

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

Surrey Business School

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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 Surrey Business School, including key details and basic institutional data.

## Strategy Alignment

### What we do and alignment with PRME principles

At Surrey Business School, we are committed to "Incubating Vibrant Futures" by integrating the core values: progressive, transformational, and responsible – Into everything we do, ensuring that our graduates and research contribute meaningfully to the global business landscape.

#### Nurturing Future Leaders

Surrey Business School (SBS) is dedicated to shaping leaders with both technical skills and a strong sense of social and environmental responsibility. This is achieved through:

- **Progressive Learning Environment:** SBS integrates innovative teaching methods and industry insights to prepare students to proactively navigate and drive change in the modern business world.
- **Focus on Ethical Leadership:** With a strong emphasis on ethical decision-making and sustainability, SBS ensures students understand the wider impact of their actions, preparing them to lead businesses that positively contribute to global challenges.
- **Transformative Research and Education:** SBS conducts research on pressing global issues such as digital transformation, sustainability, and the future of work, ensuring that students engage with real-world challenges and develop impactful, innovative solutions.

#### Inclusive and Impactful Community Engagement

SBS fosters an inclusive environment committed to social responsibility. By engaging with local communities, businesses, and international partners, SBS ensures its educational and research initiatives align with societal needs, applying knowledge to benefit both business and society.

#### Global Perspective with Local Impact

Recognising the importance of a global perspective, SBS leverages its location within Surrey's thriving business scene and rich heritage of innovation to prepare students to make a positive impact both locally and globally, equipping them with the skills to lead in an interconnected world.

## Institutional History

Legacy


[View document](#)  [Download document](#) 

## Graduates & Enrollment

2024 Statistics	Number
Graduates	1588
Faculty & Staff at the University	3028
Faculty & Staff at the Institution	182
Student Enrollment at the University	15552
Student Enrollment at the Institution	2789
Undergraduate Attendance	1722
Masters-Level Postgraduate Attendance	968
Doctoral Student Attendance	99
Certificate, Professional Development, or Continuing Education Attendance	480

## Degrees Offered


### Bachelor Programs

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

### Masters Programs







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

### Doctoral Programs

 Doctor of Philosophy (Ph.D.)




## Undergraduate Degree Programmes

-  BSc Business Analytics
-  BSc (Hons) Accounting and Finance
-  BSc (Hons) Business Management with Entrepreneurship and Innovation
-  BSc (Hons) International Business Management
-  BSc (Hons) International Tourism Management
-  BSc Business Management

## Masters Degree Programmes

-  MSc Accounting and Finance
-  MSc Business Analytics
-  MSc Entrepreneurship & Innovation Management
-  MSc Human Resource Management
-  MSc International Business Management
-  MSc International Financial Management
-  MSc International Marketing
-  MSc in Management
-  Master of Business Administration (MBA)
-  MSc Occupational and Organizational Psychology
-  MSc Strategic Marketing
-  MSc Digital Marketing

## Postgraduate Degree Programmes

-  Management and Business PhD

## Certificates, Professional Development, or Associate Programmes

-  Surrey County Council Commercialisation Programme
-  Convenience Leadership Programme
-  Senior Doctors Leadership Programme
-  Business Innovation and Sustainable Development in the Digital Age (Summer School)
-  KSA Ministry of Tourism Trailblazers Programme



# Purpose

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

## Definition of Purpose

We promote responsible management education to support inclusive prosperity within robust and sustainable global ecosystems.

## Institutional Engagement

**51% - 75%** of faculty at Surrey 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

The University of Surrey's four core values are Inclusion, Inspiration, Innovation, and Integrity. These principles guide the institution in creating a supportive and forward-thinking community, aiming to inspire personal and professional success for its students and staff by working together to make a positive impact on society and the world. The Surrey Business School adheres to these core principles. Additionally, organisational responsibility, accountability to society, and the environment are considered central elements of our operations.

## Who Champions Responsible Management Education at Our Institution

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

## Student Voices

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

### Student Voices

Surrey Business School appoints a Student Content Creator on a yearly basis to create content for the Surrey Business School Instagram channel with guidance from the school's marketing team, programme teams and senior management team. This aims to positively engage students and prospective audiences, and operates on a one day per week basis. The content focuses on celebrating student life at SBS so covers content themes of events, wellbeing, employability, programme variety, and community.

"Since my foundation year I was inspired and well supported by the teaching team." Michael, Business Management with Marketing BSc (Hons) student, entry year 2020

<https://www.surrey.ac.uk/student-life/what-our-students-say/michael>

"Finally, I have found that the lecturers are very friendly, with keen interests in both their students' experiences and the subjects that they teach." Matthew, Accounting and Finance BSc (Hons) student, entry year 2024

<https://www.surrey.ac.uk/student-life/what-our-students-say/matthew>

"It is a great, well-rounded course where you can learn so much and are surrounded by so many supportive people. The support in Surrey Business School is amazing and has really helped me get through the last couple of years." Sitara, Accounting and Finance BSc (Hons), entry year 2023

<https://www.surrey.ac.uk/student-life/what-our-students-say/sitara>

## Student Awareness

**26% - 50%** of students at Surrey Business School are aware that we are a PRME Signatory Member.

## Student Engagement

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

## Values Voices

### Values Voices

- **Head of Sustainability:** This role provides strategic institutional direction for sustainability, working with different stakeholders and process owners to operationalise sustainability, for example working with the catering team to reduce food waste, phase out the use of single use plastics and extend the range of fairtrade foods for staff and students. This is delivered via a sustainable and ethical food plan.
- **Head of Horticulture:** This role manages the external estate, ensuring it is maintained and safe for staff, students and visitors. The role also looks to adopt a biodiversity plan and deliver changes like monitoring habitats and species, installing bird boxes, placing log piles for invertebrates and planting wildflower meadows.
- **Energy Manager (who works within the sustainability team):** This role looks at how energy and carbon can be saved, this is by technical fixes from installing energy efficient lighting to renewable energy supplies (like solar PV), as well as behavioural changes such as encouraging staff to switch off lights at the end of the day.

## Celebrating Values

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

### Celebrating Values

- Surrey Business School sponsors the Chamber of Commerce's International Women's Day event. Betty Jensen, SBS Business Engagement Officer sits on the Surrey Chambers Business Women in Surrey (BWIS), a local network of like-minded business people – male and female – sharing ideas, knowledge and skills via workshops, seminars and events. Chambers hold

multiple events to throughout the year with their annual flagship International Women's Day (8 March) attracting inspiring guest speakers and delegates from across the county and beyond. SBS also host their own Internal Women's Day event each year.

