problem, capturing stakeholder views, identifying key performance indicators, and revealing interdependencies among TBL components. This conceptual model then informs the design of the DES, which facilitates the evaluation of alternative strategies through quantitative experimentation. Unlike existing methods that treat TBL components in isolation or fail to integrate conceptual insights, this framework incorporates a structured QSD stage to shape the DES model. However, the integration of QSD and DES raises challenges such as ensuring consistency in model translation and managing the subjectivity inherent in soft OR. The proposed approach highlights how combining soft and hard Operational Research methods enhances both model formulation and decision support. Rather than assuming straightforward implementation, the study discusses how QSD reduces modelling ambiguity while also introducing its own interpretive demands. The contribution lies in advancing hybrid modelling practice for sustainability analysis and reflecting on the value of soft OR in shaping quantitative modelling.



Governing Sustainability Locally: A Place-Based Cornish Case Study | [DOI](#)

Authors: Onna Malou van den Broek (University of Exeter Business School) | Stefano Pascucci (University of Exeter Business School) | Laura J. Spence

Date of publication: June, 2025

Presented at: National or international discipline-specific conference

Department: Management

Sustainability scholars have traditionally focussed on global and national governance spheres, but the increase of “localism” means that subnational governments and local governance—including local businesses—are also becoming an integral part of these systems. Drawing on an ethnographic case study of a rural county in the South-West of England, we examine how the concept of place impacts local sustainability governance. We contribute by: (1) demonstrating how local sustainability governance is part of broader multilevel governance systems, in which governance divisions happens along place-based lines rather than public-private spheres; (2) theorising how local sustainability governance is different because of its “local pragmatist” approach, emphasizing problem-solving, deliberation, creative action, and experimentation between local businesses, governments and civil society; and (3) explaining how local sustainability governance can alters the initial ‘sense of place’ through collective place-forming, bridging insights from geography studies. Our contributions help to complete the picture of sustainability governance and sketches an alternative, place-based governance system to enhance the resilience of societies and economies in the face of sustainability challenges.



Publications Related to RME and/or Sustainability

Can economic development and forest conservation coexist? Revisiting growth and deforestation in the Brazilian Amazon

| [DOI](#)

Authors: Pedro Henrique Batista de Barros

Date of publication: November, 2025

Department: Economics

We examine the effect of municipal income on deforestation in the Brazilian Amazon over a period marked by relatively stable environmental protection institutions and a sharp decline in forest loss. While microeconomic studies yield valuable causal estimates linking development indicators and deforestation, they frequently neglect general equilibrium effects that are essential for effective policy

design. To address this, we deploy a dynamic spatial-panel model applied to a large region and with a rich set of controls for drivers stemming from the recent microeconomic literature. We estimate a negative and statistically significant relationship between deforestation and GDP per capita, with effects concentrated in agricultural frontier municipalities and at middle-to-upper income levels. We attribute this relationship to less land-intensive activities in more urban settings, poverty reduction, increased agricultural productivity, and improved access to national markets. Extending the analysis to an environmental-health index that incorporates biodiversity loss and ecosystem services shows consistent complementarities with income growth. Our contribution lies in integrating causal micro-insights within a spatially aware framework allowing for general equilibrium effects, offering policy relevance by highlighting how income growth can align with sustainable forest management when system-wide interactions are considered.



Self-employment, perceived ageism, and stress among older adults | [DOI](#)

Authors: Markus Fitza

Date of publication: October, 2025

Department: Management

We draw on the Conservation of Resources Theory of work and four studies based on self-reports and biomarkers to assess differences in psychological well-being between employed and self-employed senior individuals. Results of our study indicated that self-employed individuals over 50 report lower stress during work-related activity and lower biomarker-based stress levels at bedtime. Furthermore, we show that when compared to employed senior individuals, perceived ageism leads to less psychological distress among self-employed senior individuals. Additionally, we find that work enjoyment, but not work absorption or intrinsic work motivation, buffered the negative relationship between perceived ageism and psychological distress. The protective effect of work enjoyment was stronger among self-employed senior individuals compared to employed senior individuals. Our research holds implications for the development of interventions and work engagements that can help to promote mental health and well-being in senior working individuals.



