



Strathclyde Business School

Principles for Responsible Management Education

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

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Message from the Dean

This is Strathclyde Business School's (SBS) fourth report since becoming a signatory to the UN Principles of Responsible Management Education (PRME). Strathclyde Business School continues to support and commit to the PRME principles, strengthening the School's vision to be a socially progressive, world class business school located within, and integral to, a leading technological university.

Strathclyde Business School's mission is to make a positive difference to the lives of our students, society and the world, all within the context of the University's founding mission of being a place of useful learning.

Social responsibility and sustainability are issues of concern for business, industry, professional bodies and individuals. With increasing pressures and challenges around the world in areas such as energy, the environment, financial regulation, living conditions and inequality, universities have a duty to play their part in creating positive social impact.

We provide our students with the relevant knowledge and understanding of the decisions made in industry which could affect society at large. We work with public, private and third sector organisations to produce graduates with a responsible management education, and carry out research which leads to positive social impact.

Dr Andrea Coulson continues in the role of Strathclyde Business School Director, PRME, to underline our commitment to the PRME principles and is supported within the faculty by the PRME Working Group.

Earlier this year the University signed the 'SDG Accord'. The Sustainable Development Goals are very much aligned with the University's values and much of what the University currently does in the area of teaching, research and operational activities already aligns with the 17 goals.

In line with the University of Strathclyde's foundation in 1796 as a 'place of useful learning', SBS has a long-established commitment to making our skills, knowledge and resources available for the common good both academically and in the form of wider community contributions.

We are committed to working internally and externally with integrity and in an open and respectful way and are delighted to further renew our commitment to the PRME principles. This progress report gathers together examples to highlight the importance we attach to corporate responsibility and our commitment to these principles in action.



Professor David Hillier
Associate Principal & Executive Dean,
Strathclyde Business School

Principle 1 | Purpose:

The University of Strathclyde will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

As a place of useful learning, the University of Strathclyde is committed to ensuring that our students work closely with private, public and third sector organisations to develop a practical understanding as well as a theoretical framing of challenges and opportunities facing business and society. Throughout their time at Strathclyde, students will meet business and civil society representatives in the classroom, through site and field visits, during placements at home and overseas and develop relevant skills to help them identify opportunities and empower them to take on challenges.

Teaching that links theory and practice to cultivate a socially-aware mind-set:

- In 2017, we launched our innovative Leadership through MCR Mentoring programme. This programme engages Strathclyde Business School staff as mentors for looked-after young people to help them overcome disadvantages in their lives by encouraging them to find, grow and use their talents. The programme is open to all SBS staff looking to develop their leadership skills. MCR Pathways is a charity with the vision that every care-experienced and disadvantaged young person in Scotland gets the same education outcomes, career opportunities and life chances as every other young person.
- During 2016-17, an innovative variant of the business school's Management Development Programme (MDP), known as the International Leadership Development programme (ILD), was introduced for international undergraduate students in recognition of their specific support needs. The class includes core business knowledge and skills along with English language and study skills support.
- The Department of Accounting and Finance regularly develops demand-driven courses on ethics and development in accounting. Classes offered by the Department of Accounting and Finance adopt a public policy perspective that allow students to think critically about the role of accounting in shaping societies and the business world. Most programmes have reflection built into them, allowing our students to link big accounting data and social theories with responsible leadership and sustainability issues, preparing our students to be more engaged with future trajectories where the accounting profession is heading.
- Several modules within the Department of Economics introduce the concept of the Sustainable Development Goals (SDGs) and the role of responsible environmental governance. For example, the Honours level Natural Resources and Environmental Economics (EC416) class touches on the role of the SDGs in relation to both water and energy. Our MSc in Global Energy Management encompasses issues around climate change, clean energy, carbon trading and capture, and environmental policies.

- In Professor Sarah Dodd's capstone fourth year class Issues and Trends (Hunter Centre for Entrepreneurship), students are engaged in the exploration of the wider social impact of entrepreneurship and how it interacts with pressing contemporary trends, such as resource poverty and the sharing economy. Students present lectures on global mega-trends, and their impact for entrepreneurship practice, policy and research.
- In the Honours level Family Business class (Hunter Centre for Entrepreneurship), students are taught about the importance of stewardship in running businesses for the benefit of future generations and the communities in which they operate within the context of family business.
- In Dr Julie McFarlane's Business Clinic, Hunter Centre undergraduate students in their third year learn to support a number of organisations in the third sector as well as for-profit organisations that have a sustainability focus. Students are trained to understand the unique needs of these organisations through workshops as well as the hands-on work projects they carry out for the organisations. For example, one group is working with a SME on ways to market Fair Trade Coffee from Malawi, while another group is looking into new sustainable energy markets for Scottish firm NPL Group.
- First year students in the Hunter Centre for Entrepreneurship undertake the "value challenge" project in groups every year which entails carrying out a small business activity starting with a mere idea and developing this to actually generate sales. All monies raised are given to a children's charity in Glasgow.
- Professor Nigel Lockett has incorporated UN SDGs as a core component of a New Venture Creation module taken by all Hunter Centre for Entrepreneurship postgraduate students. This will raise awareness of UN SDGs and enable students to appreciate the role of entrepreneurship and innovation in addressing global challenges.
- Strathclyde Business School alumnus Iain MacRitchie was named in the AACSB Class of 2019 Influential leaders, which recognised 33 global business school graduates who have created lasting impact in their communities and industries. Iain is Chairman and CEO of the charity MCR Pathways. The award recognises that Iain has taken five years out to establish MCR Pathways, a school-based mentoring programme which works to radically transform education and life outcomes for young people who are care-experienced or disadvantaged.



CASE STUDY

The role of women entrepreneurs in UK economic development

While the under-representation of women in enterprise is an international concern, relative to other high income countries, particularly the US, female business ownership rates in the UK are persistently low.

Strathclyde Business School's Professor Sara Carter and Professor Eleanor Shaw, together with Fiona Wilson of the University of Glasgow, and Wing Lam of the University of Durham, carried out research in this area.