- SBS hold the Athena Swan bronze award, which recognises advancement of gender equality in terms of representation, progression and success for all. The Business School hold an annual lecture with an inspiring external speaker, open to staff and students.
- MBA Social Impact Club - An initiative run by MBA students to stimulate networking and knowledge sharing around societal and environmental problems (could get a quote from YingFei Héliot, lead academic if needed)
- SBS Professional Services Team Charter, which sets out the values we uphold within SBS (see attachment).
- Enactus Surrey – Katya acts as the University Advisor to support social projects run by University of Surrey students, who are part of Enactus UK, and who operate as a student society.



# Teach

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





## How We Define Teach

Responsible management concepts and practices are incorporated into both the curriculum - either through dedicated modules or specific topics within modules- and pedagogy of our learning environments. These principles, as outlined by PRME, form a central part of the educational approach.

## Courses that support RME

Surrey Business School reports 4 courses in 2024 that support responsible management education and sustainable development goals.

### Sustainability in Events and Hospitality

| MAN1157

This module explains why event managers in the events and hospitality industries cannot afford to ignore sustainability as a business imperative. Throughout all the functions of a business, sustainability should be taken into account, and this perspective underpins the module. Through the lens of sustainable development and management, we will critically discuss how sustainable practices can be developed in various geographical and socio-cultural contexts. This will culminate in a review of sustainability management systems that reflect different approaches to problem-solving and impact that can be applied to organizations working in diverse international contexts.



### Project Management

| MAN3104

Projects provide an efficient and effective means of delivering corporate strategy for both public and private sector organisations. Fundamental to this is robust project sponsorship and management. This module is focused at FHEQ Level 6 students that wish to develop, plan, manage and control projects successfully in a business environment. This requires an awareness of general project management principles, methodologies and the tools and techniques as applied within multi-disciplined projects. Within this module students will receive a robust grounding in the theory and practice of project management delivered by lectures and by using project management software (MS Project) in a computer laboratory setting.

Increased awareness of future homes/housing related requirements and stakeholder group(s) they will need to manage.

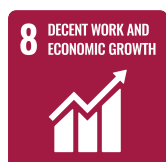


## Sustainability and Social Innovation Project

| MANM444

The module is an advanced, research-led module on sustainability and social innovation. It offers research-led insights into current issues and anticipated trends in sustainability, social innovation, and the changing role of business in society. The module will consider the current theory and critically examine the corporate practice of managing for sustainability, including aspects of corporate governance, corporate social responsibility, innovation and strategic, operational and supply chain solutions for improving sustainability on an international scale. We will examine the social, environmental, economic and business case for sustainability in the global context and reflect on the possible trajectories for the advancement of the sustainability agenda. We will study the emergent trends in organizing for the fulfilment of social needs that are insufficiently (or not at all) addressed by either the private or public sector and examine the case for the social enterprise. We will examine the practice of social entrepreneurship and innovation and reflect on the transferability of the model to more traditional organizations. We will examine how value is created through social innovation and enterprise and look at the associated challenges and opportunities for the future.

The students gain a nuanced awareness of both the opportunities and the limitations of sustainable management, including where they create value and where trade-offs arise. This module also delivers impact by equipping students with practical tools and frameworks that will help them anticipate resistance, secure buy-in, and make smarter decisions about when and how to pursue innovation responsibly.

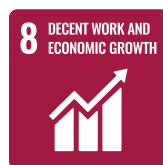


## Ethics & CSR

| MANM309

This module introduces students to the study of ethics and applies this to hospitality, tourism and events (THE). Within the last decade significant attention has been paid to the issue of ethics in the hospitality, events and tourism industries. Issues such as: corporate social responsibility, global reporting, ethical consumption, to name but a few, are becoming increasingly central to business practice. This module will offer students the opportunity to reflect upon their own understanding of

ethics. It will introduce them to a range of theoretical approaches to understanding ethics and ethical responses to business situations, as well as provide the opportunity for in-depth reflection and critique on 'real life' scenarios.



## Teaching Awards

In 2024, 2 awards were given to faculty and educators at Surrey Business School.

### **Advance HE Collaborative Award For Teaching Excellence (CATE)**

**Granter:** Advance HE

**Grantee:** University's Hackathon17 team, led by Dr Shelini Surendran and Kat Mack

#### **Award Description:**

Hackathons at the University of Surrey, including Sustainability Hackathons and Hackathon17, promote skill development through problem-based learning and interdisciplinary teamwork. Open to all students, these events focus on innovative solutions for UN SDGs, growing in participation and becoming part of the Global Graduate Awards programme, enhancing employability and student-staff collaboration.

### **Fellowship of The Institute of Sustainability**

**Granter:** Insitute Of Sustainability University of Surrey

**Grantee:** Ekow Bartels (PGR,) Bonnie Buchanan, Nicole Cocolas, Rosanna Cole, Scott Cohen, Ali Emrouznejad, Anita Eves, Masoud Fakhim,i Viachaslau Filimonau, Xavier Font, Alvina Gillani, Christy Hehir, Gavin Hilson, Yanfei Hu, Nadine Itani, Luigina Jessica Montano (PGR), Jill Juergensen, Marion Kar,l Bora Kim, Albert Kimbu, Sorin Krammer, Stelvia Matos, Lydia Milly Certa (PGR,) Vahid Mirzabeiki, Safina Naz, Sarmistha Pal, Pablo Pereira Doel, Tammi Sinha, Jonathan Skinner, Saori Sugeno, Nikolas Thomopoulos, Sofie Voss, Anke Winchenbach, Senmao Xia, Shasha Zhao, Xun Zhou, Ying Zhou

## Award Description:

## Educator Recognition

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

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Institutional recognition events
- ❖ Pedagogical innovation grants
- ❖ Professional development opportunities
- ❖ Publication or research support

## 💡 Fostering Innovation



### A lot

Our institution supports innovation significantly through teaching and learning.

## 💡 Experiential Learning



### A lot

Our institution supports experiential learning significantly through teaching and learning.

## 💡 Learning Mindset



### A lot

Our institution supports a lifelong learning mindset significantly through teaching and learning.

## 💡 Method of Teaching and Learning



### In person

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

## Barriers to Innovative Curriculum

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

- ❖ Administrative resistance
- ❖ Budgetary limitations

## Barriers to Innovative Pedagogy

In 2024, Surrey Business School identified the following barrier to innovating, updating, or taking risks in existing pedagogy:

- ❖ Scalability issues



# Research

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

## How We Define Research

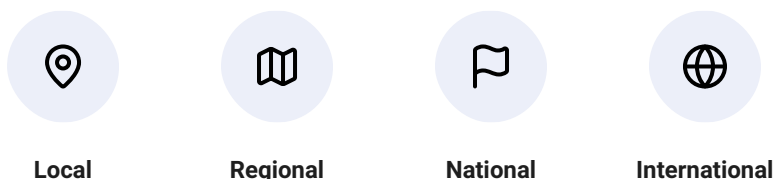
Our transformational research confronts the world's most urgent challenges, advancing academic knowledge while making a meaningful, lasting societal impact. Driven by a culture encouraging bold experimentation and the principles of progressiveness and responsibility, we are committed to innovative research practices that build a more vibrant, sustainable, and equitable future.