Demystifying the Romanticized Narratives About Carbon Credits From Voluntary Forest Conservation

| [DOI](#)

Authors: Ben Groom

Date of publication: October, 2025

Department: Economics

Carbon offset projects aimed at avoiding deforestation and forest degradation, generally labeled “REDD+,” are frequently promoted as a pivotal tool to mitigate climate change, promising to offer additional co-benefits for biodiversity and local communities. Despite this optimism, most positive impacts claimed by these initiatives in the voluntary carbon market (VCM) lack empirical support and are instead based on the hopeful narratives of stakeholders with clear conflicts of interest. We critically examine the scientific theories, concepts, and evidence regarding VCM's REDD+ projects, highlighting limitations on the quantification of their purported benefits that are inherent to the current design of carbon markets. Independent studies consistently point to shortcomings in the rigor and credibility of crediting methodologies and other procedures, which market players have been slow or reluctant to address. There is accumulating evidence that projects' climate and social impacts are often exaggerated due to a range of technical and practical shortcomings. We hope this work clarifies widespread misconceptions associated with REDD+ projects in the VCM and assists organizations and policymakers in their efforts to meaningfully mitigate climate change.



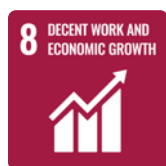
Scoping innovative retail product returns pathways | [DOI](#)

Authors: Steve Wood

Date of publication: May, 2025

Department: Management

Product returns in omnichannel retail are wasteful and generate significant financial and environmental impact. Returns systems often suffer from low efficiency and effectiveness. Innovative technology and service solutions are proposed by an increasing number of startups, with many enabling new more effective and sustainable pathways for returned products to be sold again whilst conserving product value.



Statistical disaggregation - A Monte Carlo approach for imputation under constraints | [DOI](#)

Authors: Fanlin Meng

Date of publication: May, 2025

Department: Management

Equality-constrained models naturally arise in problems in which the measurements are taken at different levels of resolution. The challenge in this setting is that the models usually induce a joint distribution which is intractable. Resorting to instead sampling from the joint distribution by means of a Monte Carlo approach is also challenging. For example, a naive rejection sampler does not work when the probability mass of the constraint is zero. A typical example of such constrained problems is to learn energy consumption for a higher resolution level based on data at a lower resolution, for example, to decompose a daily reading into readings at a finer level. We introduce a novel Monte Carlo sampling algorithm based on Langevin diffusions and rejection sampling to solve the problem of sampling from equality-constrained models. Our method has the advantage of being exact for linear constraints and naturally deals with multimodal distributions on arbitrary constraints. We test our method on statistical disaggregation problems for electricity consumption datasets, and our approach provides better uncertainty estimation and accuracy in data imputation compared with other naive/unconstrained methods.



Die now of hunger or later of thirst: Understanding climate change adaptation decisions in vulnerable contexts | [DOI](#)

Authors: Lucrezia Nava

Date of publication: April, 2025

Department: Management

Research Summary: Research on organizational climate change adaptation has focused on high-income nations, neglecting vulnerable regions already facing severe climate impacts. This study addresses this gap by examining how decision-makers in vulnerable contexts respond to climate change, drawing on a unique panel dataset of over 3000 agricultural producers in Brazil. Using an abductive mixed-methods approach, we develop a framework that explains how, contrary to findings from high-income contexts, the experience of climate change and the resulting heightened perception of climate change risk are more likely to increase maladaptive rather than adaptive responses. These maladaptive responses create “climate traps”—vicious cycles driven by the interplay between decision-makers' perceptions and ecological feedback loops, which further exacerbate vulnerability. Our framework offers a foundation for understanding adaptation patterns in vulnerable contexts.

