

PRiME

*an initiative of the
United Nations Global Compact*

Sharing Information on Progress 2026

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

Mission

Our mission

We advocate responsible and sustainable business (including organisations) by producing outstanding scholarship, research and education and working to maximise the impact of our expertise. We are committed to instilling an ethos of responsibility and a lifelong habit of learning and growth in our students and stakeholders.

<https://www.stir.ac.uk/about/faculties/stirling-management-school/about-us/vision-mission-and-values/>

Vision

Our vision

To be a place of opportunity

- Where learners at any stage come to develop based on ability, not background.
- Where academia, local and regional organisations and society connect to make business a positive force in the world.
- Leading the development of responsible, sustainable and growth-based business practices with an international outlook through our research, education and local and global connections.

<https://www.stir.ac.uk/about/faculties/stirling-management-school/about-us/vision-mission-and-values/>

Strategy

Strategy

The Stirling Management School is recognised as a centre of academic excellence that offers innovative research and a forward-thinking approach to business education.

We are interdisciplinary by nature, bringing innovative solutions to real world issues. Being integrated into the local business community, we act as a hub for knowledge creation and exchange, and we are proud that our industry collaborations and global partnerships benefit students, businesses and the community.

We offer a stimulating and diverse academic community, providing a broad range of undergraduate and taught Masters courses as well doctoral programmes and short courses.

<https://www.stir.ac.uk/about/faculties/stirling-management-school/about-us/>

Strategy Alignment

Strategy Alignment

Our values and impact

We want to change society for the better. Our work is supported by two ambitions: meeting high standards for sustainability and responsibility; and supporting our region to increase health and prosperity.

We have identified five areas of activity to achieve these ambitions:

- responsible management education and commitment to the Sustainable Development Goals;
- [equality, diversity and inclusion](#);
- entrepreneurship and regional development;
- transformational change to the health and social care of the region;
- sustainable economic growth.

<https://www.stir.ac.uk/about/faculties/stirling-management-school/about-us/>

Graduates & Enrollment

2025 Statistics	Number
Graduates	700
Faculty & Staff at the University	1500
Faculty & Staff at the Institution	84
Student Enrollment at the University	17000
Student Enrollment at the Institution	783
Undergraduate Attendance	358
Masters-Level Postgraduate Attendance	415

2025 Statistics	Number
Doctoral Student Attendance	10
Certificate, Professional Development, or Continuing Education Attendance	0

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.)



Purpose

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

Letter of Commitment



University of Stirling
Stirling FK9 4LA
Scotland UK

23 September 2026

To Whom It May Concern

RE: Letter of commitment PRME 2026

As Dean of Stirling Business School at the University of Stirling, I am pleased to reaffirm the School's continued commitment to the Principles for Responsible Management Education (PRME).

Our commitment to PRME is not simply an expression of support for a set of principles. It reflects how we increasingly see the purpose of a contemporary business school: educating responsible and capable graduates, undertaking research that has relevance beyond academia, and working with businesses, public bodies and communities to address economic, social and environmental challenges.

This direction is closely aligned with the University of Stirling's wider commitment to making a positive difference to society. It is also reflected in the continuing development of Stirling Business School. Our achievement of AACSB accreditation was an important milestone in that journey, with societal impact being recognised as a particular strength. We see PRME, AACSB and our wider engagement agenda as complementary rather than separate activities; collectively, they challenge us to demonstrate not simply what we do, but what difference it makes.

Purpose and responsible leadership

We remain committed to developing graduates who understand that successful organisations must create sustainable value for a range of stakeholders and cannot be judged solely by short-term financial outcomes; we often use the expression purpose before profit. Across our programmes, students are encouraged to consider the economic, social, ethical and environmental consequences of managerial decisions and to recognise the responsibilities that accompany leadership.

This means developing graduates who can think critically, deal with ambiguity, challenge assumptions and balance competing interests. Responsible management is therefore not treated as a discrete topic sitting somewhere within the curriculum. It increasingly informs how we think about graduate capabilities, professional practice, employability and the contribution our graduates make once they enter organisations.

Our wider curriculum development is placing greater emphasis on professional competencies, experiential learning, responsible use of technology, sustainability and the ability to apply academic knowledge to genuine organisational problems. In doing so, we want students not simply to learn *about* responsible management but to develop the judgement and confidence to practise it.

Education, employability and experiential learning

A central element of our continued commitment is the closer connection between academic learning and professional practice. We are increasingly creating opportunities for students to engage with

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businesses, organisations and live challenges as part of their education. This can be highlighted through ethics-based modules for professional bodies such as ICAS, ACCA, etc., but also through our ethical approach and processes regarding the DMan, etc.

This matters for employability, but it also serves a wider purpose. Experiential learning shows students that organisational decisions often involve trade-offs between commercial, environmental and societal objectives. Working with real organisations gives students a setting to understand the practical consequences of responsible and irresponsible management decisions. This is highlighted by our applied consultancy projects at both UG and TPG level: the Stirling Lab work, the Help To Grow Scheme, and the King's Foundation work.

Our teaching and curriculum development also respond to emerging challenges facing organisations. Sustainability, analytics, digital transformation, artificial intelligence, innovation, ethical leadership and responsible technology increasingly feature across our educational portfolio. Our research strengths, including green innovation and green information technology, create opportunities to bring current thinking directly into the classroom.

We therefore see employability and responsible management as mutually reinforcing. Our objective is not simply to help students obtain employment, but to develop graduates capable of making a positive contribution once they are in the workforce.

Supporting SMEs and responsible growth

Our engagement with small and medium-sized enterprises provides a particularly tangible example of the School's societal contribution.

Through the UK Government-funded Help to Grow: Management programme, Stirling Business School has supported around 145 SMEs and business leaders, with participant satisfaction consistently exceeding 90%. The programme is designed not simply to transfer management knowledge but to help business leaders strengthen their organisations, develop their strategic capabilities and achieve sustainable growth.

Evidence from participants has demonstrated benefits including organisational development, business growth, increased turnover and enhanced leadership capability. Participants have subsequently featured in national case studies and contributed to wider discussions around entrepreneurship and business growth.

Our commitment to SMEs has also been externally recognised through the School's five-year reaccreditation under the Chartered Association of Business Schools' Small Business Charter. The reaccreditation recognised the School's significant and long-term contribution to the local, regional and national SME community.

These activities are particularly important to our interpretation of PRME. Responsible management education should not stop at the edge of the campus. Business schools have an important role in developing the capabilities of the organisations and leaders already operating within their communities.

Research for business and society

Research remains another important means through which Stirling Business School contributes to the objectives represented by PRME. We continue to encourage work that addresses significant economic and societal problems and which engages meaningfully with organisations, policymakers and communities.

Increasingly, we aim to undertake more research *with* and *for* business and society, rather than research *about* business.

This does not diminish the importance of academic rigour or theoretically informed research. Rather, it reflects our belief that excellent business-school research should, wherever appropriate, connect academic insight with meaningful organisational and societal problems.

The School has particular strengths in areas where business and societal challenges intersect. Our work in social innovation, including engagement with development trusts, provides one example of researchers working alongside organisations seeking new approaches to community and economic development. Research on sustainability, innovation, technology, and responsible digital transformation similarly examines how organisations can respond to significant environmental, technological, and societal change.

Knowledge Transfer Partnerships, of which we currently have three, provide another important mechanism for realising this ambition. KTPs enable academics to work alongside organisations on strategically important innovation challenges, combining research expertise, organisational knowledge and capability development. They provide a strong example of bringing research, innovation and societal impact together rather than treating them as separate activities.

Partnership and engagement

Universities cannot deliver responsible management education in isolation. We therefore continue to strengthen relationships with businesses, public bodies, third-sector organisations, professional bodies and other educational institutions.

Our relationship with The King's Foundation, for example, has opened discussions around potential collaboration in areas including sustainability, employability, professional education and responsible leadership. Such relationships are valuable because they connect the University's academic capabilities with organisations that share an interest in creating longer-term economic and societal value.

The School has also used its convening power to bring businesses and leaders together. Initiatives such as **SELL2**, which brought together senior Scottish and UK business leaders, illustrate our ambition for the School and University to act as a regional resource and a place in which business, academia and other stakeholders can exchange ideas, identify shared challenges and develop new relationships.

These partnerships also give students opportunities to work on real organisational problems, allow organisations to benefit from academic expertise, and enable researchers to understand better the challenges practitioners face.

Importantly, our approach is based on reciprocity. Partnership should create value for our students and researchers, but it should also create identifiable value for the organisations and communities with whom we work.

Regional societal impact

Our location gives this commitment a particular significance.

Stirling Business School has an important role in supporting the economic and social development of Stirling, the Forth Valley, and Scotland more widely. We do not see regional engagement as secondary to international ambition. A strong internationally connected business school should also make a visible contribution to the place in which it is located.

This means using our teaching, research, entrepreneurship, innovation and business-engagement capabilities to support organisations across the region. It also means increasingly asking how the collective resources of the Business School and University can contribute to productivity, innovation, responsible growth and the development and retention of talent. For example, we are an active participant in the Forth Valley Change Makers Programme and are working with CETRIS on several projects and Clack Council on a Wellbeing centre.

Our ambition is therefore to be recognised not simply as a business school located in the Forth Valley, but as an active contributor to its future economic and societal development.

Our continued commitment

Stirling Business School therefore remains fully committed to PRME and to further embedding its principles across our education, research, entrepreneurship, partnerships and engagement.

Our ambition is to develop graduates who combine professional capability with judgement and responsibility; undertake research capable of making a difference beyond academia; support businesses and entrepreneurs to achieve sustainable and responsible growth; and work with others to address significant economic, environmental and societal challenges.

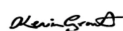
Our AACSB accreditation, Small Business Charter reaccreditation, work through Help to Grow, growing emphasis on Knowledge Transfer Partnerships, development of experiential learning, engagement with regional businesses and communities, and wider work around entrepreneurship and innovation all provide evidence of this continuing direction of travel.

There remains more for us to do, and our commitment to PRME should therefore be seen as one of continuous improvement rather than a claim that the task is complete.

We see responsible management education not as an additional activity alongside the core work of Stirling Business School, but as increasingly fundamental to what a high-quality, internationally engaged and socially responsible business school should be.

We look forward to continuing our engagement with PRME and with the wider international community of business schools committed to advancing responsible management education and creating positive societal impact.

Yours faithfully,



Professor Kevin Grant, BA(Hons); MSc; Ed.D; PgCert TLTM; FHEA, FBC and CITP
Executive Dean Stirling Business School
Deputy Principal / Pro Vice Chancellor Entrepreneurship.

Definition of Purpose

The school continues to emphasize meaningful, and regionalized impact, leveraging the reach and expertise of our international business advisory board. As the only higher education institution in our immediate region of Scotland we have an important commitment to regional development. Our faculty extends that further.

Continue telling your story

Times Higher Education Impact Rankings 2026

Granter: Times Higher Education

Grantee: University of Stirling

Award Description:

The University of Stirling has been ranked among the top 200 institutions in the world for its contribution to meeting the United Nations Sustainable Development Goals (SDGs).

The University also placed in the top 100 worldwide for six SDGs – SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 13 (Climate Action), and achieved a significant improvement for SDG 17 (Partnerships for the Goals), rising from the 301-400 band to be ranked among the top 20 universities in the world.