## Research vs Research for RME/Sustainable Development



## Research Funding

In 2024, Surrey Business School was awarded funding for research that is:



## Socializing Research

In 2024, Surrey 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 Presentations Related to RME and/or Sustainability

In 2024, Surrey Business School gave 15 research presentations related to RME and/or sustainability.

### Exploring Innovation Management Systems Adoption: A Multiple Case Study Approach

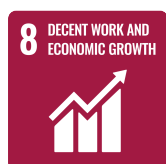
**Authors:** Dr Aldo Stornelli, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Presented at:** National or international discipline-specific conference

**Department:** Management

This paper aims to explore how organisational ambidexterity development is linked to a systematic approach to managing innovation. Specifically, it focuses on the adoption of Innovation Management Systems, such as the recently developed ISO 56002. Therefore, this paper presents preliminary results of a planned exploratory research focusing on Small and Medium Sized Enterprises (SMEs), which will be carried out as a longitudinal international project. The research will be conducted in several European and Canadian Small SMEs with a series of semi-structured interviews. The preliminary results of our pilot cases based on 6 organizations reveal that SMEs are open to the systematic approach to innovation capability development and display systematic tendency for some capabilities, such as collaboration and leadership.



### Too Stressed to be Psychologically Present at Work? Employee Job Stress and Psychological Withdrawal Behaviours in Organisations

| [DOI](#)

**Authors:** Dr Hamid Roodbari, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

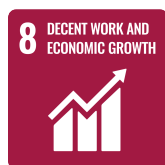
**Presented at:** Regional or local issue or theme-specific conference | National or international issue or theme-specific conference

**Department:** Human Resource Management

Drawing on the conservation of resources theory, this study examined the mediating role of self-efficacy and the moderating role of leader narcissism in the relationship between employee job stress and their psychological withdrawal behaviours. Using two-wave data from 358 Nigerian employees



from various organisations, we found that self-efficacy mediated the relationship between job stress and psychological withdrawal behaviours. Our study also found that the indirect relationship between job stress and psychological withdrawal behaviours was stronger when leader narcissism was high.



## Designing resilient supply chain networks: a systematic literature review of mitigation strategies

**Authors:** Dr Abdolreza Roshani, Surrey Business School, University of Surrey Professor Glenn Parry, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** International Business

With increased globalisation supply chain (SC) disruption significantly affects people, organisations and society. Supply chain network design (SCND) reduces the effects of disruption, employing mitigation strategies such as extra capacity and flexibility to make SCs resilient. Currently, no systematic literature review classifies mitigation strategies for SCND. This paper systematically reviews the literature on SCND, analysing proposed mitigation strategies and the methods used for their integration into quantitative models. First to understand the key failure drivers SCND literature is categorised using geography, with local, regional or global disruptions linked to vulnerable sections of a SC. Second, the strategies used in mathematical models to increase SC resilience are categorized as proactive, reactive, or SC design quality capabilities. Third, the relative performance of mitigation strategies is analysed to provide a comparison, identifying the most effective strategies in given contexts. Forth, mathematical modelling techniques used in resilient SCND are reviewed, identifying how strategies are integrated into quantitative models. Finally, gaps in knowledge, key research questions and future directions for researchers are described.



## Impact of innovation effort on exports from emerging market firms: limitations arising from complementary resource constraints

| [DOI](#)

**Authors:** Dr Abhijit Sengupta, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** International Business

**Purpose.** We examine the impact of innovation effort on exports of resource constrained emerging market firms (EMFs), and boundary conditions imposed by complementary tangible and intangible resources on this relationship, using the lens of the Knowledge Based View (KBV).

**Design/methodology/approach.** Analysis is based on annualized data from 19,057 Indian firms over the period of 2009-2017, controlling for endogeneity and selection bias (using Heckman correction), firm-level controls, year and sectoral fixed effects, within robust Tobit and OLS regressions. Export intensity and R&D intensity are our key dependent and independent variables, respectively.

**Findings.** The baseline impact of innovation effort on exports is found to be a concave inverted U-shape, exhibiting decreasing returns. Availability of complementary resources significantly impacts the nature of this relationship by weakening it for more resource constrained firms. Faced with relatively greater scale-related constraints, the impact of innovation effort on exports disappears. Greater process-related constraints weaken the relationship as well.

**Originality.** Theoretically, these findings shed light on a nuanced relationship between a firm's search for knowledge assets and access to foreign markets within resource constrained emerging market contexts. The limitations in the use and applicability of the KBV for EMFs' internationalization success is highlighted, with suggested directions of future research.



## Linking HRM with sustainability performance through sustainability practices: Unlocking the black box

| [DOI](#)

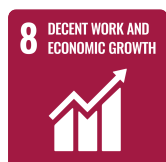
**Authors:** Dr Alvina Gillani, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Management

In response to the triple-bottom-line sustainability challenges facing today's world, organizations are increasingly incorporating sustainability principles in their strategies; however, this is challenging for small and medium-sized enterprises (SMEs) with limited resources. While sustainable human resource management (HRM) has recently gained scholarly prominence, the impact of sustainable HRM practices on an organization's sustainability performance remains under-explored. Anchored on signalling theory, we address this gap by examining the impact of sustainable HRM on an organization's sustainability performance. Drawing upon survey data collected from 254 employees across SMEs in Vietnam, we found that sustainable HRM practices and managerial competency

positively impact sustainability practices, which in turn predict sustainability performance, while sustainability practices mediate these relationships. Employee sustainability participation and long-term orientation strengthen the relationship between sustainability practices and sustainability performance. Further, co-worker sustainability support moderates the relationship between sustainable HRM practices and managerial competency and sustainability practices. We discuss the contributions to theory and practice and provide future research directions.