Managerial Summary: Climate change poses significant challenges for decision-makers, particularly in vulnerable regions where adaptation is critical for survival. This study examines how small agricultural producers in Brazil respond to climate change, revealing that, rather than adopting adaptive strategies, many implement maladaptive responses that exacerbate their future vulnerability. Using both quantitative and qualitative data, we find that the experience of climate change and a heightened risk perception drive short-term survival strategies, creating “climate traps” that reinforce ecological and economic distress. Emotions such as fear and hopelessness play a crucial role in fostering decisions that prioritize immediate relief over long-term resilience. This research highlights the need for interventions that account for the psychological barriers to adaptation in these contexts.



The impact of wildfire smoke exposure on excess mortality and later-life socioeconomic outcomes: the Great Fire of 1910

| [DOI](#)

Authors: Sarah Meier

Date of publication: November, 2024

Department: Economics

The Great Fire of 1910 in the northwestern United States burnt more than 1.2 million hectares in just two days and stands as one of the largest wildfires ever recorded. While it is known for having led to the introduction of a rigorous fire suppression regime that lasted for much of the twentieth century, it also generated a considerable amount of smoke far beyond the burnt areas that is likely to have impacted the health of those exposed. This paper examines the short- and long-term impact of this fire-sourced smoke pollution on children, combining historical data with smoke emission and

dispersion modelling. The econometric results indicate a 119% increase in excess mortality during the week of the fire and a decrease of 4–14% in later-life socioeconomic status scores 20 and 30 years after the event. This research offers novel insights into wildfire smoke repercussions on health and long-run human capital formation in a setting where avoidance behaviour was minimal.



Die now of hunger or later of thirst: Understanding climate change adaptation decisions in vulnerable contexts

| [DOI](#)

Authors: Lucrezia Nava

Date of publication: April, 2025

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Research on organizational climate change adaptation has focused on high-income nations, neglecting vulnerable regions already facing severe climate impacts. This study addresses this gap by examining how decision-makers in vulnerable contexts respond to climate change, drawing on a unique panel dataset of over 3000 agricultural producers in Brazil. Using an abductive mixed-methods approach, we develop a framework that explains how, contrary to findings from high-income contexts, the experience of climate change and the resulting heightened perception of climate change risk are more likely to increase maladaptive rather than adaptive responses. These maladaptive responses create “climate traps”—vicious cycles driven by the interplay between decision-makers' perceptions and ecological feedback loops, which further exacerbate vulnerability. Our framework offers a foundation for understanding adaptation patterns in vulnerable contexts.



Transforming US agriculture for carbon removal with enhanced weathering

Authors: Jean-Francois Mecure

Date of publication: February, 2025

Department: Accounting | Finance

Enhanced weathering (EW) with agriculture uses crushed silicate rocks to drive carbon dioxide removal (CDR)^{1,2}. If widely adopted on farmlands, it could help achieve net-zero emissions by 2050^{2,3,4}. Here we show, with a detailed US state-specific carbon cycle analysis constrained by

resource provision, that EW deployed on agricultural land could sequester 0.16–0.30 GtCO₂ yr⁻¹ by 2050, rising to 0.25–0.49 GtCO₂ yr⁻¹ by 2070. Geochemical assessment of rivers and oceans suggests effective transport of dissolved products from EW from soils, offering CDR on intergenerational timescales. Our analysis further indicates that EW may temporarily help lower ground-level ozone and concentrations of secondary aerosols in agricultural regions. Geospatially mapped CDR costs show heterogeneity across the USA, reflecting a combination of cropland distance from basalt source regions, timing of EW deployment and evolving CDR rates. CDR costs are highest in the first two decades before declining to about US\$100–150 tCO₂⁻¹ by 2050, including for states that contribute most to total national CDR. Although EW cannot be a substitute for emission reductions, our assessment strengthens the case for EW as an overlooked practical innovation for helping the USA meet net-zero 2050 goals^{5,6}. Public awareness of EW and equity impacts of EW deployment across the USA require further exploration^{7,8} and we note that mobilizing an EW industry at the necessary scale could take decades.