The Strathclyde research demonstrates that women entrepreneurs make an important contribution to economic development, but are disadvantaged by under-capitalisation at start-up.

The Strathclyde research has helped governments articulate an economic case for supporting women entrepreneurs. At UK government level, research suggests that an additional 150,000 businesses would be created if rates of business ownership among women were the same as among men and an additional 900,000 businesses would be created if the UK had the same rates of women's business ownership as in the US. In Scotland, it is estimated that an additional 108,480 businesses would be created if women's business ownership rates equalled those of men, a 32% increase in Scotland's business base and an increase in GVA of £7.6 billion equivalent to 5.3% growth in the size of the Scottish economy.

Principle 2 | Values:

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Our academics are engaged in research across the business school which has a sustainable and inclusive focus. They work with industry partners on issues relating to global social responsibility and what is learned from this is incorporated into our teaching programmes, ensuring value for the triangle of academic staff, students and business partners.

A Business School where students, staff and industry partners work together in a socially responsible way:

- Our academics are engaged in research across the business school which has a sustainable and inclusive focus. They work with industry partners on issues relating to global social responsibility and what is learned from this is incorporated into our teaching programmes, ensuring value for the triangle of academic staff, students and business partners.
- The School is committed to and promotes equality and diversity, and regularly monitors gender and ethnic balance and, to this end, applied for the Equality Challenge Unit 'Athena SWAN' Charter which now recognises work undertaken to address gender equality more broadly, covering professional and support roles and for trans staff and students. Strathclyde Business School won the Athena SWAN Bronze Award.
- SBS's student-led group Strathclyde Business Network – a voluntary network of current UG and PGT students - organised the Glasgow Business Summit 2017. The theme of the Summit was "Digital and Ethical Leaders of the 21st Century" and over 300 students came along to learn from and meet over 25 corporate speakers, including Jim Duffy, Co-founder and Former CEO Entrepreneurial Spark; Gillian Docherty, CEO, The Data Lab; Colin Cook, Digital Director, The Scottish Government; and Nick Kuenssberg, Chairman, Social Investment Scotland.
- Professor Michael Kelly remains a champion of Strathclyde Business School. The School appointed Professor Kelly, who is a local UN Global Compact champion, Emeritus Chair of the Living Foundation UK and former Director of Corporate Social Responsibility at KPMG, as a Visiting Professor in 2007.
- For the academic year 2018/19, the Department of Accounting and Finance incorporated sustainability into teaching programmes using the emerging theoretical concepts and global initiatives on social and environmental issues. The fourth year class 'Sustainability Accounting: Theory and Practice' incorporates the response of accounting to the sustainability agenda. The class deals with the impact on accounting by the emerging topic of sustainable development practices as the goal of society as demonstrated in the United Nations Sustainable Development Goals (SDGs) to 2030.



- The University of Strathclyde has been at the forefront of the innovative and ground-breaking FinTech movement for a sustainable transformation of finance for the better. In September 2017, the Department of Accounting and Finance launched the UK's first FinTech Masters programme at Strathclyde Business School. The intensive, 12-month programme combines a rigorous academic curriculum with the entrepreneurial and innovative elements of FinTech, including financial method, data analytics, regulation, and the applications of technologies such as blockchain and distributed ledgers. Since then, the University's Centre for Financial Regulation & Innovation (CeFRI) has won the Education Award at the 2018 Inspiring City Awards hosted by The Herald and Glasgow City Chamber of Commerce.
- Students on the Global Energy Management degree had an industry seminar on global energy trends from Hadrien Collineau and Max Crawford of Wood Mackenzie. Max Crawford is a former graduate of the programme who undertook an internship with Wood Mackenzie as part of the MSc GEM programme.
- There is ongoing work in the Department of Economics to create a VIP (Vertically Integrated Project) programme at Undergraduate level in poverty and inequality.
- In 2018/2019 Dr Sreevas Sahasranamam from the Hunter Centre for Entrepreneurship organised the VIP Dragon's Den event at the annual Strathclyde VIP (Vertically Integrated Projects) research conference, in which students pitch for research funding for projects that target Sustainable Development Goals. Students are required to estimate the potential impact reach and significance of their research.
- In 2019/2020 Dr Julie McFarlane (Hunter Centre for Entrepreneurship) led the Management Development Programme internship pathway where over 200 students learn about the role of corporate social responsibility and are equipped with tools to evaluate social responsibility in the organisations in which they intern.
- The first year class 'Entrepreneurship Theory and Practice' incorporates a social and environmental entrepreneurship angle for students to better understand the social responsibility entrepreneurs have.
- The OR Society, the UK-wide learned society in the field of Operational Research, announced that Connor Wilson (Management Science alumni) was selected as one of the joint winners of the May Hicks award for the year 2016. Connor graduated from MSc Business Analysis and Consulting with distinction in 2016, and is currently a consultant at BSM Consultants in Ontario, Canada. The award is given annually to the best industry-based dissertation project within a UK Master's programme in Management Science. Connor's project, titled "Uncertainty Analysis of Burner Zone Stoichiometry and Nitric Oxide Emissions for Doosan Babcock's Clean Combustion Test Facility", provided the client, Doosan Babcock, with extensive analysis of uncertainty on key engineering parameters in an extremely user-friendly manner.
- A new THE University Impact ranking (April 2019) focused on institutional impact on society using the UN Sustainable Development Goals (SDGs) as a framework. Around 500 institutions were ranked globally and overall Strathclyde was ranked 50th. We were ranked 9th out of 226 institutions for SDG 12 Responsible Consumption and Production, 12th out of 257 institutions for SDG 13 Climate Action and joint 17th out of 274 institutions for SDG 11 Peace, Justice and Strong Institutions.