Values

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



How We Define Values

The majority of our research, teaching, and partnership outputs align to responsible management education. This goes beyond accreditation and institutional aims and reflected in the experiences and priorities of our students and staff. Student and staff successes in EDI and sustainability are celebrated, while leading on student and staff wellbeing.

Who Champions Responsible Management Education at Our Institution

- ❖ Individual leader

Celebrating Values

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

LGBT Silver Charter

LGBT Charter

The LGBT Charter from LGBT Youth Scotland confirms that we proactively include LGBTQ+ people in every aspect of our work. We are a champion of inclusion where LGBTQ+ staff and students will be safe, supported and included.

<https://www.stir.ac.uk/about/sustainability/what-we-are-doing/sustainable-careers/>

#:~:text=Sustainability%20success%20for%20Student%20Skills%20and%20Employability&text=The%200accolade%20recognises%20our%20commitment,ethical%2C%20future%2Dfocused%20opportunities
.

Associate Dean of EDI

- EDI dissertation awards, for both UG and PG – awarded to the student whose dissertation has the most impact on EDI. Supervisors can nominate students who have received a first. The highest graded dissertations are going to a panel, consisting of alumni, who are working in the field of EDI. They assess the dissertations by looking at 6 criteria:
 - Is the EDI challenge well-defined?
 - Is the EDI challenge topical?
 - Is the EDI challenge original?
 - Are the findings transferable?
 - Potential impact of findings?
 - Potential size of impact?

- ADWIDE uses social media (LinkedIn, Instagram and Facebook) to share/celebrate information about important milestones in various cultures, religions and specific 'awareness' days/months.
- ADWIDE has created the last 2 years a 'December Downtime', where staff receives every working day in December an image with quote by email, to remind them that their own wellbeing is important too.

Continue telling your story

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Teach

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



How We Define Teach

There is continued embedding of sustainability and responsible business into courses. Some of these activities are supported by accreditation bodies with external visibility and interactions, as well as interactive workshops to develop student skills. Responsible management education underpins what we do across courses and is recognised across teaching awards.

Courses that support RME

University of Stirling Business School reports 2 courses in 2025 that support responsible management education and sustainable development goals.

Accounting and Finance ACCP002 | ACCP002

For ACCP002, the module focuses on the environmental sustainability practices and how this impacts the organizations in areas such as greenwashing and ESG reporting.

For ACCP002, the module focuses on the environmental sustainability practices and how this impacts the organizations in areas such as greenwashing and ESG reporting.



Corporate Finance | FINUCCF

We cover materials that cover ethics and finance. There is a commitment to CFA.

Workshop on ethics, and 10 multiple choice questions from CFA – 2 hours. Open to all 130 finance students. On a Wednesday when students do not have any other classes. Approx. 80 attended.



Educator Recognition

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

- ❖ Annual teaching excellence awards
- ❖ Student-nominated teaching awards

Teaching Voices

The following statement demonstrates ways in which educators at University of Stirling Business School support sustainability and responsible management in their classrooms.

Environmental Association of Universities and Colleges (EAUC) ESD Pilot Programme

Stirling Business School was selected to participate in the Environmental Association of Universities and Colleges Education for Sustainable Development Pilot Programme

<https://www.eauc.org.uk/resources/resource/scottish-universities-and-colleges-to-benefit-from-trial-of-sustainability-education-programme-2025>

Education for Sustainable Development and Professional Recognition: Progress, Insights and Opportunities

This document summarises the context, rationale and approach taken by the University of Stirling and EAUC to support ESD in professional recognition and as part of an EAUC pilot programme. We invite you to browse this document, and get in touch if you'd like to stay up to date and/or get involved.

The context: ESD and the EAUC pilot programme

Education for sustainable development (ESD) is crucial to prepare our institutions and students to thrive and contribute in the context of the climate and nature emergencies.

TEXTBOX: What is ESD? “ESD develops competencies, that is, skills, attributes and values, and how they link to subject knowledge and knowledge of sustainable development. ESD supports learners across all academic disciplines and subject areas to create and pursue visions of a better world. A world that recognises the interdependence of environmental integrity, social justice and economic prosperity, while acknowledging that environmental resources are finite and provide the foundation for our society and economy” (QAA and Advance HE, 2021, p. 8).

Importantly, ESD is not just about the environment or knowledge, but about enabling learners to contribute to a better future by recognizing the interdependence of people, planet and prosperity.

ESD is increasingly integrated into educational standards, quality frameworks and professional practice. Reflecting on ESD practice – whether that is on deliberately practiced ESD or unknowingly ESD-aligned approaches – can support educators to enhance their practice and better articulate their contributions to student learning, institutional priorities and wider societal challenges.

As part of an EAUC pilot programme exploring approaches to accelerate and deepen ESD in post-16 education, EAUC and the University of Stirling worked together to investigate the relationship between ESD and professional recognition through [Advance HE Fellowship](#). The project sought to identify

practical opportunities to strengthen ESD through existing academic development and professional recognition processes – integrating ESD meaningfully into existing processes that support staff in times of uncertainty driven by sectoral challenges.

Why the focus on professional recognition and Fellowship?

To explore which approaches would be effective to embed ESD within existing processes and benefit staff, we engaged in a variety of meetings and conversations with teaching staff, academic developers, sustainability practitioners and colleagues across the sector. This gave us first indications that supporting ESD in professional recognition processes such as Advance HE Fellowship applications may be an effective enabler for ESD: Some institutions require different categories of Fellowship for certain roles and promotion pathways, so helping people to see the value of their practice with an ESD lens and articulate this has the potential support recognition and therefore career progression.

TEXTBOX: What is Fellowship? Advance HE Fellowship provides higher education practitioners with professional recognition of their practice, impact and leadership of teaching and learning across four categories. It is awarded based on evidence that meets the requirements of the [Professional Standards Framework 2023 \(PSF 2023\)](#), the teaching and learning standards framework for the higher education sector.

To further explore how this could be effective, we conducted an analysis of existing Fellowship applications, reviewed relevant literature, explored existing reflective frameworks, sought feedback from sustainability and academic development experts, and gathered student perspectives to understand how sustainability could be reflected within professional practice and recognition.

This resulted in two key findings:

ESD can be a powerful lens to support professional reflection and ‘zooming out’.

We identified that sustainability and ESD can provide a potentially powerful lens for reflection, impact and leadership which can benefit the process of writing an AdvanceHE fellowship application.

This was particularly expressed in regards to the creation of narratives in Fellowship applications, as well as in literature: Applicants shared that additional guidance would be helpful, both in developing these narratives and in better understanding the relationship between ESD and Fellowship criteria.

A particularly important finding from those conversations as well as in the literature (e.g. Shaw, 2018) was the value of balancing "zooming out" and "zooming in". Focusing on individual PSF dimensions and descriptors ("zooming in") is necessary, but beginning with this can make it harder to identify broader themes, leadership and development journeys, and connections across practice ("zooming out").

We concluded that creating support that enables applicants to first "zoom out" and reflect on their wider professional contributions through an ESD lens, before "zooming in" to specific Fellowship criteria, may help create stronger narratives and clearer evidence of impact and development.

There are opportunities to make 'hidden' ESD and effective practice more visible

To further explore how applications might already be addressing ESD, we analysed two sets of Fellowship applications:

- A small set of sustainability and ESD-focused applications shared by members of the EAUC ESD Community of Practice.
- 54 Fellowship and Senior Fellowship applications from University of Stirling cohorts submitted between November 2023 and February 2025.
-

We found that, in applications without an explicit sustainability or ESD focus, a number of applicants still demonstrated practices that align with ESD approaches, including development of competencies such as critical thinking and collaboration, as well as inclusive practice, partnership working and supporting learners to engage with complex challenges. Exploring this further under an ESD lens might have helped applicants further strengthen their application and explore their development and impact through another lens – as well as identifying areas for future practice.

When reviewing ESD and sustainability focused applications, we found that these frequently aligned with multiple aspects of established sector frameworks, such as [the Advance HE Essential Framework for Student Success on ESD](#) - even where applicants had not consciously drawn on the framework itself and, in some cases, had written their applications before the framework was published.

This suggested that using an explicit ESD lens might help surface 'hidden' practice through providing language and terminology through which applicants can express impact, development, and alignment with sector frameworks, which can strengthen reflection and narratives of applications.

From framework development to wider impact

Based on these insights and reflections, we began development of a reflective framework designed to help applicants explore their practice through a sustainability and ESD lens. Through multiple rounds of drafting, testing and review, we combined insights from a group of sector experts on ESD and professional development and a workshop with recent applicants, as well as building on the approach of the Advance HE Essential Framework for Student Success on ESD, and the [National Framework for Learning for Sustainability in Initial Teacher Education](#).

Towards the conclusion of the project, discussions with Advance HE provided valuable insight into how this work could be taken forward. While the draft framework demonstrated a useful approach, these conversations highlighted that the greatest opportunity for impact may lie not in creating another standalone guidance document, but in supporting the people and structures that shape Fellowship applications and academic development practices across institutions.

This reinforced the idea that creating support for people involved with professional development and recognition – such as Fellowship scheme leaders, mentors, and academic developers – as well as targeting institutional approaches could have a much wider effect than focusing solely on individual applicants. Rather than publishing the framework as a standalone resource, this has encouraged us to think more strategically about how the learning, insights and approaches developed through the project can be embedded within existing support structures and professional development activities. As a result, the framework itself is not currently intended for publication. However, we welcome conversations with institutions, academic development teams and sector partners who are interested in learning more about the project or in exploring future approaches to supporting ESD within professional recognition and academic development. Please get in touch with kmobius@eauc.org.uk if you would be interested in discussing this.

What's next and how to get involved

Building on the success of the pilot, we are now exploring several opportunities that could help extend the reach and impact of this work.

These include:

- - **Continuing to gather examples** of ESD-informed Fellowship applications from across the sector to better understand how an ESD lens can support reflection and recognition of existing practice, and sharing examples or stories of success.
 - **Sharing the project's findings with Fellowship scheme leaders**, academic development professionals and Fellowship mentors. This includes a planned contribution to an Advance HE Fellowship scheme leaders meeting in December, providing an opportunity to discuss how ESD-related practice can be recognised and supported across Fellowship schemes.
 - **Exploring the development of resources, workshops or training approaches** that could help mentors and academic development teams identify hidden ESD within applications and support applicants to further develop their practice.
 - **Adapting and testing approaches with academic developers at the University of Stirling** to evaluate how ESD-informed reflection can be integrated into existing Fellowship and professional development support, and be beneficial to both academic staff and applicants.
 -

Collectively, these activities represent a shift from developing guidance for individuals towards exploring how ESD can be embedded more effectively within the wider systems that support professional development and recognition. They build on the insights generated through the EAUC pilot and provide a promising route for increasing the visibility, recognition and impact of ESD across higher education.

If you are interested in or would like to support ESD as part of professional development and recognition in the UK and beyond, please do join the EAUC Community of Practice, where we'll be sharing updates and calls for application examples. Feel free to get in touch with kmobius@eauc.org.uk to share any questions, thoughts and ideas you might have.



Research

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

How We Define Research

The majority of our peer reviewed journal articles can be linked to responsible management education. There are clear research strengths in the faculty around sustainability, climate ,diversity and inclusion, inequality, biodiversity, disability, aging and health, as well as expertise in fair and strong institutions as well as social entrepreneurship.