Sustainable high-yield farming is essential for bending the curve of biodiversity loss

| [DOI](#)

Authors: Ian Bateman

Date of publication: January, 2025

Department: Economics

Food production does more damage to wild species than any other sector of human activity, yet how best to limit its growing impact is greatly contested. Reviewing progress to date in interventions that encourage less damaging diets or cut food loss and waste, we conclude that both are essential but far from sufficient. In terms of production, field studies from five continents quantifying the population-level impacts of land sharing, land sparing, intermediate and mixed approaches for almost 2000 individually assessed species show that implementing high-yield farming to spare natural habitats consistently outperforms land sharing, particularly for species of highest conservation concern. Sparing also offers considerable potential for mitigating climate change. Delivering land sparing nevertheless raises several important challenges—in particular, identifying and promoting higher yielding farm systems that are less environmentally harmful than current industrial agriculture, and devising mechanisms to limit rebound effects and instead tie yield gains to habitat conservation. Progress will depend on conservationists forging novel collaborations with the agriculture sector. While this may be challenging, we suggest that without it there is no realistic prospect of slowing biodiversity loss.



Research Barriers

In 2025, University of Exeter Business School identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Data access and management
- ❖ Funding challenges



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
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ Local institutions and associations
- ❖ Positive Impact Rating (PIR)
- ❖ Quacquarelli Symonds (QS)
- ❖ Sulitest
- ❖ Times Higher Education (THE)
- ❖ Athena Swan
- ❖ CABS
- ❖ CEO Magazine
- ❖ Corporate Knights
- ❖ GBSN
- ❖ Small Business Charter

Student Organization Partnerships

- ❖ Enactus
- ❖ UNITAR

Partnerships

The following provides more details on 2 key partnerships at University of Exeter Business School.

The Cornwall College Group, Celtic Sea Power Cornwall Marine Network, Falmouth University, University of Plymouth, Truro & Penwith College, Outsourcery, Focus Training SW Ltd, Urban Biodiversity CIC.

The Future is Green

The Future is Green project, led by The Cornwall College Group in collaboration with several partners, including the University of Exeter, aimed to build a sustainable future by providing green skills training and qualifications within the region. The project supported individuals and businesses in transitioning to low-carbon practices, encouraging learners to transition into career pathways in sectors such as clean energy, sustainable agriculture, and green construction. The University's role focussed on

circular economy, leadership, clean energy, and construction, using academic expertise to deliver innovative training programs. By upskilling the workforce, the project sought to create high-quality job opportunities and promote environmental sustainability across Cornwall and the Isles of Scilly.

Cornwall Council & Council of the Isles of Scilly

Green Futures Solutions

The Green Futures project, led by the University of Exeter and funded by the UK Shared Prosperity Fund as part of the Cornwall and Isles of Scilly Good Growth Programme, aimed to support Cornish SMEs in understanding, measuring and reducing their emissions after the council declared a climate emergency in 2019.

Businesses were referred by the good growth hub and were provided with support in reducing their emissions across Scope 1, Scope 2 and elements of Scope 3 (depending on complexity). The interventions include workshops, specific training and toolkits and was carried out in partnership with Konnect for Business and CBN Expert.

The Green Futures project successfully addressed key sustainability challenges facing Cornwall's SMEs by using the expertise on their doorstep. Through its tailored approach, practical support, and efficient use of well-regarded local resources with the university's academic experts, the project provided businesses with the tools, knowledge and confidence needed to make meaningful progress toward net-zero and biodiversity goals.