## The evolution and determinants of the non-performing loan burden in Italian banking

| [DOI](#)

**Authors:** Professor Jon Williams, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Finance

We investigate the factors influencing Non-Performing Loans (NPLs) in the Italian banking sector from 2011 to 2017, a period marked by significant challenges. Using dynamic panel data methods and considering both bank-specific and macroeconomic variables, our empirical analysis reveals the complexity of NPL volumes in Italy. Our findings highlight that better capitalised banks tend to exhibit lower levels of NPLs, indicating reduced incentives for engaging in riskier practices. We document an inverse relationship between credit growth and NPLs, suggesting a potential outcome of demand-driven credit expansion. Additionally, the countercyclical nature of NPL stocks is evident, with banks' NPL volumes influenced by the economic conditions of the country. •We investigate the non-performing loan issue in the Italian banking sector during a period of severe challenges. •We employ a robust empirical analysis and account for both bank-specific and macroeconomic variables. •We find that bank capitalization and loan growth contribute the most in explaining the variation of NPL levels across banks. •We confirm the countercyclical nature of NPL stocks.



## Under the radar? Modern slavery and labour exploitation risks for the hotel industry

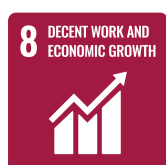
| [DOI](#)

**Authors:** Professor MariaLaura Di Domenico, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management | International Business

The UK's tourism and hospitality industries, having the highest concentration of migrant workers compared to other industries, face complex challenges in managing the risks of labour exploitation and modern slavery (MS); issues largely neglected in academic research. New employment models risk weakening workers' power in employment relations, potentially leading to increased vulnerability and exploitation risk. Based on analysing primary and secondary sources, this article examines the nature of these risks. Our findings show the following drivers: power imbalances; possible enforcement gaps; normalisation and moralisation of possible exploitation; and potential threats posed by macro-level political and socioeconomic issues/events; these, including more competitive labour markets, paradoxically also present opportunities. We develop significant, novel theoretical contributions and propose the new '(in)conspicuous exploitariat' concept, encapsulating their (dis)empowerment, and potential future risks/opportunities.



## From macro to micro: Large exporters coping with global crises

| [DOI](#)

**Authors:** Professor Juan Carluccio, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Economics

Using monthly firm-level exports and imports over 1993-2020, we uncover four facts: (i) deviations of large exporters from the average growth rate explain a large share of aggregate fluctuations; (ii) an important source for these deviations is the top exporters' higher loadings on common shocks; (iii) the stronger reaction of the top 1% exporters to the GFC and Covid crises contributed to the export collapses; (iv) a higher elasticity to large demand shocks, not a different exposure to global value chain shocks, contributes to this stronger reaction. The results show that idiosyncratic reactions of large firms to common shocks matter for aggregate export fluctuations, and are especially relevant for the trade collapses of the 2008/2009 crisis and the Pandemic.



## Autonomous stores: How levels of in-store automation affect store patronage

| [DOI](#)

**Authors:** Professor Sabine Benoit, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Management

Autonomous stores operate without needing on-site staff present to support and monitor customers. This study seeks to determine which autonomous stores are most likely to succeed. By adapting convenience theory and drawing on secondary and qualitative data, the authors identify unique features of autonomous stores that constitute convenience dimensions: options for check-in (access convenience), staff support (assistance convenience), check-out (transaction convenience), and to allow customers to check their itemized baskets (verification convenience). Perceptions of convenience, autonomy, and safety explain the influences of unique store features. A conjoint experiment provides a test of the direct effects of each dimension on store patronage and indirect effects through convenience, autonomy, and safety perceptions. The results indicate that, with the exception of check-out, consumers prefer staffed stores; having to check in (e.g., with a credit card), limited access to (remote) staff, and an inability to verify the basket before payment represent significant barriers. In turn, some trade-offs arise: Store features that increase convenience and autonomy undermine safety perceptions. Finally, community-based and rural locations are better suited for autonomous stores than anonymous traffic hubs. Retail managers can leverage these findings to decide whether to establish autonomous stores and, if so, with which design.



## Understanding the negotiation and performance effects of idiosyncratic deals: Test of a moderated mediation model

| [DOI](#)

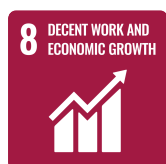
**Authors:** Professor Samuel Aryee, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management

Despite the prevalence of idiosyncratic deals (ideals) as an adaptive strategy for the effective management of an increasingly diverse workforce, the drivers of these customized work arrangements and why they enhance mutuality in the employment relationship are not well understood. Drawing on an integration of social cognitive theory and resource-based perspective, we

address these interrelated questions by proposing and examining a moderated mediation model of antecedents and outcomes of task and career ideals. Multi-source and multi-wave data obtained from supervisors and employees in service and manufacturing organizations were used to test our hypothesized relationships. Results of multilevel path analysis reveal that both employee approach motive and supervisor political skill relate to ideals. Furthermore, high-commitment HR system moderates the relationship between supervisor political skill (but not employee approach motive) and ideals such that this relationship is stronger when high-commitment HR system is high but not low.



## Impact of Private Practice of Public Health Workers on Public Health Provision: Evidence from A Natural Experiment

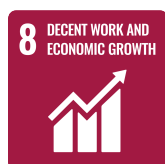
| [DOI](#)

**Authors:** Professor Sarmistha Pal, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management | Management

This paper analyzes the effects of private practice on public health provision in Indonesia among doctor heads of primary public health clinics known as puskesmas. We exploit the exogenous variation in the initiation of private practice after the 1997 Ministry of Health regulation 916 that mandated health professionals to apply for a license for private practice after at least three years of compulsory public service after graduation. Instrumental variable estimates, built around this threshold experience of 3 years after 1997 regulation, suggest that dual practitioners (relative to those only engaged in puskesmas) work significantly fewer hours per week at their public posts at the puskesmas but see significantly more public patients. These observed effects become more pronounced when the private practice is held away from the puskesmas.



## Grand challenges and emerging market small and medium enterprises: The role of strategic agility and gender diversity

| [DOI](#)

**Authors:** Professor Tazeeb Rajwani, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** International Business

This paper examines the role played by strategic agility and gender diversity in enabling the creation of value for grand challenges (VCGCs) by small and medium-sized enterprises originating from emerging markets (ESMEs). ESMEs face significant challenges due to the dynamic environments in which they operate and the limited support they receive from formal institutions. In such contexts, strategic agility enables ESMEs to drive VCGCs through responsible collaborative innovation. We further argue that gender diversity is an important boundary condition that influences the effect of strategic agility on VCGCs via responsible collaborative innovation. Utilizing 228 survey responses from ESMEs originating from the United Arab Emirates (UAE), our findings shed light on the vital role played by strategic agility in enhancing ESMEs' VCGCs. Specifically, our findings indicate that responsible collaborative innovation acts as an important mediating mechanism between strategic agility and VCGCs. In addition, gender diversity emerges as an important moderating factor in that, in the presence of more heterogeneous senior management teams, the effect of strategic agility on VCGCs through the mediating mechanism of responsible collaborative innovation is higher.