Research vs Research for RME/Sustainable Development



Research Funding

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



International



National



Regional

Socializing Research

In 2025, University of Stirling Business School contributed research findings to:

- ❖ Government and policy makers
- ❖ Community organizations
- ❖ Industry and business networks

Research Projects

In 2025, University of Stirling Business School reported 6 research projects that implemented responsible or sustainable activities.

A One Health Systems Approach to Improve Antibiotic Stewardship and Diplomacy in Freshwater Aquaculture

Period Covering: September, 2026 - August, 2030

Department: Economics

Our project will apply a One Health lens towards AMR mitigation by integrating the following disciplines: aquaculture, microbiology (BBSRC), aquatic ecosystems and ecological integrity (NERC), social, behaviour, and economics (ESRC), with language and communication (AHRC). Given the complexity of this system and the scale of the AMR challenge, a transdisciplinary approach is required to facilitate reciprocity and foster a shared understanding of the issues in the widest context. Our specific objectives will include co-creation of the research framework with a diverse range of stakeholders e.g. fish farmers, animal and human health professionals, and key enablers identified from trusted peer networks, as well as policy makers. Using a mixed methods approach we shall gather biological, environmental, social and legal data to co-design a series of interventions which directly reduce the unnecessary antibiotic use and promote better antibiotic stewardship within the fish farming and local communities. Adopting community-based approaches will identify power dynamics and build trust between the varied stakeholders affected by changes in AMR planning. To support longevity of the transdisciplinary approach, we shall provide a roadmap and decision support tools regarding antibiotic use and AMR mitigation applicable to Southeast Asian aquaculture systems, and share with academics and policy makers, thus facilitating the longevity of this interconnected research approach.

Our project directly aligns with the themes of the UK's National Action Plan against AMR (2024-2029). Being a good global partner constitutes one of the four themes of the UK's National Action Plan against AMR, and thus as well as addressing a component of the UK's own food supply, our project directly addresses several of the NAP commitments. Our project adopts the FAO's Ecosystem Approach to aquaculture to promote the integration of aquaculture within the broader ecosystem and combat threats of AMR and supports the Vietnamese National Strategy (2023-2030) long term goals for controlling AMR in aquaculture.



Evaluation of the Evondos E300 Medication Dispensing Robot in Scottish Care Services: A Mixed Methods Study Using the NASSS-CAT Framework

Period Covering: June, 2026 - May, 2027

Department: Marketing

A theory-informed evaluation of the Evondos E300 Medication Dispensing Robot (MDR) within Scottish health and social care services. The evaluation will use the NASSS (Non-adoption, Abandonment, Scale-up, Spread and Sustainability) framework to examine the outcomes, benefits, and factors influencing the implementation of the MDR as a complex digital health intervention to improve

medication adherence. Using this framework, we will evaluate the MDR from the perspectives of all relevant stakeholders, including patients, family members or carers, social care managers, and health and social care staff. We will assess the extent to which the MDR contributes to improved medication adherence, service delivery, and patient outcomes, alongside identifying the individual, organisational, and system-level factors that influence its effective use, integration into care pathways, and potential for scale-up and long-term sustainability.



Reforming packaging shapes to improve the appeal and sales of healthy foods

Period Covering: September, 2025 - August, 2028

Department: Marketing

Healthy eating is a current priority of the World Health Organization (WHO). However, European diets are typically unbalanced, characterized by an underconsumption of healthy foods such as fresh fruits and vegetables and an overconsumption of foods high in salt, sugar, and fat. These dietary patterns contribute to rising rates of diet-related diseases, including obesity and diabetes, a growing concern in Croatia. Addressing this issue requires a sustained effort to improve the healthiness of consumer choices, particularly in retail environments where purchasing decisions are made.

Extensive research has explored various interventions aimed at influencing healthier food choices in-store, ranging from nudging strategies such as shelf placement and pricing incentives (Just & Wansink, 2009) to point-of-sale marketing and front-of-pack nutrition labeling (van Kleef & Dagevos, 2015; Grunert et al., 2010). However, one underexplored avenue, with significant influence and potential involves the role of product packaging in shaping consumer perceptions and purchase behavior.

Research has demonstrated that lay perceptions influence the way consumers evaluate inanimate objects such as product packaging, which in turn affects product appeal (Deng & Kahn, 2009). For instance, packaging shape impacts perceived product quality—foods in tall, slim containers are perceived as healthier and of higher quality compared to those in short, wide containers because of associative spillover effects, whereby attributes linked to tall, slim human body shapes (e.g., health, strength, vitality) transfer to the product itself (Chen et al. 2020).

A similar psychological mechanism applies to idealized body proportions in both men and women. In human perception, it is thought that a higher shoulder-to-waist ratio in men is associated with masculinity, strength, and dominance (Frederick & Haselton, 2007; Horvath, 1979), while a lower waist-

to-hip ratio in women is linked to femininity, attractiveness, and health (Singh, 1993). These associations, shaped by both evolutionary and social factors, influence perceptions of vitality and desirability (). While these effects have been well-documented in human social perception (see Braun and Bryan 2006), no existing research has examined whether these attributes influence consumer perceptions of products nor whether they can be leveraged to enhance the appeal of healthy foods.

As such, this project seeks to explore whether modifying product packaging to reflect idealized body shapes, such as designing a healthy vegetable smoothie bottle to mimic an athletic male physique with a higher shoulder-to-waist ratio, operationalises an associative spillover effect, shaping consumer perceptions and driving cleaner food choices. Moreover, it investigates whether individual differences, such as gender, and age (or others identified in the project), moderate these effects.

The project extends insights from the EU H2020 Strength2Food initiative, which investigated strategies for enhancing the appeal of healthy foods through in-store point-of-sale materials (EJM) and promotional campaigns (JR). While these efforts focused on messaging and retail communication, the proposed study innovates by shifting the focus to packaging design and presentation as an intervention mechanism, with a significant impact on health, happiness and wealth.

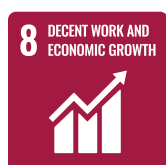


ADR UK Academic Lead 2026 to 2031: Better Economic Data (HMRC/DWP)

Period Covering: October, 2026 - January, 2031

Department: Economics

This funding opportunity is designed to commission academic partners to support DWP and HMRC to deliver on their agreed programmes of work, in line with the 'ADR UK Flagship Dataset Framework' (see Annex 1) and the 'ADR UK strategic objectives' which include (but are not limited to): driving research for public good, increasing available data for research, and public trust.



Developing an AI Solution Against Demand Volatility In The Local Independent Convenience Sector

Period Covering: May, 2026 - August, 2026

Department: Marketing

Such a turbulent and increasingly disruptive business environment creates operational challenges, increases costs, 'squeezes' profit margins, and requires resource-intensive responses (e.g., to find alternative sources of supply). Businesses are required to become more resilient by increasing the efficiency and effectiveness of their operations such as in detecting and responding quickly to disruptions. AI tools can support businesses by: automating labour-intensive tasks and freeing up employees to focus on urgent matters; enhancing fast decision making based on real-time data and insights; and optimising processes (Forbes, 2024). Large corporate retailers have the resources and expertise to adopt the right AI tools and utilise this technology to minimize the impact of disruptions on business continuity and their efforts to effectively meet consumer demand. For example, these retailers utilize AI tools to prevent the growing levels of shrinkage, for better management of high energy costs or for better management of the increasingly volatile demand (ECR Retail Loss, 2024; Grocery Gazette, 2024; Oracle, 2023).

However, these solutions often require expensive, sophisticated systems and expertise (Oracle, 2023) not easily available in other, equally important, parts of the food sector, such as the local independent convenience retail sector (LICRS). This part of the UK grocery sector includes mainly single store micro-businesses. The convenience sector accounts for over one-fifth of the UK grocery market and its independent members in particular play a vital economic and social role within the local community (Association of Convenience Stores, 2023; Rybaczewska & Sparks, 2020). LICRS is particularly vulnerable to turbulence in the business environment. Convenience stores are typically considered to be 'more expensive than supermarkets' so any additional disruption-related price increases, out-of-stocks or decline in customer experience impact upon the competitiveness of this food channel.

A resilient LICRS is of paramount importance for the communities it serves and in which it is embedded both economically and socially, but it is often neglected in research. It employs people mainly from within the local community and helps stimulate the local economy more than big corporates by greater utilization of and spending through linkages with local suppliers and services (Martin & Patel, 2011). LICRS often serves parts of the population classified as 'hard to reach' or living in remote areas where store and product availability issues are magnified (DEFRA, 2021). Convenience stores may act as 'community hubs' and they engender a sense of community, security and independence for local customers. This role is magnified in the context of vulnerable groups (e.g., elderly; financially deprived; socially excluded and less mobile) and they provide a response to challenges such as 'Food Deserts' and '20-minute neighbourhoods' (Rybaczewska & Sparks, 2020). In a business environment where the scale, duration and frequency of disruptions is increasing, 'resilience' is the key to ensuring the long-term health of the LICRS (Independent Convenience Stores Cross Party Group, 2022). Although AI tools can be implemented on a wide range of retail operations, it is a pressing matter to focus on their role as a resilience tool within LICRS.

AI tools as resilience enablers for the Retail sector and LICRS

AI offers many opportunities to retailers to enhance the efficiency and effectiveness of operations and deliver the right customer experiences. These capabilities are particularly crucial for resilience purposes as they allow retailers to respond better to disruptions and reduce their exposure to various demand, supply or other risks. For example, AI-powered demand forecasting systems help optimize stock levels and reduce waste thus reducing the impact of the increasingly volatile demand. By analyzing sales data, seasonal trends, and external factors, AI algorithms predict demand more accurately, maintaining optimal inventory levels and reducing stockouts or overstocking (Modgil et al., 2021). Machine learning models can adjust stock in real-time, responding to sudden demand changes or supply chain disruptions.



Oxford Brookes University Proof of Concept Funding Award

Period Covering: August, 2026 - July, 2027

Department: Economics

The project aims to create a prototype of a chatbot (WP4) referred to as an online personal assistant used by UK clothing rental companies. Informed by data collection in work packages (WP) 1, 2, 3. We will test the chatbot with consumers (WP5). The proof of concept is a stepping-stone to a UKRI grant we will submit to, to create a viable product. Our USP compared to competitors - 1) Uses Gen AI to transform customer photos into inclusive avatars featuring diverse skin tones, body types, and physical disabilities, 2) An immersive experience where customers engage with the chatbot via digital nudges and green nudges to encourage sustainable fashion practices, 3) a convenient/easy-to-use online personal stylist informed by WP2, 4) sustainable information when renting.



Publications Related to RME and/or Sustainability

Women in business : Gender and Commercial Space in Nineteenth-Century Glasgow

| [DOI](#)

Authors: Linda Perriton

Date of publication: April, 2026

Department: Economics

Focusing on women entrepreneurs in a large British city, we examine how women's commercially listed businesses populated that city. Using commercial property rental records, our study allows us to understand sectoral variation and the distribution of businesses across the city and to assess both the absolute and relative contribution of women in the commercial environment. In addition to this, we examine census returns and trade directory information to understand the character of women business owners and how they came to own their businesses. We found that women accounted for 12–15 per cent of the sole trader business population and that they paid in the region of 20 per cent lower rent than equivalent sole trader men. We show differential patterns of women's business activity, with women represented most strongly in key sectors and locations associated with urban expansion. The majority of women's businesses were 'start up' enterprises, whereas businesses formerly extant under the name of a male relative (most often a spouse) and continued by widows were typically larger.