Practice

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

Institutional Policies and Practices

- ❖ AI use guide
- ❖ Buildings/real estate
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Environmental stewardship policies
- ❖ Ethical data sourcing guides
- ❖ Equity reporting (DEI, EDI, etc.)
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Open-access guides
- ❖ 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
- ❖ UKGBC (UK Green Building Council)

Policy Documents Related to RME and/or Sustainability

Biodiversity_Strategy_Streatham_Campus_2023-2025_Current [View document](#) [Download document](#) 

Business and Management Subject Benchmark Statement [View document](#) [Download document](#) 

CIPD Accredited University Programmes [View document](#) [Download document](#) 

CMI Employer Accreditation [View document](#) [Download document](#) 

Dignity_and_Respect_Policy_v1.0 [View document](#) [Download document](#) 

Climate_Strategy_2025-2030-compressed (1)	View document	Download document
Equality, Diversity and Inclusion Policy (September 2025)	View document	Download document
Ethics_Policy_revised_Nov_2021	View document	Download document
Exeter_Academic_Process_Diagram_V2	View document	Download document
Exeter_Academic_Promotions_Criteria_2025-26_Final_V70925	View document	Download document
Nature_Positive_Strategy	View document	Download document
POL020_-_AI_Policy	View document	Download document
Professional Training Opportunities	View document	Download document
Sustainability_Design_Guide	View document	Download document
Sustainable_Design_and_Construction_Standard__New Buildings	View document	Download document
Sustainable_Design_and_Construction_Standard_Refurbishment and Maintenance Projects	View document	Download document
Sustainable_Procurement_Policy_Statement	View document	Download document
Sustainable_Transport_Strategy_2024-2030	View document	Download document

University_Travel_Policy_-_v1.9	View document	Download document
Water_Resilient_Policy	View document	Download document
Responsible_Procurement_Strategy_Document_-_Version_1.1	View document	Download document
UoE_Single_Use_Plastic_Strategy_2018_reviewed_Au	View document	Download document
2024SUS004_â__Circular_Economy_Strategy_St4	View document	Download document
2026-05-oa-policy-approved	View document	Download document
2230216- FICS_Environmental_Management_Systems_Policy_v2r1	View document	Download document
Biodiversity_Strategy_St_Lukes_Campus_2023-2025_CURRENT	View document	Download document

Practice Awards

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

University of Exeter receives four nominations for 2025 THE Awards

Granter: THE

Grantee: University of Exeter (Nominated)

Award Description:

The University has been shortlisted in four categories at this year's THE Awards, orchestrated by Times Higher Education and commonly referred to as "The Oscars of Higher Education".

They encompass Business School of the Year, International Collaboration of the Year, Most Innovative

Teacher of the Year, and Research Project of the Year: Arts, Humanities and Social Sciences.

The University of Exeter Business School was shortlisted for its outstanding achievements and commitment to sustainability. These included being named the top UK business school in the Corporate Knights' 2024 Better World MBA ranking, its partnership in the world's first UN-backed centre of excellence for circular economy research, and its collaboration with John Lewis on a new 'circular collection' of products.

There was further recognition for the Business School when one of its respected academics, Dr Edvard Glücksman, Senior Lecturer in Sustainable Futures, was nominated for Most Innovative Teacher. Dr Glücksman has become renowned across the sector for the way he has embedded sustainability into his teaching, with a focus on creating global connections across disciplines. He co-leads the Future17 programme with Quacquarelli Symonds, which brings together students from around the world to tackle UN SDG challenges with real clients, as well as leading on executive education initiatives.

Exeter and National Trust partnership wins Knowledge Exchange award

Granter: Knowledge Exchange UK Awards

Grantee: University of Exeter and National Trust partnership

Award Description:

A unique partnership between the University of Exeter and the National Trust has received a prestigious award.

The 'Shaping Landscapes for People and Nature to Thrive' partnership was a winner at the Knowledge Exchange UK Awards in the Strategic Partnerships category.

The award recognises the strategic partnership between the two organisations that has been ongoing since May 2021 and that seeks to apply academic expertise to real-world environmental challenges.

It brings together Exeter's in-depth expertise from a range of academic disciplines with the National Trust's specialism as an applied practitioner with a Strategic Framework for Research.

Both organisations have a strong history of working together and the partnership has allowed for closer collaboration on a range of major projects.