## Decarbonising with a plan: The influence of post-growth configurations of hybridity

| [DOI](#)

**Authors:** Professor Xavier Font, Surrey Business School, University of Surrey Dr Yanfei Hu, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Entrepreneurship

Hybridity is the combination of different belief systems (institutional logics) that guide organ-isational practice. We analyse 32 decarbonisation business plans of tour operators to study the interplay between the market logic (incumbent) that supports the pursuit of continuous economic expansion, and the post-growth logic (challenger) that rejects the idea of unbridled growth. Through a mixed-method approach that combines content analysis and regression modelling, we find that the configurations of hybridity (i.e., the exact ways in which logics are combined) influence organisations' abilities to adopt science-based decarbonisation. We identify eight distinct transition patterns in the embedding of post-growth thinking into business plans that support a new theorisation of post-growth as a process of hybridisation.



## Work and life: the relative importance of job quality for general well-being, and implications for social surveys

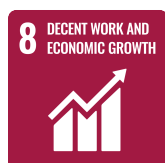
| [DOI](#)

**Authors:** Professor Ying Zhou, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management | Finance

We investigate the relative importance of variations in job quality in accounting for variations in general well-being among employed people in Europe, the United States, Australia and South Korea. We find that the importance of job quality is everywhere of a similar magnitude to that of health, while both are far more important than other conventional determinants, including education, gender, marital status, parental status, age, or household income. Job quality accounts for somewhat more of well-being's variation among men than among women. Within the majority of European countries, the R-squared for the variation accounted for ranges between 14 and 19 percent.



## The relationship between carbon intensity of loans and renewable energy production: A cross-country analysis of developmental stage and financial system maturity effects

| [DOI](#)

**Authors:** Professor Yu Xiong, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Business Analytics | Economics | Finance

This study explores the influence of carbon intensity of loans issued by financial institutions (CIL) on facilitating energy transition. By analyzing cross-country panel data from 2005 to 2018, we unveil a notable influence of CIL on renewable energy production, taking into account cross-sectional dependence. Our regression analysis, employing panel-corrected standard errors, indicates that a 1% decrease in CIL correlates with a 0.9169% and 0.9189% rise in renewable energy production per capita and per GDP, respectively, along with a 0.1180% growth in renewable energy's share. This effect of



promotion is more pronounced in nations with higher developmental levels, lower emission rates, greater banking sector reliance, and increased energy import dependency. Additionally, our study identifies a significant role played by the development of financial institutions in the reduction of CIL. Conversely, the moderating influence of R&D appears less clear. Utilizing the Panel Granger test, we establish a bidirectional causal link between CIL and renewable energy production, which sustains over the long term. Our findings offer valuable insights for policymakers and financial bodies aiming to meet climate objectives.



## Publications Related to RME and/or Sustainability

### Exploring Innovation Management Systems Adoption: A Multiple Case Study Approach

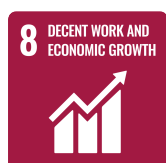
**Authors:** Dr Aldo Stornelli, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Presented at:** National or international discipline-specific conference

**Department:** Management

This paper aims to explore how organisational ambidexterity development is linked to a systematic approach to managing innovation. Specifically, it focuses on the adoption of Innovation Management Systems, such as the recently developed ISO 56002. Therefore, this paper presents preliminary results of a planned exploratory research focusing on Small and Medium Sized Enterprises (SMEs), which will be carried out as a longitudinal international project. The research will be conducted in several European and Canadian Small SMEs with a series of semi-structured interviews. The preliminary results of our pilot cases based on 6 organizations reveal that SMEs are open to the systematic approach to innovation capability development and display systematic tendency for some capabilities, such as collaboration and leadership.



## Too Stressed to be Psychologically Present at Work? Employee Job Stress and Psychological Withdrawal Behaviours in Organisations

| [DOI](#)

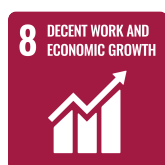
**Authors:** Dr Hamid Roodbari, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Presented at:** Regional or local issue or theme-specific conference | National or international issue or theme-specific conference

**Department:** Human Resource Management

Drawing on the conservation of resources theory, this study examined the mediating role of self-efficacy and the moderating role of leader narcissism in the relationship between employee job stress and their psychological withdrawal behaviours. Using two-wave data from 358 Nigerian employees from various organisations, we found that self-efficacy mediated the relationship between job stress and psychological withdrawal behaviours. Our study also found that the indirect relationship between job stress and psychological withdrawal behaviours was stronger when leader narcissism was high.



## Designing resilient supply chain networks: a systematic literature review of mitigation strategies

**Authors:** Dr Abdolreza Roshani, Surrey Business School, University of Surrey Professor Glenn Parry, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** International Business

With increased globalisation supply chain (SC) disruption significantly affects people, organisations and society. Supply chain network design (SCND) reduces the effects of disruption, employing mitigation strategies such as extra capacity and flexibility to make SCs resilient. Currently, no systematic literature review classifies mitigation strategies for SCND. This paper systematically reviews the literature on SCND, analysing proposed mitigation strategies and the methods used for their integration into quantitative models. First to understand the key failure drivers SCND literature is categorised using geography, with local, regional or global disruptions linked to vulnerable sections of a SC. Second, the strategies used in mathematical models to increase SC resilience are categorized as proactive, reactive, or SC design quality capabilities. Third, the relative performance of mitigation strategies is analysed to provide a comparison, identifying the most effective strategies in given

contexts. Forth, mathematical modelling techniques used in resilient SCND are reviewed, identifying how strategies are integrated into quantitative models. Finally, gaps in knowledge, key research questions and future directions for researchers are described.



## Impact of innovation effort on exports from emerging market firms: limitations arising from complementary resource constraints

| [DOI](#)

**Authors:** Dr Abhijit Sengupta, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** International Business

**Purpose.** We examine the impact of innovation effort on exports of resource constrained emerging market firms (EMFs), and boundary conditions imposed by complementary tangible and intangible resources on this relationship, using the lens of the Knowledge Based View (KBV).

**Design/methodology/approach.** Analysis is based on annualized data from 19,057 Indian firms over the period of 2009-2017, controlling for endogeneity and selection bias (using Heckman correction), firm-level controls, year and sectoral fixed effects, within robust Tobit and OLS regressions. Export intensity and R&D intensity are our key dependent and independent variables, respectively.

**Findings.** The baseline impact of innovation effort on exports is found to be a concave inverted U-shape, exhibiting decreasing returns. Availability of complementary resources significantly impacts the nature of this relationship by weakening it for more resource constrained firms. Faced with relatively greater scale-related constraints, the impact of innovation effort on exports disappears. Greater process-related constraints weaken the relationship as well.