Everyday ethical decisions in business – A structure and agency perspective

| [DOI](#)

Authors: Thomas Anker

Date of publication: April, 2026

Department: Management

This study explores how everyday ethical decisions in business emerge through the interplay of individual agency and organisational structures. Drawing on structuration theory and descriptive ethics, we argue that ethical decision-making is neither solely a matter of personal cognition nor entirely determined by structural norms. Using qualitative data from interviews across diverse industries, we conceptualise ethical practice as a dynamic process situated within a *field of possibility* defined by two dimensions: *ethical agency* and *structural influence*. Our findings reveal four relational configurations of ethical agency and identify a spectrum, spanning free ethical agency to constrained ethical agency, where ethical engagement is most productive. We introduce the concept of a *dynamic ethical equilibrium* to explain how decision-makers sustain ethical awareness under structural

pressures. This relational perspective advances theory by integrating micro-, meso-, and macro-level influences, offering a nuanced lens for understanding and fostering ethical behaviour in organisational contexts.



Does sludge slow down the solar schools scheme? An assessment of administrative burdens preventing climate action in Ireland

| [DOI](#)

Authors: Leonhard Lades

Date of publication: July, 2026

Department: Economics

The installation of solar photovoltaic panels on school roofs facilitates a clean energy transition and provides opportunities for educating the younger generation about the importance of renewable energy. Grants are available in many countries to facilitate such installations. However, the administrative hassle associated with these grants can be a barrier to uptake as school principals tend to be very busy with everyday tasks. Building on research on administrative burden and sludge, we analyse the administrative procedures of the Solar for Schools programme that launched in 2023 in the Republic of Ireland. To do so we integrate insights from behavioural science about the disproportionate effect of small frictions into the energy transition and conduct one of the first “sludge audits” to inform environmental policy. We show that several procedures in the scheme are well-administered and operate smoothly, such as learning about the programme and obtaining financial approval. However, there is room for improvement. Key frictions include frustrations arising from stringent requirements and the burden of document preparation, which only an analysis through the lens of behavioural science can identify. We provide recommendations for energy policy, emphasizing how copying successful elements, centralising administrative responsibilities, simplifying application requirements, and removing inefficient restrictions may enhance policy uptake and success.



If We Were a Straight Couple: Laboring to Navigate LGBTIQ+ Reproductive Bioprecarity in UK Fertility Clinics

| [DOI](#)

Authors: Carolyn Wilson-Nash | Oluwafunmilola Salu

Date of publication: June, 2026

Department: Management

This paper uncovers how LGBTIQ+ service users navigate fertility clinics in the UK whilst under conditions of reproductive bioprecarity. By conducting 36 interviews with 54 fertility service users and providers, we identify four types of reproductive labor (intimate, emotional, decisional, and auto-didactic), which are used to manage structural and clinical inequalities. We contribute to existing theory by introducing novel forms of labor (decisional and auto-didactic) and by framing reproductive bioprecarity as a dynamic process in which service users can actively experience and mitigate precarity. While some labors enhance agency, others increase vulnerability, highlighting a need for policy reform, inclusive clinical practices, and targeted support for LGBTIQ+ fertility service users.



Meritocracy and inherited advantage in the United States | [DOI](#)

Authors: David Comerford | Michael Watts

Date of publication: March, 2026

Department: Economics

We fit a model to US regional data on income, inequality and intergenerational mobility to derive 'meritocracy' and 'advantage': high meritocracy implies local labour markets reward human capital; high advantage implies they reward class background. We then characterise how these indices correlate with observable characteristics of regions, finding intuitive results which correlate with common understanding of these terms. Finally, we show there is information in the model: our indices provide extra explanatory power for voting behaviour in the United States. We conclude that using our model to interpret the data at the regional level reveals new insights into regional characteristics.



Reflexive accountability in water governance: navigating ethical crossroads

| [DOI](#)

Authors: Soon Yong Ang

Date of publication: March, 2026

Department: Accounting

Design/methodology/approach

A qualitative approach was adopted, combining reflexive life-history interviews with longitudinal fieldwork involving NGO officers and community members engaged in river-care programmes in Malaysia.

Findings

River-care commitments are constrained by structural accountability shaped by political intervention and factionalism. Actors employ communicative, autonomous, and collaborative modes of reflexivity, often rooted in identity formation, to reinterpret, adapt, or circumvent imposed accountability demands. We term this reflexive accountability, manifested through human reflexivity grounded in moral judgement, identity, and lived experience, facilitating navigation of ethical limits.

Originality/value

This study introduces reflexive accountability, illustrating how reflexivity enables actors to navigate the ethical limits of NGO accountability and water governance in politicised settings. It is a nuanced form of subjective accountability that complements structural accountability systems in addressing complex environmental challenges.



Community solidarity, adaptive capacity and collaboration: a realist review of how the third sector adapts and responds to crisis

| [DOI](#)

Authors: Michael Roy

Date of publication: March, 2026

Department: Management

The COVID-19 pandemic highlighted the critical role of the third sector and mutual aid in supporting vulnerable populations through crisis response. This study asks how community resilience (mobilising resources to cope with crises) is enabled by third sector and mutual aid responses in the United Kingdom. We conducted a realist review of UK peer-reviewed and grey literature using stakeholder-agreed search terms. Of 366 records identified, 55 contained sufficient explanatory detail to develop and test programme theories. Iterative analysis refined initial propositions into three overarching theories, represented through three Context–Mechanism–Outcome configurations. Findings emphasise the importance of community solidarity through shared adversity, adaptive capacity

drawing on specialist knowledge, cross-sector collaboration and trust-based networks that enable rapid scaling. Collaborative roles were often temporary; without formal recognition and longer-term governance infrastructure, crisis response may remain fragile and fragmented. These theoretical models provide transferable explanations to inform crisis preparedness, adaptation planning, and resourcing of community-based responses.



Climate (In)Justice: Decolonizing Public Sector Climate Accountability and Accounting in and for the Majority World

| [DOI](#)

Authors: Soon Yong Ang

Date of publication: March, 2026

Department: Accounting

Purpose

While climate change has caused catastrophic consequences for both human and non-human habitats in the Anthropocene era, its impacts are unevenly distributed across the globe. Existing global climate change policies, discourses and practices – promulgated and adopted worldwide – fail to account for the systemic structural, political, historical, cultural, social and economic inequalities between the Majority and Minority World. Inspired by the decolonization agenda, this paper aims to deconstruct the Western technocratic theorization of public sector climate accounting and accountability from a Majority World perspective.

Design/methodology/approach

Theoretically, the paper draws from a critical “climate justice” lens and Latour's (2017) concept of “Down to Earth” to critique the limitations of dominant scientific and technocratic approaches of public sector climate accounting and accountability, which have perpetuated socio-environmental injustice. It also advocates for a new climatic regime – “Terrestrial” – that offers an alternative politics which leads towards the earth. Empirically, the paper draws from three empirical narratives to illustrate how climate injustices materialize in practice in the Majority World.

Findings

The paper argues that meaningful climate accountability requires reimagining political orientations beyond Minority–Majority national frontiers and adopting a planetary ethic that restores humanity's relationship with the earth. It urges international agencies and Global South states to address climate injustice by implementing a practical climate accounting and accountability framework comprising: (1) prioritizing local resilience and adaptive capacity over mitigation-focused agendas; (2) resisting

neo-colonial extractive practices and exploring commonwealth governance alternatives; (3) fostering communitarian, Indigenous-informed participation; (4) rejecting hierarchical, technocratic approaches; and (5) developing alternative contextually grounded practices sensitive to local socio-political, cultural and environmental realities.

Research limitations/implications

Future research on public sector accounting and accountability for climate change must move beyond descriptive assessments towards transformative frameworks addressing climate injustice in the Majority World. This includes examining the empirical application of novel climate accounting models above, theorizing the potential and limitations of accounting tools for adaptation, advancing participatory accountability practices, exploring alternative accounting possibilities and extending inquiry into commonwealth governance. Latour's ideas – especially the “new climatic regime”, the terrestrial approach and the empirical science of nature-as-process – also provide valuable avenues for reimagining how climate accounting can be theorized and enacted in practice.

Practical implications

The paper develops a practical climate accounting and accountability framework in and for the Majority World, encapsulating five key features: (1) prioritizing local resilience and adaptive capacity over mitigation-focused agendas; (2) resisting neo-colonial extractive practices and exploring alternative models of commonwealth governance; (3) fostering communitarian, Indigenous-informed participatory initiatives; (4) rejecting hierarchical, technocratic approaches to accounting and accountability; and (5) advancing contextually grounded practices attuned to local socio-political, cultural and environmental realities, thereby addressing climate injustice in the Majority World.



Ethnic domination and subaltern resistance: Rituals and games of calculative transparency and secrecy in Malaysia's whispering fish market

| [DOI](#)

Authors: Soon Yong Ang

Date of publication: June, 2026

Department: Accounting

Drawing on theories of secrecy and rituals, this ethnographic study examines how ethnic domination and resistance are organized through accounting and information control in West Malaysia's fishing trade. We analyze the shift from the traditional *bertaukey* system, which linked Malay fishermen to

Chinese merchants (*taukeys*) via paternalistic credit, to a “whispering market.” We demonstrate how Chinese *taukeys* used the traditional *Tu’a* Ledger to stage a ritual of transparency, rendering exploitative arrangements legitimate through ritual features of formality (which provides numbers an aura of objectivity), stereotypy (which uses standardized categories to limit questioning), condensation (which compresses complex relations into simple figures), and redundancy (which reaffirms authority through repeated entries). In response, Malay resistance constructed the “whispering market” as a platform for ritualized secrecy, strategically withholding and circulating information to create bargaining leverage. *Taukeys* counter this with ‘counter-secrecy’, employing ethnic cartels and gossip to neutralize uncertainty. The paper contributes to critical accounting by theorizing secrecy as a performative technology of power rather than a mere suspension of information. By distinguishing between transparency as a conjunctive ritual (creating apparent order) and secrecy as a disjunctive game (leveraging strategic uncertainty), we offer a framework for how accounting modulates the boundary between control and resistance. Ultimately, we illustrate why subaltern resistance can be both enabling and attritional.



The effect of family and foreign ownership on environmental, social and governance (ESG) performance: evidence from Saudi-listed firms in light of Vision 2030 | [DOI](#)

Authors: Habiba Al-Shaer

Date of publication: August, 2026

Department: Accounting

Purpose

In Saudi Arabia, the dynamics between family and foreign ownership in the business landscape are shaped by the country's regulatory environment. Family businesses are characterised by strong family ties, long-term planning and a focus on legacy. Also, foreign ownership is growing rapidly due to economic reforms and liberalisation. This study aims to investigate the influence of family and foreign ownership on firms' environmental, social and governance (ESG) performance in Saudi Arabia. This study also examines the moderating effect of board structure on investment choices related to the ESG of family and foreign ownership that exists within the Saudi capital market.

Design/methodology/approach

This study uses data from 101 companies listed on the Saudi Stock Exchange covering the period 2016–2022. The authors collect ESG scores, foreign and family ownership and board structure variables from the Refinitiv Eikon database. The authors use ordinary least squares regression to conduct the results.