These include RENEW and Net Zero Plus, which are developing much-needed, lasting resources to help accelerate biodiversity renewal and the low-carbon transition, as well as a collection of projects exploring heritage adaptation, which provide a new approach to conservation that helps land

managers deal with environmental change when traditional methods no longer work.

Krasimira Tsaneva-Atanasova, Vice-President and Deputy Vice-Chancellor (Research and Impact) at the University of Exeter, said: "Our partnership with the National Trust is something we celebrate with enormous pride, and I am thrilled that this award recognises the outstanding impact of our collaboration. Bringing together world-class research with unrivalled expertise in our landscapes, we are protecting our shared heritage, strengthening biodiversity, and creating inspiring places where both people and nature flourish."

Chloe Bines, Business Development Manager at the University of Exeter, added: "This fantastic recognition highlights the strength of our partnership and our shared commitment to advancing knowledge exchange. Amid rapid environmental change, declining biodiversity, and growing political and economic uncertainty, we are committed to delivering transformative change by working collaboratively on critical challenges that neither practitioners nor academics can address alone."

At the heart of the partnership is a commitment to reconsider the way we think about the relationship between natural and cultural heritage landscapes and to use this knowledge to reimagine the way we manage landscapes in the future.

Dr Anita Weatherby, Head of Research, at the National Trust, said: "The National Trust has big ambitions for restoring nature, ending unequal access and inspiring people to take action for nature, beauty and history. This research partnership is driving forward that work by finding practical solutions to tricky problems and by putting people at the heart of decision making. A huge congratulations to the many people whose shared commitment has created this successful partnership!"

Exeter climate finance expert commended at The Conversation awards

Granter: The Conversation

Grantee: Dr Narmin Nahidi

Award Description:

An Exeter academic's journalistic work on climate finance has been commended by The Conversation at this year's Professor Sir Paul Curran Awards.

Narmin Nahidi, Assistant Professor in Finance at the University of Exeter Business School, was described by the publication's senior editors as a 'pleasure to work with' at the annual awards celebrating excellence in academic journalism.

Dr Nahidi has written four articles for the Conversation since her first piece less than a year ago.

Her articles have looked at various aspects of climate finance, including 'green mining' and tensions in the energy transition, how financial markets react to climate shocks and the concept in finance known as 'greenium'.

The awards were presented by Lady Helen Curran at a ceremony at Bayes Business School in London attended by around 80 authors who have written for The Conversation since 2025.

Practice Voices

The following statement from stakeholders at University of Exeter Business School demonstrates our commitment to sustainable and responsible practices.

UoE Sustainability Report - Director of Sustainability Jo Chamberlain

University of Exeter Sustainability Report

In March 2025 the University of Exeter has published its annual [Sustainability Report](#) (2023/24), revealing progress towards its ambitious goals.

For the first time the data has been through a vigorous assurance process through PwC – independent consultants who provide limited assurance and undertake the full review and verification.

This external assurance of Scope 1 and 2 emissions data increases credibility, ensures accuracy, and provides greater confidence in the University's reported greenhouse gas emissions, ultimately supporting transparency and informed decision-making.

Covering activities from 1 August 2023 to 31 July 2024, the report includes details of the University's new nature-positive and sustainable transport strategies, another significant step towards supporting Exeter's commitment to lead meaningful action against the climate emergency and ecological crisis.

It also highlights other key developments, including the connection of more than 1,800 new ground-mounted solar panels to the University's electricity network.

Exeter's work was reflected in the 2024 Times Higher Education Impact Rankings, where it achieved 10th place globally.

The report highlights areas to improve on: the University's total carbon emissions (including scope 1, 2 & 3) were 13% higher in 2023/24 than in the baseline year of 2018/19. This is mainly due to University growth and use of expenditure-based reporting for measuring supply chain emissions.

Director of Sustainability Jo Chamberlain said:

"I'm delighted to present this year's Sustainability Report and celebrate the collective efforts of the University community in advancing our sustainability goals.

"This report highlights the progress we've made, the engaging initiatives that have been delivered and the impact of our shared commitment to sustainability.