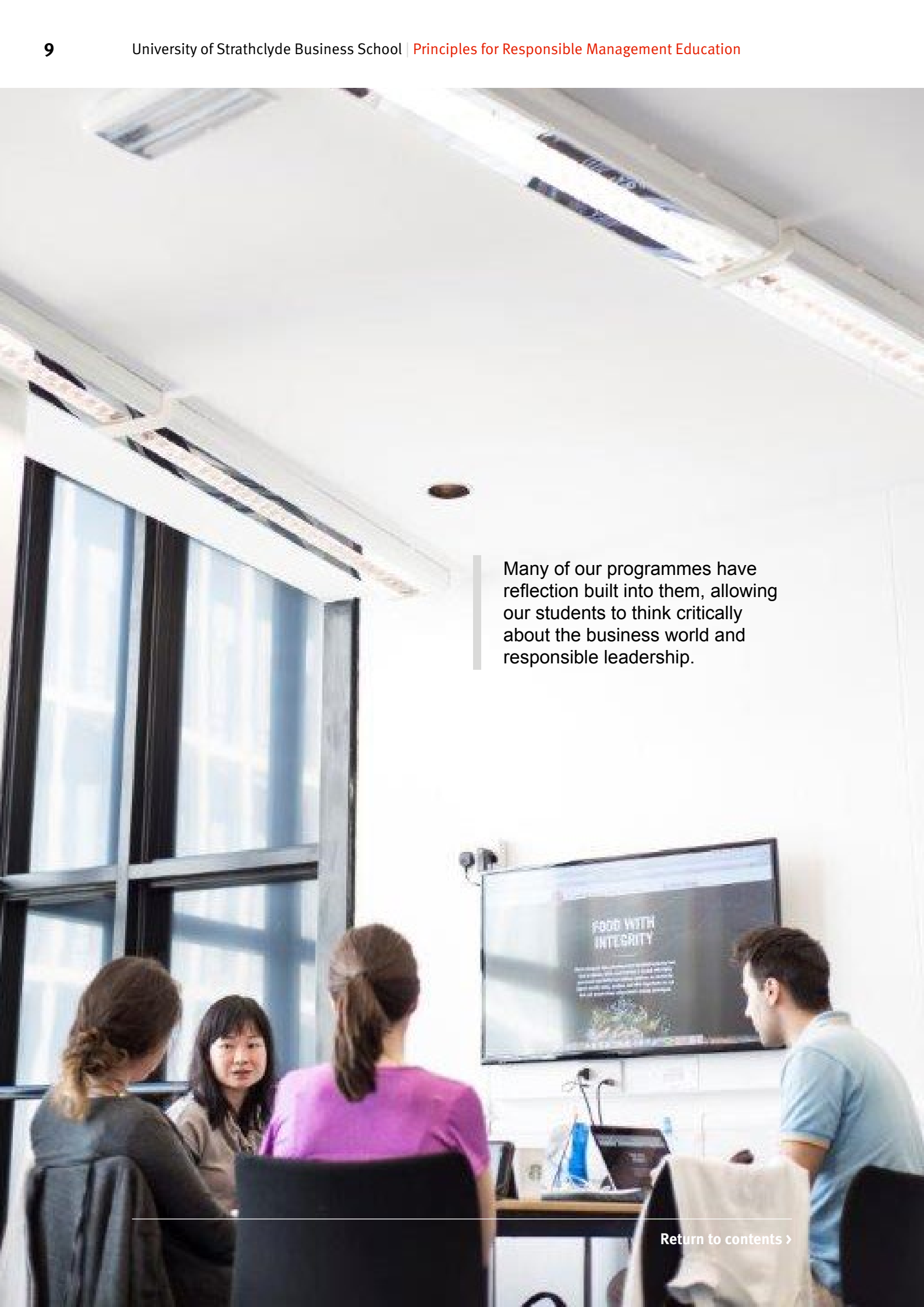
CASE STUDY

Vertically Integrated Project (VIP)

VIPs are a University initiative in which students work as part of a multidisciplinary project in a team which crosses faculties and years of study.

One example involves working on the development of sustainable energy solutions and business models in Gambia. The revised MDP3 (Management Development Programme) has proved successful in instilling confidence and knowledge, developing critical skills, and promoting awareness of globalization and ethical issues in personal and business decision-making, as well as engendering a social responsibility and engagement perspective for our students. Examples of projects include: school pupil mentoring, charity support, and Enterprise Solutions to regenerate the east-end of Glasgow.

Reflective learning is a focus of the MDP skillset: students are asked to develop Personal Development Plans both in their groups and individually at the beginning of the academic year, with a set of aims they want to achieve over the forthcoming year. They then reflect on their development at the closure of the class, assessing their progress over the session. This is a formal assessment, examining their ability to think reflectively on their own skills capabilities.



Many of our programmes have reflection built into them, allowing our students to think critically about the business world and responsible leadership.