Findings

The results show a significant and positive association between family ownership and ESG performance. In contrast, foreign ownership is significant and negatively associated with ESG performance. Board structure reinforces the negative association between foreign ownership and ESG performance. However, it has no moderating role on the positive impact of family ownership on ESG performance.

Originality/value

Unlike prior studies that provided a more holistic view of the role of the ownership structure of a company in enhancing disclosure and governance practices in the Saudi context, this study focuses on two distinct categories of ownership, i.e. family and foreign ownership, and examines their effect on ESG performance. This study aims to provide an empirical investigation of the Saudi-listed firms in light of Vision 2030. Evidence highlights the unique cultural, institutional and regulatory context of Saudi Arabia. While family owners may prioritise social responsibility, foreign investors tend to prioritise short-term financial returns over long-term ESG goals. Vision 2030 is a key driver of ESG adoption, but challenges remain, and it will require some time to align local practices with global expectations.



Biases and heuristics in chatbot enabled everyday fashion rental in the UK | [DOI](#)

Authors: Craig Anderson

Date of publication: April, 2026

Department: Marketing

Purpose

This research presents a novel theoretical framework by examining chatbots in an under-explored context of everyday clothing rental. We apply an interdisciplinary lens, behavioural economics theory, nudge theory and choice architecture, to a marketing exploration, to simplify consumers' decision-making.

Design/methodology/approach

Three focus groups and 28 interviews were conducted with UK consumers across two qualitative phases.

Findings

As shown in Figure 2, identifying rental barriers and drivers led to the development of four digital, four green nudges, boosts and sludges. This choice architecture is specifically designed to steer consumer behaviour towards everyday renting.

Practical implications

This study provides managerial implications for circular and non-profit companies by leveraging green and digital nudges to enhance choice architecture and consumer footfall. Policy implications suggest reforms for UK consumer laws, specifically proposing a “consumer warrant” to enforce sustainability transparency.

Originality/value

This paper offers novel insights into using nudge theory to shape consumer heuristics and decisions regarding everyday clothing rentals via chatbots. It introduces specific digital and green nudges designed to transform the consumer choice environment.



Administrative burdens as barriers to afforestation: A sludge audit of Ireland's afforestation scheme

| [DOI](#)

Authors: Leonhard Lades

Date of publication: March, 2026

Department: Economics

Many governments offer financial incentives to encourage landowners to plant trees. However, administrative burdens associated with these afforestation schemes can hinder grant uptake. This paper builds on existing research on administrative burdens and “sludge,” which addresses these administrative challenges, by conducting a sludge audit of Ireland's Afforestation Scheme. We create a journey map that outlines the typical steps involved in securing afforestation grants, assess the level and type of sludge at each step in this process, and conduct a thematic qualitative analysis of stakeholder interviews. The audit reveals that unpredictable timelines in the application process serve as a significant barrier to afforestation efforts. Additionally, the high level of uncertainty surrounding

grant application outcomes complicates the decision-making process for landowners, making it challenging to determine whether pursuing the scheme is worthwhile. To address these challenges, we recommend streamlining information requirements, establishing clear timelines, and enhancing communication to reduce friction and facilitate afforestation.



Evaluating the Impact of Targeted Decentralization on Household Consumption: Evidence from Marginalized and Privileged Regions in Kenya

| [DOI](#)

Authors: Frederick Kibon Changwony

Date of publication: April, 2026

Department: Accounting

This paper evaluates the impact of Kenya's 2010 constitutional reform, which established 47 semi-autonomous counties and implemented a nationwide decentralization framework with redistributive fiscal transfers favoring 14 historically marginalized regions through a revenue-sharing formula and Equalization Fund. While decentralization is widely promoted as a tool for improving citizen welfare, evidence on its distributional consequences—particularly when exposure varies across regions—remains limited. Using household-level data from the 2009–2018 Kenya FinAccess Survey, this study exploits differential exposure to targeted fiscal transfers following the 2013 decentralization rollout to examine effects on six categories of household consumption: mobile airtime, education, household bills, medical expenses, rent, and family transfers. A difference-in-differences framework reveals significant post-reform increases in spending across several categories in more heavily exposed (marginalized) regions relative to less exposed counties (privileged). Quantile regressions show that these gains were unevenly distributed: poorer households experienced larger relative increases in total consumption, while richer households saw stronger growth in education and medical expenditures. Causal mediation analysis indicates that higher county-level budget allocations and household income partially explain these effects. A comprehensive set of robustness checks—including parallel trends verification, entropy balancing, falsification tests, alternative treatment definitions, and sensitivity to inference choices—supports the internal validity of the findings. Overall, the results suggest that targeted fiscal decentralization, when embedded within a nationwide reform, can reduce regional disparities while generating heterogeneous welfare gains across income groups.



Evaluating changes and predictors of intention to act on health in urban development: a single-arm pre-post mixed-methods study of the changing mindsets intervention

[DOI](#)

Authors: Krista Bondy

Date of publication: February, 2026

Department: Management

Background

The built environment contributes to rising non-communicable diseases, including cancer, diabetes, respiratory illness, and poor mental health. These impacts disproportionately affect lower socio-economic groups, who experience greater exposure to harmful urban features. Evidence on these links alone has not led private-sector urban developers to prioritise health. The Changing Mindsets intervention was designed to increase intention to act on health and health inequalities among private-sector urban development professionals. This study assessed whether the intervention increased intention to act and identified predictors of change.

Methods

We conducted a single-arm pre-post mixed-methods evaluation of the Changing Mindsets intervention delivered at six industry events in 2024, including four in-person and two online sessions. The intervention combined an industry-partner-led presentation, peer discussion, and a supporting website. Surveys were completed immediately before (T1), immediately after (T2), and three-months after the intervention (T3). Paired analyses assessed pre-post change in intention to act. Logistic regression examined predictors of improvement from T1 to T2. Seven participants completed follow-up interviews exploring changes in thinking and actions taken.

Results

Of 156 attendees, 101 completed the T1 survey, 69 completed the T2 survey, and 22 completed the three-month follow-up. Immediately after the intervention, 19% of participants showed an increase in intention to act on health, while most showed no change. Paired analyses indicated a small increase in mean intention scores from T1 to T2, with limited evidence of a consistent group-level effect. Lower baseline intention and increased perceived psychological proximity to health issues were associated with improvement in intention to act. Mean intention scores remained elevated at three-months among respondents. Qualitative findings suggested that changes in thinking were linked to challenged assumptions about who can act on health. Reported actions most often involved initiating conversations and influencing others.

Conclusions

The Changing Mindsets intervention was associated with increased intention to act on health among a subset of urban development professionals, particularly those with lower baseline intention and greater perceived proximity to health issues. Evidence for a strong average pre-post effect was limited. However, intention remained elevated at three-month follow-up among respondents, suggesting retention of motivation over time.



Preferences for Biodiversity-Promoting Private Garden Designs: A Basket-Based Choice Experiment

| [DOI](#)

Authors: Danny Campbell

Date of publication: January, 2026

Department: Economics

This study introduces the basket-based choice experiment (BBCE) as suggested by Caputo and Lusk (2022) into the field of environmental economics and management. The application is a survey to assess garden owners' preferences for installing design elements conducive to biodiversity conservation in private gardens. In addition to showcasing this approach in the context of environmental management, the present application of the BBCE adds two new methodological features to this approach. First, an experimental design is used to provide context attributes for each basket-based choice task to assess the extent to which policy levers set by local councils can affect how garden owners design their gardens. Second, the econometric model to analyse the resulting basket-based choice data is augmented by a latent class structure to accommodate the empirical finding that a substantial share of respondents never chose to add any new element to their gardens (i.e. chose an empty basket). Results show that the policy instruments have mixed effects on the element-specific choice probabilities, with financial support for new garden elements exhibiting the strongest effect on demand. Furthermore, it is demonstrated how prediction can be used to assess the uptake of biodiversity friendly garden elements as a function of policy instruments.



Corporate Social Responsibility Disclosure and Environmental Disclosure and Audit Fees: The Moderating Role of Oman Vision 2040

| [DOI](#)

Authors: Habiba Al-Shaer

Date of publication: December, 2025

Department: Accounting

Purpose

The aim of this study is to empirically examine the effect of corporate social responsibility disclosure (CSR) and environmental disclosure (ED) on audit fees. It also examines the role of Oman Vision 2040 (OV 2040) disclosure in moderating the relationship between CSR, ED and audit fees.

Design/methodology/approach

The study sample consists of 280 firm-year observations, data were collected from Muscat Borsa and Refinitive Eikon database for five years: 2019–2023. The study tests two models of the association between CSR, ED and audit fees; Model 1 tests this association in the absence of the moderating variable, while Model 2 tests the association in the presence of the moderating variable. Multiple statistical techniques are used to examine the relationships between the variables and validate the results.

Findings

The study documents that high CSR and ED are significantly and positively associated with audit fees. More importantly, OV 2040 plays a moderating role in the association between CSR, ED and audit fees suggesting that this vision is important for auditors in their audit risk assessment practices. The findings support the argument that socially responsible companies that develop their strategic plan considering OV 2040 should be rewarded with a reduction in their audit fees. The study conducted dynamic analysis which show that these results are valid over time.

Originality/value

The findings provide support for the argument that socially responsible companies that are building their strategic plan considering OV 2040 should be rewarded with a reduction in their audit fees.



Economic evaluation of participation in Community Led Organisations for individuals living in disadvantaged areas in the UK

| [DOI](#)

Authors: Michael Roy

Date of publication: January, 2026

Department: Economics | Entrepreneurship

This paper presents an economic evaluation of community-led and -owned organisations that deliver activities to support health and wellbeing. Because community-led organisations (CLOs) are a vital part of the social and solidarity economy, they increasingly feature in public health policies targeting disadvantaged populations. However, little is known about the value CLOs generate as few economic evaluations of them exist and those available focus on isolated activities (such as exercise classes) and/or specific populations (e.g., men-only collectives). The novelty of our work lies in the inclusion of multiple CLOs, comprehensive coverage of their activities, breadth of participants studied, and control group methodology applied in creating new knowledge of the health and wellbeing outcomes of CLOs and resources consumed to achieve them.

We conducted cost-effectiveness and cost-consequence analyses of data collected via a 12-month longitudinal study. We compared 331 CLO participants in 14 UK-based CLOs to a 'do nothing' synthetic control group (n = 100). Health and wellbeing were measured using the ICECAP-A capability measure for adults, EuroQol EQ-5D-5L, Short-form Warwick Edinburgh Mental Wellbeing Scale and the Revised Social Connectedness Scale. Resource use data included health, social care, and other community sector resources. Data collection occurred at four-points over the study period supported by publicly available accounts and data provided by each CLO.

We found an incremental cost per year in full capability of £35,813 and an incremental cost per quality adjusted life year of £29,827. Statistically significant improvement in both social connectedness, and mental wellbeing were observed over the 12 month follow up. This work supports CLOs as an intervention to improve health and wellbeing in disadvantaged communities and identifies challenges for traditional evaluation methodology with regards to costing and comparator groups.