**Originality.** Theoretically, these findings shed light on a nuanced relationship between a firm's search for knowledge assets and access to foreign markets within resource constrained emerging market contexts. The limitations in the use and applicability of the KBV for EMFs' internationalization success is highlighted, with suggested directions of future research.



## Linking HRM with sustainability performance through sustainability practices: Unlocking the black box

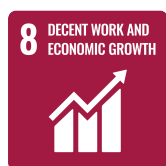
| [DOI](#)

**Authors:** Dr Alvina Gillani, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Management

In response to the triple-bottom-line sustainability challenges facing today's world, organizations are increasingly incorporating sustainability principles in their strategies; however, this is challenging for small and medium-sized enterprises (SMEs) with limited resources. While sustainable human resource management (HRM) has recently gained scholarly prominence, the impact of sustainable HRM practices on an organization's sustainability performance remains under-explored. Anchored on signalling theory, we address this gap by examining the impact of sustainable HRM on an organization's sustainability performance. Drawing upon survey data collected from 254 employees across SMEs in Vietnam, we found that sustainable HRM practices and managerial competency positively impact sustainability practices, which in turn predict sustainability performance, while sustainability practices mediate these relationships. Employee sustainability participation and long-term orientation strengthen the relationship between sustainability practices and sustainability performance. Further, co-worker sustainability support moderates the relationship between sustainable HRM practices and managerial competency and sustainability practices. We discuss the contributions to theory and practice and provide future research directions.



## The evolution and determinants of the non-performing loan burden in Italian banking

| [DOI](#)

**Authors:** Professor Jon Williams, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Finance

We investigate the factors influencing Non-Performing Loans (NPLs) in the Italian banking sector from 2011 to 2017, a period marked by significant challenges. Using dynamic panel data methods and considering both bank-specific and macroeconomic variables, our empirical analysis reveals the complexity of NPL volumes in Italy. Our findings highlight that better capitalised banks tend to exhibit lower levels of NPLs, indicating reduced incentives for engaging in riskier practices. We document an inverse relationship between credit growth and NPLs, suggesting a potential outcome of demand-driven credit expansion. Additionally, the countercyclical nature of NPL stocks is evident, with banks' NPL volumes influenced by the economic conditions of the country. •We investigate the non-

performing loan issue in the Italian banking sector during a period of severe challenges. •We employ a robust empirical analysis and account for both bank-specific and macroeconomic variables. •We find that bank capitalization and loan growth contribute the most in explaining the variation of NPL levels across banks. •We confirm the countercyclical nature of NPL stocks.



## Under the radar? Modern slavery and labour exploitation risks for the hotel industry

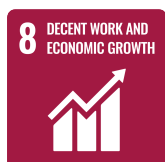
| [DOI](#)

**Authors:** Professor MariaLaura Di Domenico, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management | International Business

The UK's tourism and hospitality industries, having the highest concentration of migrant workers compared to other industries, face complex challenges in managing the risks of labour exploitation and modern slavery (MS); issues largely neglected in academic research. New employment models risk weakening workers' power in employment relations, potentially leading to increased vulnerability and exploitation risk. Based on analysing primary and secondary sources, this article examines the nature of these risks. Our findings show the following drivers: power imbalances; possible enforcement gaps; normalisation and moralisation of possible exploitation; and potential threats posed by macro-level political and socioeconomic issues/events; these, including more competitive labour markets, paradoxically also present opportunities. We develop significant, novel theoretical contributions and propose the new '(in)conspicuous exploitariat' concept, encapsulating their (dis)empowerment, and potential future risks/opportunities.



## From macro to micro: Large exporters coping with global crises

| [DOI](#)

**Authors:** Professor Juan Carluccio, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Economics

Using monthly firm-level exports and imports over 1993-2020, we uncover four facts: (i) deviations of large exporters from the average growth rate explain a large share of aggregate fluctuations; (ii) an important source for these deviations is the top exporters' higher loadings on common shocks; (iii) the stronger reaction of the top 1% exporters to the GFC and Covid crises contributed to the export collapses; (iv) a higher elasticity to large demand shocks, not a different exposure to global value chain shocks, contributes to this stronger reaction. The results show that idiosyncratic reactions of large firms to common shocks matter for aggregate export fluctuations, and are especially relevant for the trade collapses of the 2008/2009 crisis and the Pandemic.



## Autonomous stores: How levels of in-store automation affect store patronage

| [DOI](#)

**Authors:** Professor Sabine Benoit, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Management

Autonomous stores operate without needing on-site staff present to support and monitor customers. This study seeks to determine which autonomous stores are most likely to succeed. By adapting convenience theory and drawing on secondary and qualitative data, the authors identify unique features of autonomous stores that constitute convenience dimensions: options for check-in (access convenience), staff support (assistance convenience), check-out (transaction convenience), and to allow customers to check their itemized baskets (verification convenience). Perceptions of convenience, autonomy, and safety explain the influences of unique store features. A conjoint experiment provides a test of the direct effects of each dimension on store patronage and indirect effects through convenience, autonomy, and safety perceptions. The results indicate that, with the exception of check-out, consumers prefer staffed stores; having to check in (e.g., with a credit card), limited access to (remote) staff, and an inability to verify the basket before payment represent significant barriers. In turn, some trade-offs arise: Store features that increase convenience and autonomy undermine safety perceptions. Finally, community-based and rural locations are better suited for autonomous stores than anonymous traffic hubs. Retail managers can leverage these findings to decide whether to establish autonomous stores and, if so, with which design.



## Understanding the negotiation and performance effects of idiosyncratic deals: Test of a moderated mediation model

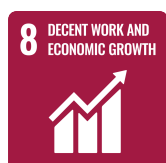
[DOI](#)

**Authors:** Professor Samuel Aryee, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management

Despite the prevalence of idiosyncratic deals (ideals) as an adaptive strategy for the effective management of an increasingly diverse workforce, the drivers of these customized work arrangements and why they enhance mutuality in the employment relationship are not well understood. Drawing on an integration of social cognitive theory and resource-based perspective, we address these interrelated questions by proposing and examining a moderated mediation model of antecedents and outcomes of task and career ideals. Multi-source and multi-wave data obtained from supervisors and employees in service and manufacturing organizations were used to test our hypothesized relationships. Results of multilevel path analysis reveal that both employee approach motive and supervisor political skill relate to ideals. Furthermore, high-commitment HR system moderates the relationship between supervisor political skill (but not employee approach motive) and ideals such that this relationship is stronger when high-commitment HR system is high but not low.