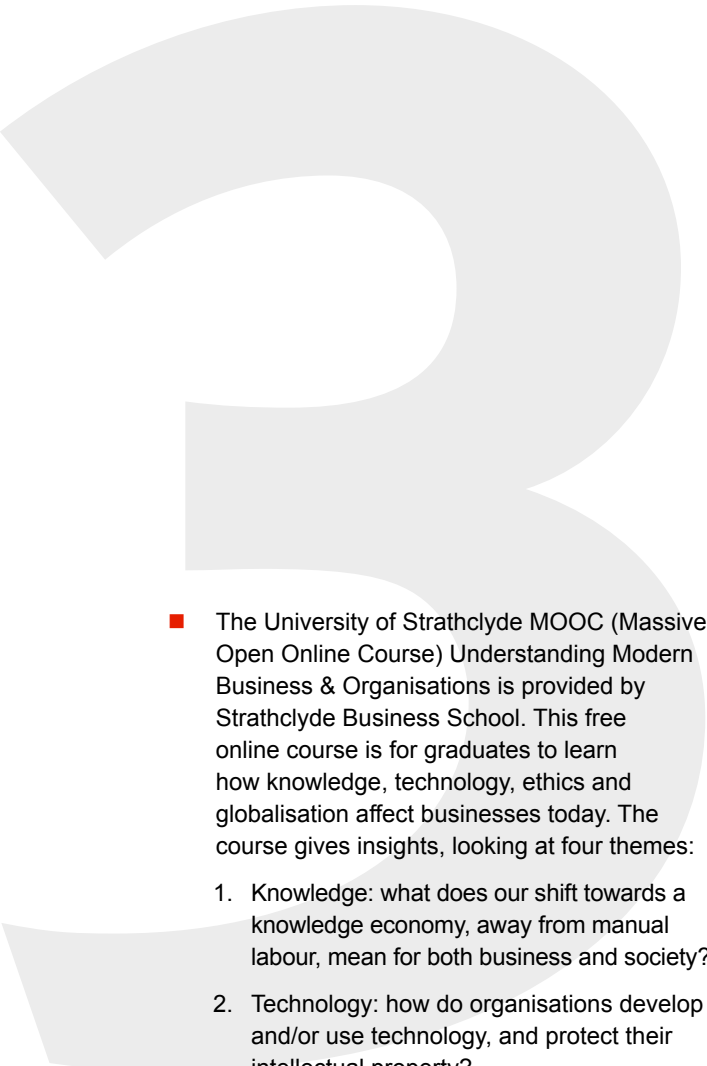
Principle 3 | Method:

The University of Strathclyde will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

A review of Strathclyde Business School's programmes is carried out annually to ensure we are teaching best practice in terms of business ethics, CSR and responsible management/ leadership. This is reflected in the content of both undergraduate and postgraduate programmes, with a particular emphasis on increasing the experiential elements. Many of our programmes have reflection built into them, allowing our students to think critically about the business world and responsible leadership.

Socially responsible teaching at all levels and programmes encourages critical thinking:

- At undergraduate level the main vehicle for engaging our students in ethics, responsibility and sustainability is through our Management Development Programme (MDP). The theme of MDP 1, the foundation year, is Social, Ethical and Environmental Governance (SEEG). The first semester examines the issues of SEEG presented from different viewpoints, with the second semester organised functionally around what organisations do. The thematic focus is on the most significant current issues organisations face; with conceptual learning objectives including: understanding globalisation, internationalisation, and localisation; corporate social responsibility: organisational ethics and third sector. Applied learning objectives include: emotional and social intelligence, team working skills, taking responsibility, and verbal and non-verbal communication skills.
- In addition to the MDP third year class (school pupil mentoring, charity support, foodbanks, high migrant intake primary school, Wildhearts Micro-Tyco scheme, Enterprise Solutions to regenerate the east-end of Glasgow), other examples are students undertaking work with the Junior Chamber of Commerce (JCC) as a part of the Hospitality and Tourism Industry Project to scope and plan the JCC 75th anniversary dinner. The VIPs (vertically integrated projects) include a range of social projects from sanitation projects in Malawi to business enterprise and business students have been central to building Strathclyde's Enterprise Community which aims to develop and run an integrated system which enables entrepreneurial students and alumni to flourish.
- Launched in 2018, the BA (Hons) in Business Management degree is a bespoke four-year Graduate Apprenticeship programme which aims to develop apprentices' knowledge, skills, competencies and professional behaviours. The degree is designed in partnership with employers in different industry sectors and to meet the criteria for Chartered Management Institute (CMI). Graduate Apprenticeships are for those based in Scotland. These opportunities are funded by Skills Development Scotland and supported by the European Social Fund.

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- The University of Strathclyde MOOC (Massive Open Online Course) Understanding Modern Business & Organisations is provided by Strathclyde Business School. This free online course is for graduates to learn how knowledge, technology, ethics and globalisation affect businesses today. The course gives insights, looking at four themes:
 1. Knowledge: what does our shift towards a knowledge economy, away from manual labour, mean for both business and society?
 2. Technology: how do organisations develop and/or use technology, and protect their intellectual property?
 3. Ethics: does the rise of corporate social responsibility and environmental issues mean that businesses are more morally and socially responsible today?
 4. Globalisation: how do organisations perform on the world stage and balance the global with the local?
 - At postgraduate level the personal development process is specifically tailored to each programme and reflects the course content and wider subject specific issues. A student's personal development in ethics, responsibility and sustainability is managed through the learning and assessment methods. For example key approaches for this integration from course into personal development include the use of reflective essays and learning diaries, both of which ask students to reflect on the taught content and how this will impact their personal development and their actions related to these issues within the workplace.
 - Also at postgraduate level the annual Strathclyde VIP research conference students pitch for research funding for projects targeted at the Sustainable Development Goals. For example, students on the PG VIP programme between the Business School and Engineering Faculties are involved in a range of social projects from sanitation projects in Malawi to business enterprise. Many doctoral researchers are also engaging with local communities at an international level.
 - Business ethics and corporate social responsibility are key learning outcomes for the overall programme offering at SBS and are integrated into the personal development process through programme structure and assessment methods designed for student reflection. An example of this approach is the 'Becoming an Effective Business Analyst' class in the suite of postgraduate taught modules in Management Science. These classes provide students with experiential learning as they work on a number of projects for clients throughout the year. To support this class, workshops and reflective discussion sessions are held where students and staff (acting as facilitators) discuss all aspects of the work. Students are able to reflect on issues such as business ethics with respect to the work they are carrying out as well as bringing out generic learning from the discussion sessions held and the learning diaries that they also complete. The corporate partners involved in the programme also highlight ethical and CSR issues.