DIALOGUE: Digital care technologies for social connection, care and support of older adults. Final Project Report. [version 1; peer review: awaiting peer review]

| [DOI](#)

Authors: Carolyn Wilson-Nash

Date of publication: October, 2025

Department: Management

Introduction

Despite significant social and financial investment, evidence suggests that technology-enabled care services (TECS) for older adults with assisted living needs fail to meet their potential. Simultaneously, an increasingly diverse range of care and consumer technologies are entering the market with the potential to deliver innovative, effective, cost-effective, and scalable social care services. However, there is limited evidence illustrating how novel digital technologies are currently being deployed across social care. Before high-quality evidence can be generated, we need a clearer sense of delivery, what outcomes are being achieved, and the factors influencing their implementation and adoption at scale.

Methods

DIALOGUE identifies the novel digital care technologies being implemented for social care services for community-dwelling older adults with assisted living needs that have the greatest potential for future social care research. Working with two local authorities and an Integrated Care Board, DIALOGUE adopted a mixed methods approach, including a rapid review of academic and professional literature regarding technology implementation in social care, three co-production partnerships with older people with assisted living needs using digital technologies in social care services, a process evaluation of social care TEC delivery, and an e-Delphi survey of TECS staff.

Results

Older adults using social care services identified priorities in relation to signposting and information seeking, safety, security and trust, and costs and financing technologies as key priorities. Local authorities highlighted building awareness and training in person-centred approaches to TECS, building the evidence base for TECS, and ensuring that commissioning and implementation of TECS is aligned with service user priorities.

Conclusion

Project findings are being used to build a programme for future research regarding effective person-centred implementation of Social Care TECS. Initial work in building this agenda includes applications for NIHR research Health Technology Assessment and Research Programme for Social Care funding during 2024–2025.



The Impact of Lead Water Pollution on Birth Outcomes: A Natural Experiment in Scotland

| [DOI](#)

Authors: Mirko Moro

Date of publication: October, 2025

Department: Economics

We explore whether maternal lead exposure affects birthweights and child mortality in a setting where average blood lead levels were extremely high. We analyse two drinking water interventions in Scotland that reduced lead levels in Glasgow and Edinburgh from 1978 onwards. Using a staggered difference-in-differences design we examine administrative data of over 650,000 births between 1975 and 2000. We do not find consistent evidence of any effect leading to an increase in birthweights or a reduction in under-5 mortality. We estimate minimal detectable effects and can rule out even very low changes in birthweight, but we cannot rule out 1–3 deaths prevented per thousand due to the treatments. As our focus is on short-run outcomes around the time of birth, these findings do not rule out the possibility of longer-term impacts from early-life lead exposure. We also suggest our findings indicate future research should further explore the mediating pathways between lead and health outcomes.



Reconfiguring resource orchestration via social capital: a processual view of blockchain in supply chains

| [DOI](#)

Authors: Akshit Singh

Date of publication: September, 2026

Department: Marketing

Purpose

This study examines how social capital's cognitive and relational dimensions enable effective resource orchestration for blockchain implementation in global supply chains. It reconceptualizes blockchain implementation as a dynamic, cyclical process shaped by evolving interorganizational trust and collaboration.

Design/methodology/approach

Adopting an abductive, multi-case qualitative methodology, this study examines data collected from a UK-based food manufacturer and nine of its suppliers from developing economies. Primary data, along with secondary documents, is analyzed using social capital theory as the primary lens and resource orchestration theory as a secondary lens.

Findings

Findings reveal that while structural capital is foundational, advanced cognitive and relational capital are vital for successful blockchain implementation. Features of blockchain, like immutability and automated verification, enable trust to shift from interpersonal to system-based. Challenging linear models, the study shows a recursive loop where blockchain reinforces social capital, enabling ongoing collaboration and capability building.

Practical implications

Managers should approach blockchain not merely as a technological upgrade but as a relational transformation. Successful implementation requires phased trust-building, capability alignment and tailored orchestration strategies suited to the digital maturity of supply chain partners.

Originality/value

This research contributes a novel integrative framework linking social capital and resource orchestration in a digitally mediated context, a perspective largely overlooked in the existing literature. It challenges deterministic blockchain implementation models by introducing a co-evolutionary perspective grounded in trust dynamics.



Uncovering Seasonal Heterogeneity in Forest Ecosystem Valuation: Evidence from a Meta-Analysis with Experimental Insights

| [DOI](#)

Authors: Chulhyun Jeon | Danny Campbell

Date of publication: September, 2025

Department: Economics

Seasonal variation not only influences the ecological functioning of forest ecosystems but also alters the benefits people derive from them, ranging from physical to psychological restoration. Ignoring such variation in valuation risks, thereby producing seasonally biased and unreliable estimates, constitutes an issue that previous valuation studies have largely overlooked. This study investigates the extent of seasonal bias in willingness to pay (WTP) for forest ecosystem services using a meta-

dataset of 476 observations from Korea. Applying pooled, weighted, and robust mixed-effects models, we uncovered substantial seasonal heterogeneity through our analysis: WTP increases by 67% in autumn but declines by 18% and 65% in the summer and winter, respectively. The robust mixed-effects model provided the best empirical fit, highlighting the methodological value of explicitly modeling temporal effects in meta-regression. These results reflect seasonally differentiated engagement with forests and suggest that individuals implicitly recognize the temporal value of ecosystem services. Nevertheless, limitations remain, particularly the heterogeneity of research designs, survey methods, and elicitation formats, which may introduce variability and potential bias. Therefore, while seasonal differences are statistically significant, the results should be interpreted with caution. Extrapolating annual values from single-season data risks systematic distortion, especially when stated preference methods are used. Beyond methodological implications, the findings also underscore a broader point: seasonal rhythms shape not only ecosystem dynamics but also human well-being. Accurately valuing these shifting benefits is essential for making credible economic assessments and sustaining long-term reciprocity between people and nature.



Unequal Hiring Wages and Their Impact on the Gender Pay Gap | [DOI](#)

Authors: Carl Singleton

Date of publication: August, 2026

Department: Economics

Payroll data from Great Britain reveal that men are paid more than women upon entry into firms. Although this hiring wage gap has narrowed over the past two decades, it still accounts for over two-thirds of the steady-state gender pay gap-the wage gap that would eventually prevail under constant employment levels. A significant part of this hiring wage gap is not explained by men and women working in different firms and occupations. Even when hiring men and women into the same job, there remains an unexplained hiring wage gap that favours men by 2.4 log points.



Using agent-based modelling for investigating the impact of travel behaviour interventions on mode shift: A travel behaviour simulation in Dublin | [DOI](#)

Authors: Leonhard Lades

Date of publication: October, 2026

Department: Economics

The present study examines the impact of various strategic interventions on behavioural changes from private car use to sustainable travel modes in Dublin City, using an agent-based modelling (ABM) approach with a particular focus on soft policy (i.e., cycling promotion campaigns and travel feedback programs) and hard policy (i.e., motor tax and fuel price increments) measures. Utilising the Irish National Household Travel Survey (NHTS), we analysed changes in travel mode share, behavioural stage progression, and CO₂ emissions under different policy scenarios. The findings suggest that soft interventions, such as cycling promotion campaigns and travel feedback programs, have consistent impacts on reducing car use, progressing behavioural stages (a shift from lower stages like precontemplation to higher stages like action), and lowering CO₂ emissions, with effects amplified when combined with motor tax and fuel price measures. The findings further highlight that using multiple outcome measures provides a more comprehensive evaluation of the impact, making it valuable for policymakers and decision-makers in assessing different transport policy interventions.



Whose responsibility is it anyway? Unpacking prevention during service delivery to support value co-creation

| [DOI](#)

Authors: Micheal Roy

Date of publication: June, 2026

Department: Entrepreneurship

Preventive reforms typically emphasize individual responsibility or the mobilization of community assets, but an enduring implementation gap exists. The ongoing stalemate calls for a fundamental shift in the way public services are understood and delivered. Central to this shift is understanding the complex interplay between roles, responsibility and multi-layered contexts shaping service delivery and outcomes. Drawing on qualitative research on health and social care, we explore how roles, responsibilities and service delivery approaches are framed. Through our analysis, we propose three broad approaches to service delivery, contributing to the nascent literature on value co-creation in complex public service settings.



Business Support for Entrepreneurs and Small Firms: Access, Design, and Impacts: A Research Agenda

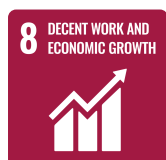
| [DOI](#)

Authors: Oliver Mallett

Date of publication: September, 2026

Department: Entrepreneurship

Governments and non-governmental organisations commit substantial resources to a range of business support interventions for small firms and entrepreneurs. A substantive body of research has investigated such support interventions over recent decades. While important progress has been made, the literature remains fragmented, and critical questions and long-standing concerns remain unaddressed. This article develops a research agenda around access, design, and impacts, focusing the impacts dimension on questions of effectiveness. We also bring attention to novel themes around start-up mobility, artificial intelligence, and risk aversion, which we believe have important implications across the domains of business support research. Consequently, we advance ongoing business support debates and invite new inquiry that can inform the development of more effective and accessible business support interventions.



Power and Governance in Global Value Chains: Upgrading of Pakistani Mobile Application Vendors in an era of Platforms

| [DOI](#)

Authors: Umair Choksy

Date of publication: July, 2026

Department: International Business

This study integrates Gereffi et al.'s governance framework with Dallas et al.'s power typology to explain the functional upgrading of low-capability suppliers under increasing industry complexity. We argue that governance alone cannot account for upgrading in platform-mediated global value chains, without accounting for how institutional and constitutive power interact. By examining Pakistani mobile application vendors in Apple's iOS and Google's Android ecosystems, we demonstrate that

while platform codification facilitates initial learning, it does not by itself lead to functional upgrading. Instead, upgrading depends on both platform codification and suppliers' ability to gain legitimacy, enabling shifts from captive to modular governance.



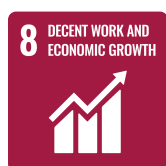
The relationship of scaling and democracy in third sector organizations | [DOI](#)

Authors: Nora Ramadan

Date of publication: July, 2026

Department: Business Administration

The scaling of third-sector organizations (TSOs) in terms of the number of beneficiaries they serve and/or the range and quality of contributions they offer is generally assumed to be a desirable aim. At the same time, many TSOs are embedded in local communities and have the potential to act as a community voice, thus contributing to the process of bottom-up democracy. The present paper aims to offer a systematic analysis of the relation between the scaling of TSOs and their potential democratic role both internally in articulating a community voice and externally in securing resources and support for their mission. It analyses inter-relationships between TSOs' routes to scale and their democratic processes, including positive effects of democracy on scaling, and identifies TSO organization and legitimacy as intervening factors. This leads to new theoretical insights that suggest avenues for future research and inform policy guidelines.



Prompting food safety responsibility: Does it influence consumers' choices of food safety campaigns? | [DOI](#)

Authors: Madalina Radu | Danny Campbell | Seda Erdem

Date of publication: July, 2026

Department: Economics

Communicating food safety and risk information to consumers is essential to reducing the incidence of foodborne illness. However, despite widespread public health campaigns, behaviour change remains limited. This study investigates whether framing individual responsibility in campaign messages influences consumers' stated preferences for food safety campaigns. Using a web-based

discrete choice experiment with 2343 Scottish adults, participants were randomly assigned to one of three groups: a control group (no prompt), a treatment with a statement-based responsibility prompt or a treatment with a question-based prompt. Respondents completed a series of choice tasks evaluating hypothetical campaigns that varied by delivery channel, timing and message style, alongside an opt-out option ("no campaign"). Results show that question-framed prompts significantly increase the likelihood of choosing a campaign over the opt-out, relative to both the control and statement conditions. While the overall effects are modest in magnitude, they are consistent with prior evidence on the cognitive and motivational impact of question-based framing. These findings suggest that simple, low-cost message framing strategies, particularly those encouraging reflection and self-persuasion, can enhance the perceived effectiveness of public health campaigns and may support improved food safety communication design.