## Impact of Private Practice of Public Health Workers on Public Health Provision: Evidence from A Natural Experiment

[DOI](#)

**Authors:** Professor Sarmistha Pal, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management | Management

This paper analyzes the effects of private practice on public health provision in Indonesia among doctor heads of primary public health clinics known as puskesmas. We exploit the exogenous variation in the initiation of private practice after the 1997 Ministry of Health regulation 916 that

mandated health professionals to apply for a license for private practice after at least three years of compulsory public service after graduation. Instrumental variable estimates, built around this threshold experience of 3 years after 1997 regulation, suggest that dual practitioners (relative to those only engaged in puskesmas) work significantly fewer hours per week at their public posts at the puskesmas but see significantly more public patients. These observed effects become more pronounced when the private practice is held away from the puskesmas.



## Designing for financial inclusion in developing countries: Digital financial service for low-income women in Ghana

| [DOI](#)

**Authors:** Dr Atta Addo, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Computer Information Systems

Digital financial inclusion initiatives in developing countries have gained salience because of their potential to improve the socioeconomic condition of marginalized groups such as low-income women. However, persistent challenges remain in overcoming the digital divide in developing countries and enhancing access and participation of women in digital financial services. Despite the growing scholarly attention, little is known about how digital technologies might be designed to enable financial inclusion of women in developing countries. Using the technology affordances approach, we extend previous theorizing on inclusive information system, and introduce a relational approach to designing for inclusion. Specifically, we conduct a case study of a digital finance initiative in Ghana involving the design of an interactive voice response system (IVR) for low-income women where systemic barriers to technology adoption and use are pervasive. We show the significance of user feedback, environmental factors, and affordances for more inclusive information system design. We contribute a theoretically grounded framework that takes holistic account of the sociotechnical context of IS design for inclusion.



## Open government, civic tech and digital platforms in Latin America: A governance study of Montevideo's urban app Por Mi Barrio

| [DOI](#)



**Authors:** Dr Carla Bonina, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Computer Information Systems

Digital technologies have a recognised potential to build more efficient, credible, and innovative public institutions in Latin America. Despite progress, digital transformation in Latin American governments remains limited. In this work, we explore a peculiar yet largely understudied opportunity in the region: pursuing digital government transformation as a collaborative process between the government and civil society organisations. To do so, we draw from information systems research on digital government and platforms for development, complemented with governance theory from political science and conduct an interpretive in-depth case study of an urban reporting platform in Montevideo called 'Por Mi Barrio'. The study reveals three mutually reinforced orders of governance in the trajectory of the project and explain how the collaboration unfolded over time: (i) a technical decision to use open platform architectures; (ii) the negotiation of formal and informal rules to make the project thrive and (iii) a shared, long-term ideology around the value of open technologies and technical sovereignty grounded in years of political history. Using a contextual explanation approach, our study helps to improve our understanding on the governance of collaborative digital government platforms in Latin America, with specific contributions to practice.



## The Fate of Being a 'Distressed Asset': Insights into Women Returners' Experiences in the UK

| [DOI](#)

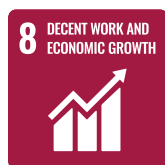
**Authors:** Dr Cecile Guillaume, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Human Resource Management

Building on studies looking into how professionals encounter stigma and negotiate their work lives, this article fills a gap in extant sociological literature on gender and professional work by providing original qualitative data on professional women supported re-entry-to-work experiences. Examining the development of returner programmes in the UK, we investigate the supportive factors in the mitigation of stigma threats associated with the returner status, including organisational support and individual stigma-management strategies. We examine how these social processes contribute to

alleviating stigmatisation only partially, while maintaining persistent wage and career discrimination for women returners. To explain this mixed result, we explore the way in which women returners inhabit neoliberal feminist subjectivities.



## The impact of Industry 4.0 Technologies on the resilience of established cross border supply chains

| [DOI](#)

**Authors:** Professor Glenn Parry, Surrey Business School, University of Surrey

**Date of publication:** August, 2025

**Department:** Computer Information Systems | Management

**Purpose:** To examine the effect of Industry 4.0 technology on resilience in established cross-border supply chain(s) (SC).

**Design/Methodology/Approach:** A literature review provides insight into the resilience capabilities of cross-border SC. Research utilises a case study of operational international SC: the producers, importers, logistics companies, and UK Government (UKG) departments. Semi-structured interviews determine the resilience capabilities and approaches of participants within cross-border SC and how implementing an Industry 4.0 Internet of Things (IoT) and Distributed Ledger (blockchain) based technology platform changes SC resilience capabilities and approaches.

**Findings:** A blockchain-based platform introduces common assured data, reducing data duplication. When combined with IoT technology, the platform improves end-to-end SC visibility and information sharing. Industry 4.0 technology builds collaboration, trust, improved agility, adaptability, and integration. It enables common resilience capabilities and approaches that reduce the de-coupling between government agencies and participants of cross-border SC.

**Research implications and limitations:** The case study presents challenges specific to UKG's customs border operations; research needs to be repeated in different contexts to confirm findings are generalisable.

**Practical Implications:** Operational SC and UKG customs and excise departments must align their resilience strategies to gain full advantage of Industry 4.0 technologies.

**Originality/value:** Case study research shows how Industry 4.0 technology reduces the de-coupling between the SC and UKG, enhancing common resilience capabilities within established cross-border operations. Improved information sharing and SC visibility provided by IoT and blockchain technologies support the development of resilience in established cross-border SC and enhance interactions with UKG at the customs border.



## Research Barriers

In 2024, Surrey Business School identified the following barrier to conducting research related to sustainability and/or responsibility:

- ❖ Not applicable



# Partner

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

## How We Define Partner

The Surrey Business School brings together individuals from business, government, civil society, and academia to promote management education and practice that is both responsible and accountable.

## Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ Times Higher Education (THE)
- ❖ AMBA (Association of MBAs)

## Student Organization Partnerships

- ❖ Enactus

## Partner Voices

The following statement from our partners demonstrates ways in which our collaborations at Surrey Business School support sustainability and responsible management education.

### Partner Voices

*'The Leadership Academy provides a mechanism for local Business Leaders to connect with the SBS team to learn from them and work with colleagues at the event to explore how specific academic research resonates and impacts on their working lives. It delivers real strategic benefits to local businesses'*

David Seall, Prof CEng FRAeS MiMMM FIoD (Independent Director, Engineer & Trustee, Surrey  
([david@davidseall.co.uk](mailto:david@davidseall.co.uk)))

*'Surrey Business School and Surrey Chambers of Commerce have a collaborative partnership that ensures appropriate connections with local businesses, ensuring they have access to the many services offered by the Business School. We run joint events, provide relevant information and together and connect businesses and academia. They are a joy to work with!'*

Louise Punter, CEO, Surrey Chambers of Commerce  
([louise.punter@surrey-chambers.co.uk](mailto:louise.punter@surrey-chambers.co.uk))

*Consultancy report informs Network Rail Strategic Station Plan:* In 2024, Network Rail commissioned the University of Surrey to carry out a **consultancy project** investigating visitors' use of Windsor stations. The major impact of this Surrey consultancy project was recently confirmed by Network Rail. Network Rail released its Strategic Station Plan: Windsor Stations in June 2025 and it heavily relies on the University of Surrey report.