- For the MBA programme the compulsory Learning Manager course includes learning outcomes on comparative corporate governance.
- As part of the course assignment, the fourth year class 'Sustainability Accounting: Theory and Practice' chose one SDG and developed a poster on the ways to achieve the goals. Students were asked to present their findings to Strathclyde Business School staff and faculty members.
- With growing demand for graduates who have the capabilities required for understanding and delivering on green agendas, whether in energy, transport, planning, business or data analysis, the MSc Global Sustainable Cities degree produces graduates with skillsets that are greatly in demand by employers. This MSc is an innovative programme that equips high calibre graduates and professionals with the skills to make a real and relevant difference for sustainability in an increasingly city-centric world, and enables them to develop skills as leaders of transformative change in cities. External support for the introduction of the programme has been expressed by Scottish Power, Siemens, ARUP and AECOM.
- In the second year of the undergraduate entrepreneurship programme, students spend a semester working on the development of a social purpose business as part of the New Venture Planning class led by Dr Russell Mathews. Student teams compete in a pitching event and the winning entrant goes on to participate in a global social value-focused business pitching competition (Values and Ventures competition, Texas Christian University, Fort Worth). Previous Strathclyde representatives have won various prizes at this competition, and the programme has acted as a launchpad for a number of successful social impact-oriented business ventures, including Revive Eco, who have developed a circular economy business model designed to extract valuable outputs from waste coffee grounds. In 2019 the SBS team (above) gained an honourable mention for their socially conscious business idea of a toothbrush which uses motion stability technology that enables people with Parkinson's to brush their teeth.
- Hunter Centre for Entrepreneurship students across all intakes have been provided with digital textbooks, an initiative which ties in with the University of Strathclyde's strategic aims as a leading international technological university.
- Dr Russell Mathews (Hunter Centre for Entrepreneurship) teaches a second year undergraduate class on collaborative consumption and other sustainable business models. The class focuses on non-economic reciprocity networks that can increase levels of social capital in disadvantaged areas. More specifically, much of the content focuses on the collaborative economy and circular economy business models.





CASE STUDY

MCR Pathways

MCR Pathways has partnered with Strathclyde Business School to create a ground-breaking accredited leadership training course.

Based on the MCR model of relationship-focused mentoring the Leadership Through MCR Mentoring is accredited at SCQF Level 7 (First year BA/BSc level) by the University of Strathclyde. The two-year course, which launched in June 2018, aims to build leadership skills of care-experienced and disadvantaged young people by incorporating MCR mentoring, alongside academic learning.


Principle 4 | Research:


The University of Strathclyde will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Strathclyde Business School carries out research that is both theory-driven and relevant for policy and practice. This section highlights some of our research related to social responsibility and sustainability. The Research Excellence Framework 2014 rated us highly for Impact and how our research impacts on practice on business and we were also rated highly for Research Environment which looks at 'vitality and sustainability'.

Impactful research with global social responsibility at its heart:

- Research on the 'business case' for a living wage has been undertaken in collaboration at a local level with the Scottish Living Wage Accreditation Initiative and at an international level with Global Living Wage steering group hosted by the UK Living Wage Foundation.
- A new project funded by the University on Low Carbon Power and Energy research theme is developing simulation and optimisation tools to minimise the time taken to install offshore wind farms.
- SBS has been particularly focused on shaping the financial ecosystem post the 2007/8 credit crisis in order to develop a more societal orientated capital system. This is a central research challenge of the new Centre for Financial Regulation and Innovation.
- Dr Andrea Coulson of the Department of Accounting and Finance represented Strathclyde Business School at a seminar event on Ethical Finance Accountability and Governance held by Durham University in 2018. Andrea presented her research on public water supply in southern Malawi along with Emeritus Professor Rob Gray from the University of St Andrews. Andrea's research focuses on ensuring lifeline access to a sustainable water supply system to the vulnerable communities of Malawi.
- Anees Farrukh, lecturer in Sustainability Accounting in the Department of Accounting and Finance, presented his work at a number of international conferences including Interdisciplinary Perspectives on Accounting (IPA), Critical Perspectives on Accounting (CPA) and Congress on Social and Environmental Accounting Research (CSEAR). The study focuses on critically analysing the role of NGOs in achieving Sustainable Development Goal no. 4 that addresses the educational crisis in Pakistan where 25 million children are out of school. The study makes original empirical and theoretical contributions on NGO governance, accountability and sustainable development practices.

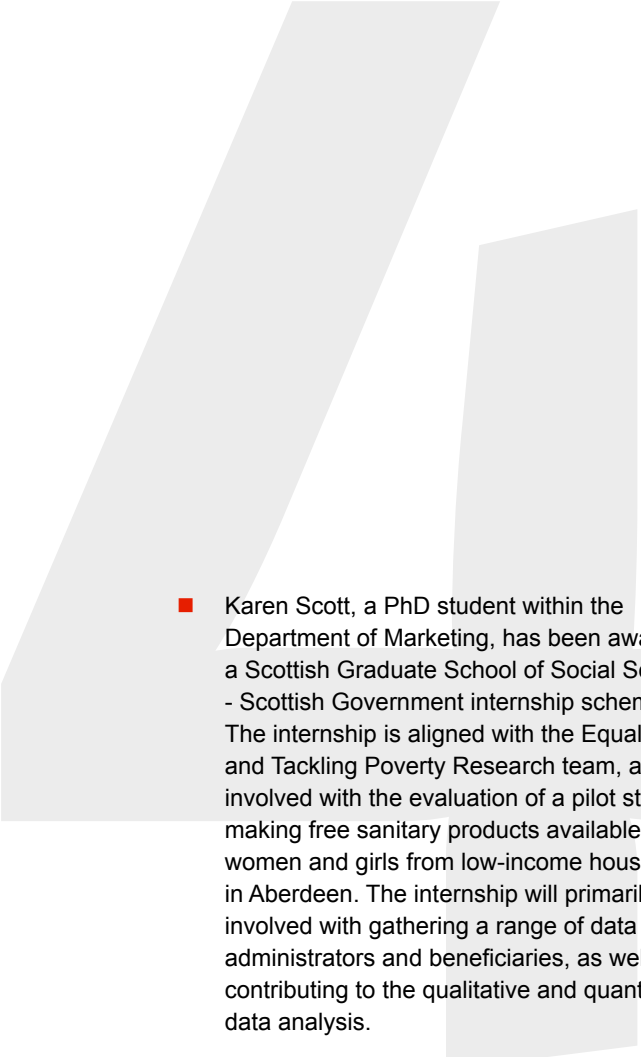
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- Yu-Lin Hsu, lecturer in the Department of Accounting and Finance, is contrasting the carbon disclosure data of US firms with the Taiwanese listed companies. The study aims to investigate whether the negative relationship between the US results in carbon emissions and firm value continuing to hold in Asia. The findings suggest that the international generalisation of US results should be applied and explained with caution, as firm value is positively associated with carbon emissions from Taiwanese listed companies.
 - James Bonner, a second year PhD student in the Department of Accounting and Finance, investigates the symbolic values associated with water by communities in rural Malawi through, in part, a site specific case study. The research aligns with the Scottish Government Climate Justice Fund Water Futures Programme, led by the University of Strathclyde in partnership with the Government of Malawi, which aims to work towards achieving Sustainable Development Goal no. 6, to ensure the availability and sustainable management of water and sanitation for all. By investigating social, cultural and economic information and representations, from secondary sources and fieldwork, it aims to develop a set of symbolically derived shadow accounts of water as a means to open up this space and give voice to such issues. James' research in the field of sustainability accounting also has links to civil engineering and hydrology.
 - Richard Tawiah, a first year PhD student in the Department of Accounting and Finance, critically evaluates the growing publication in Sustainability Reporting. While organisations publish their Corporate Social Responsibilities as part of their annual financial statements in the form of sustainability reports, these reports are mostly quantified in monetary terms in order to score, among other reasons, economic and political gains. The study questions the validity of such sustainability reports through a cross-section of key stakeholders in order to justify the assurance of these reports for an informed decision making and also to enhance stakeholder confidence in activities of operating firms.
 - Grant Allan and Gioele Figus (Economics) secured +3/1+3 funding for a PhD project entitled "Building and using a framework to analyse the economic impacts of policies targeted at the tourism economy in Scotland" via the Scottish Graduate School in Social Science, in partnership with Visit Scotland.