Paying for Privilege: How Political Contributions Undermine Environmental Sustainability – and How Executive Contracting Can Restore Balance

| [DOI](#)

Authors: Habiba Al-Shaer

Date of publication: June, 2026

Department: Accounting

We are interested in investigating whether firms use political donations as a license to neglect environmental sustainability. We further deepen the examination by exploring the role of executive contracting. Drawing on a wide range of data between 2002 and 2021 and a global sample, our findings confirm that firms use political contributions as a license to neglect environmental sustainability. More specifically, we find that political donors have a poor environmental performance, which is confirmed by the composite environmental score as well as its two dimensions, namely, emissions and eco-innovation performance, if not resource consumption performance. However, executive ESG contracting helps political donation givers strengthen their environmental performance. Further tests reveal that board independence and cash flow help political donors enhance their environmental performance. Female directors are also useful in breaking the negative link between political donation and environmental performance if they cannot turn this link into a positive relationship. Finally, the results highlight that the institutional environment (i.e., environmental tax) matters in using political contribution as a license to neglect environmental sustainability. The findings are robust to alternative samples, political donation proxy, endogeneity issues, and the Paris Treaty. In the end, we propose our theoretical and managerial implications.



Exploring age and income distribution effects for willingness-to-pay to plant climate forests in Norway

| [DOI](#)

Authors: Danny Campbell

Date of publication: May, 2026

Department: Economics

There has been an increasing interest in investigating the distributional impacts of climate policies. In the present paper, we are specifically interested in understanding how people's preferences and priorities for a carbon sequestration programme in Norway differ across age and income distributions. We develop and use local conditional logit models with kernel smoothing to accommodate observed preference heterogeneity within a semi-parametric econometric framework. This framework allows us to capture non-linear preference heterogeneity without making additional assumptions about the pattern or distribution of preferences. This represents a parsimonious way to uncover observed preference heterogeneity in the presence of categorical variables with many categories. The findings reveal that age is a key driver – while younger individuals are more likely to choose the status quo, they assign relatively higher values to mitigation policy attributes as a share of their income, which suggests that those who will receive the benefits of the programme are willing to pay relatively more. We discuss the implications of the results for policy.



Evaluating soft travel behaviour interventions using behavioural stages of change within an agent-based modelling framework

| [DOI](#)

Authors: Leonhard Lades

Date of publication: May, 2026

Department: Economics

The effectiveness of interventions that aim to change travel behaviour is usually measured by the sudden shift from pre- to post-intervention. However, this binary perspective overlooks the gradual evolution of an individual's travel behaviour over time. Our study challenges this paradigm and suggests the behavioural stages approach as a more precise tool for evaluating the efficacy of 'soft'

travel behaviour interventions—those designed to influence perceptions, attitudes, and social norms or induce travel behaviour change through changes in the choice architecture. Many individual soft interventions could lead people to progress from a low stage like “pre-contemplation” to a higher stage like “preparation”—without resulting in behavioural change. Therefore, a more nuanced outcome measure is needed to assess individual soft interventions. An agent-based modelling framework is applied in this study to demonstrate the utility of the behaviour stage approach compared to traditional outcome measures. The findings show that the behavioural stages approach can detect the effects of interventions that more conventional measures like modal shift, travel frequency, travel distance, and attitudinal changes cannot detect. Moreover, the approach outlines the proportion of individuals who have progressed through stages, remained in the same stage, and regressed through stages post-intervention. The behavioural stage approach is thus a valuable tool for assessing the impact of soft interventions, and policymakers and decision-makers could devote more attention to this approach when evaluating travel behaviour interventions.



From old to new: re-thinking and reconstructing ageing consumers | [DOI](#)

Authors: Carolyn Wilson-Nash

Date of publication: May, 2026

Department: Management

Ageing is too often narrated from a deficit perspective, where a problem of decline and dependency invites managerial fixes and narrow segmentation. This JMM special issue encourages marketing scholars to reconsider how our field frames ageing consumers – conceptually, empirically, and managerially – and to question the taken-for-granted connection between old age and the constant requirement to ‘solve a problem’ or ‘fulfil a lack’. This reconsideration continues an emerging stream of marketing and consumer research that begins to capture the heterogeneity, creativity, and agency of later life, from identity reinvention in retirement (Schau et al., 2009) to the diverse ways ageing consumers shape and are shaped by markets (Barnhart & Peñaloza, 2013). This extant research is not only about representation but also about how markets include or exclude ageing consumers’ choices, dignity, and participation (Rosenthal et al., 2021).



An interactional framing approach to the design and delivery of export support for women entrepreneurs

| [DOI](#)

Authors: Stephen Knox

Date of publication: May, 2026

Department: Entrepreneurship

Drawing on the theory of interactional framing, this study explores the institutional mechanisms shaping export support for women entrepreneurs. Focusing on Scotland, we adopt a qualitative single-case study design, based on semi-structured interviews with 35 participants, including enterprise agencies, support organisations, and women entrepreneurs (exporters and non-exporters) and by analysing policy documents. Our findings analyse two dominant frames: a gender-neutral frame assuming one-size-fits-all support and a gender-sensitive frame addressing women's specific needs. We theorise how these frames are constructed and sustained through framing work and identify four mechanisms that show how frames are institutionalised: maintaining frame dominance, institutional distancing, frame plurality, and internal reframing. This research contributes to the women's enterprise policy literature by showing the micro-level dynamics that act to shape enterprise support delivery. It also offers practical insights into how more inclusive institutions can be facilitated by bridging dominant and gender-sensitive frames, thus helping to reduce systemic barriers and enhance women's access to global markets.



Mentoring, intersectionality and awareness of SME finance initiatives | [DOI](#)

Authors: Stephen Knox

Date of publication: May, 2026

Department: Entrepreneurship

Despite a history of low uptake, particularly among women and ethnic minorities, public and private finance initiatives can be invaluable for entrepreneurs. This study examines the relationship between mentoring and awareness of SME finance initiatives, with a particular focus on the gender and ethnicity of mentee entrepreneurs. Analysing the UK SME Finance Monitor data, we find that mentors are positively associated with awareness, more so for private-sector finance initiatives and among minority women. Drawing on Relational Cultural Theory, we find that mentoring may abate awareness gaps among minority entrepreneurs but may also reinforce native White advantage. However, suggesting novel intersectional mentoring benefits, awareness rates for mentored minority women are similar to those of mentored native White women. In contrast, we find evidence of under-performance

of both mentored and unmentored minority males in their awareness of finance initiatives. Our conclusions suggest mentoring helps reduce disadvantage for some entrepreneurs but also contributes to processes that produce, reduce and reproduce disadvantage along gender and ethnic lines.



Assembling social enterprise: how and why social movements become part of the state apparatus

| [DOI](#)

Authors: Michael Roy

Date of publication: April, 2026

Department: Entrepreneurship

This article explores why revolutionary social movements eventually become part of the state apparatus. Centring upon the case of the historical evolution of Scotland's social enterprise ecosystem using the lens of assemblage thinking, we reframe the ecosystem as a shifting configuration of actors, values, organizations, and policies shaping desire for social change. We demonstrate how heterogeneous coalitions redefine what counts as social enterprise, with consequences for public value. The article advances public management scholarship by problematizing a structural tension between the values of social movements: in our case autonomy and collective self-help and democratic commitments to openness and inclusivity.



The Impact Of A Disability Financial Support Program On Employment Experiences Within Work Integration Social Enterprises

| [DOI](#)

Authors: Micheal Roy

Date of publication: April, 2026

Department: Management

Many individuals with psychiatric disabilities employed by work integration social enterprises (WISEs) rely on disability financial supports to supplement their income. However, little research has investigated the interconnections between WISE, disability support, and psychiatric disability. We draw on data from a qualitative study of employees, supervisors and administrators from seven WISEs in

Ontario, Canada, to determine: (a) how does receipt of disability support impact the work experiences and choices of WISE workers? and (b) how does workers' receipt of disability support impact the business practices of WISEs? We find that the cap on employment income earned without triggering a reduction in benefits limits worker engagement and places WISEs in the difficult position of jeopardizing continuity of benefits while pursuing their mandate of encouraging participation in work. These findings illustrate how the structure and function of WISE are interconnected with the structure and function of disability support in ways that bring to light the tensions between their respective understandings of psychiatric disability





Partner

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

How We Define Partner

Aligned with our values, there are specific engagements with regional and national programmes to advance responsible education in practice. It is important that we utilize our expertise to help others shape their practice. This is importantly embedded in structures which help people advance their careers and healthy working lives.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)

Student Organization Partnerships

- ❖ None

Partnerships

The following provides more details on 1 key partnership at University of Stirling Business School.

Small Business Charter

We have made great strides and have moved from the 12 standards/dimensions, which usually secures a three-year accreditation, to 25 dimensions out of the maximum of 27, which means we have been awarded five years of accreditation,

Partner Voices

The following statements from our partners demonstrate ways in which our collaborations at University of Stirling Business School support sustainability and responsible management education.

Environmental Association of Universities and Colleges (EAUC) ESD Pilot Programme

Stirling Business School was selected to participate in the Environmental Association of Universities and Colleges Education for Sustainable Development Pilot Programme

<https://www.eauc.org.uk/resources/resource/scottish-universities-and-colleges-to-benefit-from-trial-of-sustainability-education-programme-2025>

Education for Sustainable Development and Professional Recognition: Progress, Insights and Opportunities

This document summarises the context, rationale and approach taken by the University of Stirling and EAUC to support ESD in professional recognition and as part of an EAUC pilot programme. We invite you to browse this document, and get in touch if you'd like to stay up to date and/or get involved.

The context: ESD and the EAUC pilot programme

Education for sustainable development (ESD) is crucial to prepare our institutions and students to thrive and contribute in the context of the climate and nature emergencies.

TEXTBOX: What is ESD? "ESD develops competencies, that is, skills, attributes and values, and how they link to subject knowledge and knowledge of sustainable development. ESD supports learners across all academic disciplines and subject areas to create and pursue visions of a better world. A world that recognises the interdependence of environmental integrity, social justice and economic prosperity, while acknowledging that environmental resources are finite and provide the foundation for our society and economy" ([QAA and Advance HE, 2021](#), p. 8).

Importantly, ESD is not just about the environment or knowledge, but about enabling learners to contribute to a better future by recognizing the interdependence of people, planet and prosperity.

ESD is increasingly integrated into educational standards, quality frameworks and professional practice. Reflecting on ESD practice – whether that is on deliberately practiced ESD or unknowingly ESD-aligned approaches – can support educators to enhance their practice and better articulate their contributions to student learning, institutional priorities and wider societal challenges.

As part of an EAUC pilot programme exploring approaches to accelerate and deepen ESD in post-16 education, EAUC and the University of Stirling worked together to investigate the relationship between ESD and professional recognition through [Advance HE Fellowship](#). The project sought to identify practical opportunities to strengthen ESD through existing academic development and professional recognition processes – integrating ESD meaningfully into existing processes that support staff in times of uncertainty driven by sectoral challenges.