Full story here - <https://www.surrey.ac.uk/news/consultancy-report-informs-network-rail-strategic-station-plan>

*Civic Agreement for Surrey – Surrey County Council and universities Building a thriving future for all through shared commitment to action:* The University of Surrey, in partnership with Surrey County Council, Royal Holloway, University of London, and the University for the Creative Arts, is proud to announce the launch of a new Civic Agreement for Surrey. By pooling resources and expertise, the partners believe they are better placed to address local needs, drive innovation, and create a more inclusive and resilient Surrey by 2030. The Civic Agreement was formally signed at an event in Woking (September 2024). It will serve as a public commitment to working together to bring about real and positive change to the people who live, learn and work in our communities across the county

Full story here - [Civic Agreement for Surrey – Surrey County Council and universities Building a thriving future for all through shared commitment to action | University of Surrey](#)

*Ten-year cultural strategy to boost Surrey County and surprise the rest of the country:* The county of Surrey can be one of the UK's cultural powerhouses within the next ten years, say researchers from the University of Surrey (February 2024). Surprising Surrey is the first cultural strategy for the county to be developed by its cultural sector. It sets out a framework and action plan with four priorities:

- Culture for Everyone: to increase access to culture for all, with a specific focus on reaching residents who encounter physical, social and economic barriers
- Resilient Communities: recognising the role of creative encounters in strengthening communities and in supporting health and wellbeing programmes
- County-wide Ecology and Infrastructure: encouraging collaborative working and ensuring that creative workspaces are integral to sustainable planning and regeneration schemes
- Creativity as Enterprise: to nurture the creative economy in Surrey by attracting new business and investment.

Full story here - [Ten-year cultural strategy to boost Surrey County and surprise the rest of the country | University of Surrey](#)



# Practice

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

## How We Define Practice

Our governance and operations are based on management principles that emphasise responsibility and accountability.

## Institutional Policies and Practices

- ❖ Curriculum guidelines
- ❖ Buildings/real estate
- ❖ Carbon reduction or offset commitments
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Ethical leadership or good governance policies
- ❖ Environmental stewardship policies
- ❖ Employee equity, diversity, inclusion
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Water
- ❖ Zero-waste guides
- ❖ Travel guides
- ❖ Accreditation body recommendation documents

## Policy Documents Related to RME and/or Sustainability

Surrey University - Net Zero Carbon scope 1 & 2  
Plan Jan 2025 - Final revision (1)

View document  Download document 

## Practice Awards

In 2024, Surrey Business School received 1 award for responsible and/or sustainable practices.

## Green Impact

**Granter:** Green Impact Scheme : Student Organising For Sustainability



**Grantee:** Surrey Business School

**Award Description:**

Green Impact Scheme: is a UNESCO multi-award winning sustainability engagement programme set up by Students Organising for Sustainability UK. The scheme aims to support sustainable practices across organisations by guiding individual departments on how they can take sustainable action in an accessible and meaningful way. Essentially, there are a series of actions to complete, each worth a different number of points that you can earn to work towards gaining either a bronze, silver, gold, or platinum award. Examples of actions include: "All staff have the opportunity to feedback ideas for saving energy (in addition to switching off light, monitors etc) which can be implemented by the team without external assistance, AND at least one of these ideas has been implemented" and "Host a Scary Jumper Day in the winter period either in the office or whilst working from home to highlight the benefits of wrapping up warm to reduce over-heating spaces". In the 2023 submission, Surrey Business School earned the bronze award and in the 2024 submission, we got gold. Not sure how much evidence you need for this but I've attached some pictures from the Sustainability Awards, and am able to send you our 2024 Toolkit Submission if required? Alternatively, here is a link to the Green Impact Report 2024-25, which shows some highlights:

## Practice Voices

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

### Values Voices

- **Head of Sustainability:** This role provides strategic institutional direction for sustainability, working with different stakeholders and process owners to operationalise sustainability, for example working with the catering team to reduce food waste, phase out the use of single use plastics and extend the range of fairtrade foods for staff and students. This is delivered via a sustainable and ethical food plan.
- **Head of Horticulture:** This role manages the external estate, ensuring it is maintained and safe for staff, students and visitors. The role also looks to adopt a biodiversity plan and deliver changes like monitoring habitats and species, installing bird boxes, placing log piles for invertebrates and planting wildflower meadows.
- **Energy Manager (who works within the sustainability team):** This role looks at how energy and carbon can be saved, this is by technical fixes from installing energy efficient lighting to renewable energy supplies (like solar PV), as well as behavioural changes such as encouraging staff to switch off lights at the end of the day.



# Share

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



## How We Define Share

The Business school communicate both our achievements and shortcomings to promote shared learning and support our values and objectives within the institution.

## Engagement Opportunities

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

- ❖ Annual reports
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Boards and advisory committees
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)

## Communication Audiences

Surrey Business School communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Prospective and current students
- ❖ Non-governmental organizations (NGOs)
- ❖ Media and public relations channels
- ❖ Government and policy makers

## Sharing Voices

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

## Sharing Voices

Surrey Business School celebrates and shares performance through social media channels, including LinkedIn and X, as well as through the University of Surrey website. For example, posts that celebrate our academics and their impactful research (see [here](#)) and posts celebrating student graduation (see [here](#)). We also celebrate achievements of Surrey Alum, for example, sharing details via the University website (see [here](#)).

SBS Staff Excellence Awards run annually, which include:

Researcher of the Year, Innovator of the Year, Research Supervisor of the Year, Post Graduate Researcher of the Year, Early Career Teacher of the Year, Teacher of the Year, Professional Colleague of the Year. Colleagues are nominated by fellow colleagues then the overall winners are presented with their awards in an All-School meeting. The winners in each category are also put forward for consideration by the Faculty for the overall University Vice-Chancellor's Awards. The nominated colleagues for each category within each Faculty are invited to an awards dinner where the winners are announced.

## Communication Barriers

Surrey Business School faces the following barriers in transparent communications:



**Bureaucratic  
delays**

SIGNATORY

# Surrey Business School

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## Address

University of Surrey, Guildford, Surrey, GU2 7XH  
United Kingdom



## Website

<http://surrey.ac.uk/sbs>