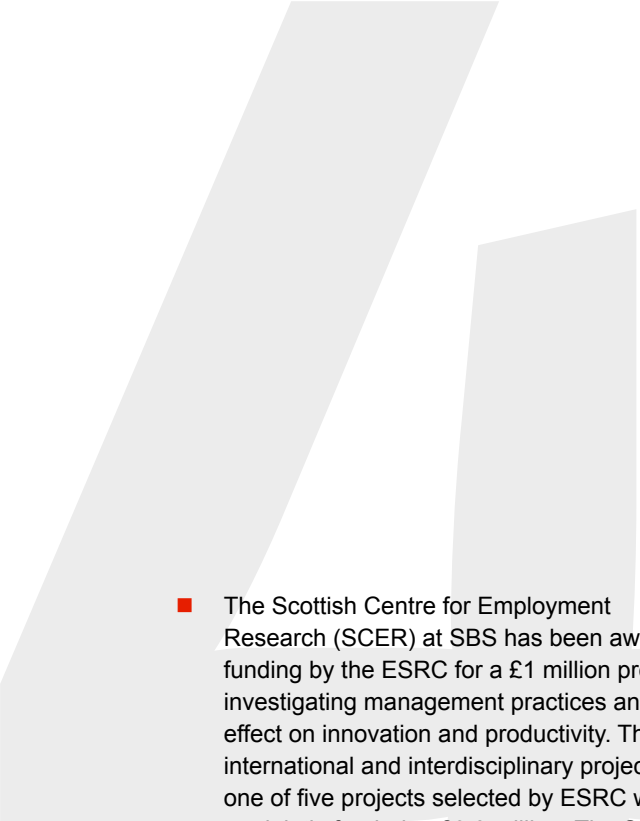
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- A major research project titled Research Infrastructure for Research and Innovation Policy Studies 2 (RISIS 2) was launched at the beginning of 2019. The project aims at building a data and services infrastructure supporting the development of a new generation of analyses and indicators on science, technology and innovation (STI). RISIS 2 brings 19 partners from 12 European countries together with the objective of transforming the field of STI studies into an advanced research community. The project will develop, harmonise and integrate 18 different datasets on STI, provide facilitated access to these datasets and offer training. As part of the consortium, a multidisciplinary team based at the University of Strathclyde (PI: Dr Abdullah Gök (HCE/SBS); Co-I: Dr Yashar Moshfeghi (CIS/Science)) will develop a dataset on social innovation projects and actors by utilising advanced text-mining and machine learning approaches. The project will run for 48 months.
 - Markus Gehrsitz, Stuart McIntyre, and Graeme Roy (Economics) were awarded a grant by the Nuffield Foundation for their project on Education and Human Capital Accumulation. Using Scottish Government data, they will build a large panel dataset that follows every Scottish pupil from primary school until one year after high school graduation. This new resource will be used for quantitative analyses of education policy and practices, and to evaluate policy interventions. The research team will showcase these opportunities by studying the effect of primary school class size on pupil attainment and post-graduation destinations.
 - The Fraser of Allander Institute and the Centre for Energy Policy hosted a joint modelling workshop with the Energy and Climate Policy modelling team from the University of Leeds, led by Professor John Barrett. The workshop was held as part of the UK Energy Research Centre (UKERC) project on the impact of non-energy policies on the energy system, part of UKERC's "Energy, Economy and Societal Preferences" research theme. The workshop was held to gain a better understanding of the different energy-economy models employed by both research groups and to identify areas of collaboration in this project, as well as discussing possible future areas for collaboration.
 - Scott McGrane, Grant Allan and Graeme Roy (Fraser of Allander Institute and Department of Economics) have been successful in winning a project with Scottish Water to deliver forecasts for non-domestic water consumption in Scotland. The project will explore links between economic activity and water consumption at the sectoral and aggregate levels of the Scottish economy. This research will be an important input to Scottish Water for their medium and long-term planning for non-domestic water demand in Scotland.
 - Marco Fongoni (Economics) is leading a project that seeks to assess the impacts of wage inequality on worker morale and productivity.