Why the focus on professional recognition and Fellowship?

To explore which approaches would be effective to embed ESD within existing processes and benefit staff, we engaged in a variety of meetings and conversations with teaching staff, academic developers, sustainability practitioners and colleagues across the sector. This gave us first indications that supporting ESD in professional recognition processes such as Advance HE Fellowship applications may be an effective enabler for ESD: Some institutions require different categories of

Fellowship for certain roles and promotion pathways, so helping people to see the value of their practice with an ESD lens and articulate this has the potential support recognition and therefore career progression.

TEXTBOX: What is Fellowship? Advance HE Fellowship provides higher education practitioners with professional recognition of their practice, impact and leadership of teaching and learning across four categories. It is awarded based on evidence that meets the requirements of the [Professional Standards Framework 2023 \(PSF 2023\)](#), the teaching and learning standards framework for the higher education sector.

To further explore how this could be effective, we conducted an analysis of existing Fellowship applications, reviewed relevant literature, explored existing reflective frameworks, sought feedback from sustainability and academic development experts, and gathered student perspectives to understand how sustainability could be reflected within professional practice and recognition.

This resulted in two key findings:

ESD can be a powerful lens to support professional reflection and ‘zooming out’.

We identified that sustainability and ESD can provide a potentially powerful lens for reflection, impact and leadership which can benefit the process of writing an AdvanceHE fellowship application.

This was particularly expressed in regards to the creation of narratives in Fellowship applications, as well as in literature: Applicants shared that additional guidance would be helpful, both in developing these narratives and in better understanding the relationship between ESD and Fellowship criteria. A particularly important finding from those conversations as well as in the literature (e.g. Shaw, 2018) was the value of balancing "zooming out" and "zooming in". Focusing on individual PSF dimensions and descriptors ("zooming in") is necessary, but beginning with this can make it harder to identify broader themes, leadership and development journeys, and connections across practice ("zooming out").

We concluded that creating support that enables applicants to first "zoom out" and reflect on their wider professional contributions through an ESD lens, before "zooming in" to specific Fellowship criteria, may help create stronger narratives and clearer evidence of impact and development.

There are opportunities to make ‘hidden’ ESD and effective practice more visible

To further explore how applications might already be addressing ESD, we analysed two sets of Fellowship applications:

- A small set of sustainability and ESD-focused applications shared by members of the EAUC ESD Community of Practice.
- 54 Fellowship and Senior Fellowship applications from University of Stirling cohorts submitted between November 2023 and February 2025.
-

We found that, in applications without an explicit sustainability or ESD focus, a number of applicants still demonstrated practices that align with ESD approaches, including development of competencies such as critical thinking and collaboration, as well as inclusive practice, partnership working and supporting learners to engage with complex challenges. Exploring this further under an ESD lens might have helped applicants further strengthen their application and explore their development and impact through another lens – as well as identifying areas for future practice.

When reviewing ESD and sustainability focused applications, we found that these frequently aligned with multiple aspects of established sector frameworks, such as [the Advance HE Essential Framework for Student Success on ESD](#) - even where applicants had not consciously drawn on the framework itself and, in some cases, had written their applications before the framework was published.

This suggested that using an explicit ESD lens might help surface 'hidden' practice through providing language and terminology through which applicants can express impact, development, and alignment with sector frameworks, which can strengthen reflection and narratives of applications.

From framework development to wider impact

Based on these insights and reflections, we began development of a reflective framework designed to help applicants explore their practice through a sustainability and ESD lens. Through multiple rounds of drafting, testing and review, we combined insights from a group of sector experts on ESD and professional development and a workshop with recent applicants, as well as building on the approach of the Advance HE Essential Framework for Student Success on ESD, and the [National Framework for Learning for Sustainability in Initial Teacher Education](#).

Towards the conclusion of the project, discussions with Advance HE provided valuable insight into how this work could be taken forward. While the draft framework demonstrated a useful approach, these conversations highlighted that the greatest opportunity for impact may lie not in creating another standalone guidance document, but in supporting the people and structures that shape Fellowship applications and academic development practices across institutions.

This reinforced the idea that creating support for people involved with professional development and recognition – such as Fellowship scheme leaders, mentors, and academic developers – as well as targeting institutional approaches could have a much wider effect than focusing solely on individual applicants. Rather than publishing the framework as a standalone resource, this has encouraged us to think more strategically about how the learning, insights and approaches developed through the project can be embedded within existing support structures and professional development activities.

As a result, the framework itself is not currently intended for publication. However, we welcome conversations with institutions, academic development teams and sector partners who are interested in learning more about the project or in exploring future approaches to supporting ESD within professional recognition and academic development. Please get in touch with kmobius@eauc.org.uk if you would be interested in discussing this.

What's next and how to get involved

Building on the success of the pilot, we are now exploring several opportunities that could help extend the reach and impact of this work.

These include:

- - **Continuing to gather examples** of ESD-informed Fellowship applications from across the sector to better understand how an ESD lens can support reflection and recognition of existing practice, and sharing examples or stories of success.
 - **Sharing the project's findings with Fellowship scheme leaders**, academic development professionals and Fellowship mentors. This includes a planned contribution to an Advance HE Fellowship scheme leaders meeting in December, providing an opportunity to discuss how ESD-related practice can be recognised and supported across Fellowship schemes.
 - **Exploring the development of resources, workshops or training approaches** that could help mentors and academic development teams identify hidden ESD within applications and support applicants to further develop their practice.
 - **Adapting and testing approaches with academic developers at the University of Stirling** to evaluate how ESD-informed reflection can be integrated into existing Fellowship and professional development support, and be beneficial to both academic staff and applicants.
 -

Collectively, these activities represent a shift from developing guidance for individuals towards exploring how ESD can be embedded more effectively within the wider systems that support professional development and recognition. They build on the insights generated through the EAUC pilot and provide a promising route for increasing the visibility, recognition and impact of ESD across higher education.

If you are interested in or would like to support ESD as part of professional development and recognition in the UK and beyond, please do join the EAUC Community of Practice, where we'll be sharing updates and calls for application examples. Feel free to get in touch with kmobius@eauc.org.uk to share any questions, thoughts and ideas you might have.

Stirling Business Week

Stirling Business Month (STEP Stirling) mostly focused on opportunities to improve people's well-being

<https://stepscotland.co.uk/stirling-business-month/>



Practice

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

How We Define Practice

Our faculty continues to be aligned to institutional aims. This is backed up by the outputs, activities, and partnerships that come from the work we do. This includes work on supporting sustainability in teaching, as well as outputs that support the university aims on supporting climate and biodiversity targets.

Institutional Policies and Practices

- ❖ Sustainability strategy or strategic plan (school or university level)

Policy Documents Related to RME and/or Sustainability

University-of-Stirling-sustainability-plan

View document  Download document 

Practice Awards

In 2025, University of Stirling Business School received 1 award for responsible and/or sustainable practices.

Times Higher Education Impact Rankings 2026

Granter: Times Higher Education

Grantee: University of Stirling

Award Description:

The University of Stirling has been ranked among the top 200 institutions in the world for its contribution to meeting the United Nations Sustainable Development Goals (SDGs).

The University also placed in the top 100 worldwide for six SDGs – SDG 2 (Zero Hunger), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 13 (Climate Action), and achieved a significant improvement for SDG 17 (Partnerships for the Goals), rising from the 301-400 band to be ranked among the top 20 universities in the world.



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 university as a whole has strategies to help support and share sustainability and wellbeing in careers. This is enhanced by faculty specific efforts to create processes for and share best practice to enhance wellbeing. This includes working within, and commitments to, our local community of operation.

Engagement Opportunities

University of Stirling 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:

- ❖ Partnerships with local organizations
- ❖ Sustainability-focused research and collaboration Opportunities

Communication Audiences

University of Stirling Business School communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies

Sharing Voices

The following statements from stakeholders at University of Stirling Business School demonstrate our commitment to sharing and learning from sustainability and responsible management practices.

LGBT Silver Charter

LGBT Charter

The LGBT Charter from LGBT Youth Scotland confirms that we proactively include LGBTQ+ people in every aspect of our work. We are a champion of inclusion where LGBTQ+ staff and students will be safe, supported and included.

<https://www.stir.ac.uk/about/sustainability/what-we-are-doing/sustainable-careers/>

#:~:text=Sustainability%20success%20for%20Student%20Skills%20and%20Employability&text=The%200accolade%20recognises%20our%20commitment,ethical%2C%20future%2Dfocused%20opportunities

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Associate Dean of EDI

- EDI dissertation awards, for both UG and PG – awarded to the student whose dissertation has the most impact on EDI. Supervisors can nominate students who have received a first. The highest graded dissertations are going to a panel, consisting of alumni, who are working in the field of EDI. They assess the dissertations by looking at 6 criteria:
 - Is the EDI challenge well-defined?
 - Is the EDI challenge topical?
 - Is the EDI challenge original?
 - Are the findings transferable?
 - Potential impact of findings?
 - Potential size of impact?
- ADWIDE uses social media (LinkedIn, Instagram and Facebook) to share/celebrate information about important milestones in various cultures, religions and specific 'awareness' days/months.
- ADWIDE has created the last 2 years a 'December Downtime', where staff receives every working day in December an image with quote by email, to remind them that their own wellbeing is important too.

Ethical Careers Policy

Ethical careers policy

Earlier in 2024, the University of Stirling Students' Union passed a motion for the university's Careers and Employability Service to divest from fossil fuels.

We collaborated with the Student Union to develop a careers policy that balances flexibility, impartial advice and actively championing organisations that promote sustainability.

One of the key takeaways from the policy is that "organisations from the fossil fuel, mining, arms or tobacco industries will not be permitted to attend our careers or employer-led events on campus".

<https://www.stir.ac.uk/about/sustainability/what-we-are-doing/sustainable-careers/>

#:~:text=Sustainability%20success%20for%20Student%20Skills%20and%20Employability&text=The%200accolade%20recognises%20our%20commitment,ethical%2C%20future%2Dfocused%20opportunities

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Sustainable Recruitment Alliance

Sustainable Recruitment Alliance Pledge

Students Skills and Employability and the Careers Service have signed the [Sustainable Recruitment Alliance Pledge](#) - becoming the first university in Scotland to do so. We are working to put

sustainability at the heart of everything we do - from the promotion of vacancies to careers events and we aim to work with organisations who share the same sustainability values.

The pledge asks signatories to promise to **review, reduce** and **report**.

- Review your early talent processes and operations and identify opportunities to be more sustainable.
- Reduce the emissions in your work.
- Report what you've changed to calculate the joint impact of all of the pledgers of the Alliance.

<https://www.stir.ac.uk/about/sustainability/what-we-are-doing/sustainable-careers/>

#:~:text=Sustainability%20success%20for%20Student%20Skills%20and%20Employability&text=The%20accolade%20recognises%20our%20commitment,ethical%2C%20future%2Dfocused%20opportunities

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Stirling Business Week

Stirling Business Month (STEP Stirling) mostly focused on opportunities to improve people's well-being

<https://stepscotland.co.uk/stirling-business-month/>

SIGNATORY

University of Stirling Business School



Address

University of Stirling, Stirling, FK9 4LA
United Kingdom



Website

<https://www.stir.ac.uk/about/faculties/stirling-management-school/>