"Delivering on our sustainability commitments involves a shift in the way all members of the University behave – and I want to extend my heartfelt thanks to all of our staff and students for their passion, dedication and tireless efforts to creating a more sustainable future.

"As we reflect on our progress in this report, let's continue to build on this momentum and work towards a fairer, greener, and healthier future for all."

Continue telling your story

Exeter Sustainable Finance Conference 2025

The Exeter Sustainable Finance (ESF) Centre at the University of Exeter held its second conference from 18 - 19th September 2025. The objective was to present state-of-the-art empirical and theoretical research on sustainable finance and to inform investment practices. the conference was preceded by the Global Research Alliance for Sustainable Finance and Investment (GRASFI) PhD Workshop on 17th of September.

[Exeter Sustainable Finance Conference 2025 | Exeter Sustainable Finance Centre \(ESF\) | University of Exeter](#)



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

University of Exeter 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:

- ❖ Boards and advisory committees
- ❖ Annual reports
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities
- ❖ We are currently working to offer engagement opportunities

Communication Audiences

University of Exeter Business School 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

Sharing Voices

The following statement from stakeholders at University of Exeter Business School demonstrates our commitment to sharing and learning from sustainability and responsible management practices.

Tipping points experts launch guide to accelerate positive systems change

A new research-based toolkit to help policymakers, businesses, and civil society harness 'positive tipping points' in systems such as energy, food and local communities has been launched by the University of Exeter.

Developed by the University's Green Futures Network alongside partner organisations and experts from the Global Systems Institute (GSI), the toolkit builds on a growing body of evidence that small, targeted interventions can spark rapid reductions in emissions and other environmental harm.

A tipping point is a threshold where a small change can trigger a significant, often irreversible, transformation.

Positive tipping points in human societies and economies show how these dynamics can work in favour of both climate stability and economic resilience, counterbalancing the risks of negative tipping points in the Earth system.

Last month, an international group of researchers published the first method for identifying positive tipping points in [Sustainability Science](#).

The new resource builds on this, providing support for individuals looking to navigate systemic change within their organisations and communities.

Developed in collaboration with 20 practitioners from around the world, its tools are designed to help users identify specific opportunities to accelerate change, apply systems thinking, and learn from best practices elsewhere.

Peter Lefort, who runs the Green Futures Network and led the toolkit's development, said: "Trying to make positive change happen in complex systems can often feel impossible, or overwhelming. The Positive Tipping Points Toolkit, which comes from the latest expert research, breaks down the evidence on how change happens into a framework that can be followed by groups or organisations of any size. We're so excited about the level of enthusiasm for this work, with over 500 people signed up for our online launch event.'

Joy Njeri, a regenerative systems doula based in Nairobi Kenya, who was part of the international group of collaborators, said: "The toolkit has turned abstract systems theory into something practical and hopeful, opening up new ways to see how small actions in community can ripple outwards into transformative change.

“For my community-led work in Africa, this gives me a language that I can share with experts in our ecosystem, helping the community understand their value and showing them how hope can become momentum. The tool doesn’t just explain change; it helps us participate in it.”

Dr Steve Smith, Tipping Points Research Impact Fellow at the Global Systems Institute and Green Futures Solutions, said: “Our research shows that the same dynamics that make us concerned about irreversible climate damage can also be leveraged to drive rapid positive change. This toolkit is about applying that science in practice to support faster, fairer sustainability transitions.”

The Positive Tipping Points Toolkit is a free resource, available [online here](#). The toolkit will launch at an online event (now sold out) on Monday 8th September. For more information about the toolkit or how your organisation might benefit from its use, please contact [Peter Lefort](#).

Article by the University of Exeter, 8th September 2025: [Tipping points experts launch guide to accelerate positive systems change - University of Exeter News](#)

Communication Barriers

University of Exeter Business School faces the following barriers in transparent communications:



**Audience
reach**



**Messaging
clarity**



SIGNATORY

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