- Two Chancellor's Fellows in the Department of Economics (David Comerford and Scott McGrane) were successful in their submissions to the Strathclyde Doctoral School Centre for Doctoral Training call for Chancellor's Fellow lead CDTs. One of these themes is around sustainable energy (David Comerford) and another is around the impacts of climate change on freshwater systems (Scott McGrane).
- The Department of Economics is involved in the Doctoral Training Centre in Wind and Marine Energy Systems, and the Industrial Doctoral Centre in Offshore Renewable Energy.
- The Department of Economics through Scott McGrane and David Comerford are involved in the GCRF funded One OceanHub project. This project is seeking to understand the role of the Blue Economy in the Global South, and how oceans can be used in a sustainable way.
- Dr Sreevas Sahasranamam (Hunter Centre for Entrepreneurship), has been focusing his research on the impacts and influences of social responsibility with the following papers: Sahasranamam S. and Ball, C. (2018), "Influence of national business system on social enterprises in Scotland and India", Research Handbook on Small Business Social Responsibility: Global Perspectives (Eds. Laura J. Spence, Jędrzej George Frynas, Judy Muthuri and Jyoti Navare), Edward Elgar, 23-46 and Sahasranamam, S., Arya, B., & Sud, M. (2019). Ownership structure and corporate social responsibility in an emerging market. *Asia Pacific Journal of Management*, forthcoming.
- Dr Sreevas Sahasranamam (Hunter Centre for Entrepreneurship), Ekaterina Murzacheva (Hertfordshire Business School) and Jonathan Levie (HCE) won the best paper award at ISBE 2018 in the 'SME growth and performance: Quantitative perspectives' track for the paper exploring the double disadvantage effect of social and spatial exclusion on entrepreneurial activity.
- Much of the Hunter Centre for Entrepreneurship's research focuses on the significance of socio-economic resources – including social, economic and human capital as inputs and outputs of entrepreneurship. The Hunter Centre is especially interested in highly collaborative industries, which focus on sustainable value creation for the entire sector, including creative arts, social enterprise, and craft food and drink. Work in these fields informs wider policy and practice into collaborative sustainable socio-economic growth.
- Dr Matthew Hannon (Hunter Centre for Entrepreneurship) was successful in securing funding as Co-Investigator for the Energy Revolution Research Consortium (EnergyREV) through UKRI's Industrial Strategy. The consortium will provide recommendations to accelerate UK deployment of smart local energy systems. He will co-lead two work packages on: 1) policy and regulation; and 2) business and finance, running until 2022.
- A report into wave energy innovation support in the UK written by Dr Matthew Hannon, Hunter Centre for Entrepreneurship, and Imperial College, London, received extensive coverage in both print and broadcast media. The report was funded by EPSRC, IPPI and SBS.

- Dr Matthew Hannon launched the report “Examining the Effectiveness of Support for UK Wave Energy Innovation since 2000: Lost at Sea or a New Wave of Innovation?” at the University of Strathclyde in November 2017. It stimulated significant media interest with coverage from BBC Radio Scotland – Good Morning Scotland, STV, the Scotsman and the National amongst others. Paul Wheelhouse, Scottish Minister for Business, Innovation & Energy responded directly to the report’s recommendations on STV, highlighting the importance of the research and a commitment from Scottish Government to follow through some of the report’s recommendations.
- Dr Katerina Nicolopoulou (Hunter Centre for Entrepreneurship), Principal Investigator, and Co-Investigators Christine Samy (PhD researcher), Professor Sarah Dodd (Hunter Centre for Entrepreneurship), Professor Ashraf Salama (Department of Architecture), and Dr Robert Rogerson (Future Cities) have been awarded funding from SFC GCRF Pump Priming Fund for their project, “Re-enterprising the ‘Forgotten Villages of Greater Cairo’ through female micro-entrepreneurship: Building towards the creation of a ‘Global Knowledge Exchange Hub’ for accelerating women-led Socially Progressive Entrepreneurship to address water-based challenges in the informal settlements of the Global South.”
- A paper by Razzaque Sarker and Alec Morton (Management Science) was accepted and published: Sarker, A. R., Sultana, M., Ali, N., Akram, R., Alam, K., Khan, J. A. M., Morton, A. (2019) Cost of caregivers for treating hospitalized diarrheal patients in Bangladesh. *Tropical Medicine and Infectious Disease*. 4(1).
- The paper “Investing in antibiotics to alleviate future catastrophic outcomes: what is the value of having an effective antibiotic to mitigate pandemic influenza?” by Dr Itamar Megidido, Professor Alec Morton, and Professor Tim Bedford (Management Science) and in collaboration with colleagues from Wageningen University and Princeton University, was recently accepted in the journal *Health Economics*.
- In June 2017 Gillian Anderson, Robert van der Meer, Alec Morton et.al (Management Science) had a paper accepted for the *BMJ Open* ‘Cost comparison of orthopaedic fracture pathways using discrete event simulation in a Glasgow hospital’. This work was funded by the Scottish Government sustainability and value division and took place at Glasgow Royal Infirmary in conjunction with staff from orthopaedics.
- Gillian Anderson and Robert van der Meer (Management Science) were awarded funding to support the use of Discrete Event Simulation in the Scottish NHS. This is in addition to the substantial amounts of funding that we have received since 2014 to work with the Sustainability and Value sector of the Scottish Government for work across the NHS in Scotland.

- HAPIOR (Health Protection and Improvement with Operational Research) is a responsive research facility funded by the UK Department of Health. The project is led by Professor Alec Morton in Management Science, with Dr Abigail Colson and Dr Itamar Megiddo. With colleagues from University College London, the team will research policy questions related to antibiotic resistance, immunisations, and other priority issues for the Department of Health.
- Dr Itamar Megiddo (Management Science) was part of a successful Escalator application led by Professor David Greenhalgh (Maths and Stats) from the Scottish Funding Council (SFC) Global Challenges Research Fund (GCRF). The funding is for work together with Malaysian colleagues to model a novel auto-dissemination mosquito trap impact on dengue—the disease and economic burden. The model will be incorporated to a mobile app to predict disease transmission based on egg counts.
- Dr Itamar Megiddo (Management Science) was awarded a pump-priming grant from the Scottish Funding Council (SFC) Global Challenges Research Funds (GCRF) together with Dr Robert Van der Meer, Prof Alec Morton, Dr Abigail Colson (Management Science), and Dr Amanj Kurdi (SIPBS). The funding is for a first step to begin work together with the partners in the University of Ghana, the Ghanaian Ministry of Health, as well as practitioners in Ghana to “Operationalise Universal Health Coverage for Non-Communicable Disease in Ghana.”
- Matthew Revie and Tim Bedford (Management Science) were awarded funding for a 30 month KTP with Datalytics - an SME focusing on developing analytical tools for big data problems. The KTP will focus on developing energy applications for Smart Cities to evaluate their carbon neutrality and their developing energy network and generation portfolio. The project grows on an existing Data Lab Innovation Centre project with Datalytics.
- Euan Barlow, Matthew Revie and Lesley Walls (Management Science) have been awarded funding for a project to develop prediction models for water quality failures. The project is funded by Scottish Water and the Data Lab Innovation centre. It will explore new applications of decision support in this area, and will further develop relations between Scottish Water and the Department.
- Abigail Colson, John Quigley, Matthew Revie, and Lesley Walls (Management Science) were awarded a framework contract from the European Food Safety Authority for providing expert elicitation services to support quantitative risk assessment. Strathclyde leads a team with over 10 researchers from other European institutions.

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- Karen Scott, a PhD student within the Department of Marketing, has been awarded a Scottish Graduate School of Social Science - Scottish Government internship scheme. The internship is aligned with the Equality and Tackling Poverty Research team, and is involved with the evaluation of a pilot study making free sanitary products available to women and girls from low-income households in Aberdeen. The internship will primarily be involved with gathering a range of data from administrators and beneficiaries, as well as contributing to the qualitative and quantitative data analysis.
 - Dr Kathy Hamilton (Marketing), along with Dr Aliakbar Jafari (Marketing), and Julius Stephan (Aston University) have had their paper titled “Riches to Rags to Riches – Consumers’ identity (re-) construction after having overcome a spell of poverty” accepted for presentation to the 2018 European Advances in Consumer Research Conference and publication in the EACR proceedings.
 - Dr Kathy Hamilton (Marketing) is co-chair for a new Academy of Marketing Special Interest Group on Consumer Research with Social Impact. The aim is to bring together consumer researchers working on socially impactful work to share knowledge about the contextual areas in which social impact is demonstrated, the forms that social impact can take, and methodological and theoretical approaches to social impact.
 - In the Department of Marketing, Dr Kathy Hamilton’s research relates to Transformative Consumer Research (TCR), a movement that encourages research that benefits well-being and quality of life within the context of consumer culture. She recently co-chaired an international TCR project that focused on identifying practices and processes that allow marketing academics and third/public sector organisations to collaborate more effectively. This resulted in a paper in the Journal of Business Research entitled “Exploring the Relations in Relational Engagement: Identifying Challenges and Overcoming Barriers”
 - Professor Dora Scholarios (Department of Work, Employment and Organisation) received the SBS Publication Prize for her publication in a top FT50 journal: Okay-Somerville, B. & Scholarios, D. (2018): A multilevel examination of skills-oriented HRM and perceived skill utilization during recession: Implications for the wellbeing of all workers.

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- The Scottish Centre for Employment Research (SCER) at SBS has been awarded funding by the ESRC for a £1 million project investigating management practices and their effect on innovation and productivity. The international and interdisciplinary project is one of five projects selected by ESRC which are jointly funded to £3.8 million. The SCER project is entitled “Improving management practices: work engagement and workplace innovation for productivity and wellbeing” and will be led by Professor Patricia Findlay and Professor Colin Lindsay, supported by SCER researchers Jo McQuarrie and Eli Dutton. The SCER-led research collaboration also includes leading international scholars Professor Arnold Bakker, Erasmus University, and Professor Evangelia Demerouti, Eindhoven University of Technology, world leading researchers on job design and work engagement. Professors Graeme Roy (Fraser of Allander Institute) and Sir Harry Burns, Director of Global Public Health at Strathclyde, will also contribute to the research.
 - Tom Baum, Pratima Sambajee and Ann Ndiuini (Work, Employment and Organisation) participated in a workshop in Nairobi, Kenya to launch their collaborative research project with Moi University. Supported by GCRF, this project is exploring research methodologies that give voice to socially excluded, nomadic communities in Kenya in the development of tourism. Ann and a co-researcher from Moi remained in Kenya after the workshop in order to conduct exploratory fieldwork with the Masi and Wasini communities.
 - Brian Garvey (Work, Employment and Organisation) with Russell Pepper from the Engineering School presented the results of their 2016-17 EPSRC Global Challenges multi-disciplinary project to the two agrarian reform communities in Sao Paulo state and representatives from trade unions in Brazil, UK and four universities.
 - Colin Lindsay (Work, Employment and Organisation) has been awarded research funding by the Fair Work Convention to extend the SCER FITwork project to an expanded study of social care organisations. This research is supported by Dr Amy Watson and Doug Young.
 - Patricia Findlay and Colin Lindsay (Work, Employment and Organisation) were awarded KE funding through the Union Modernisation Fund to support a Unison Scotland project on Fair Work and Activism in Social Care.
 - Patricia Findlay, Colin Lindsay and Jo McQuarrie (SCER/ Work, Employment and Organisation) were successful in competing for research funding from Scottish Government to undertake a Review of Partnership Working Arrangements in NHS Scotland in 2018.

- Tom Baum (Work, Employment and Organisation) obtained Newton Fund support to organise a Workshop for ECRs, PhD students, public policy researchers and a smattering of experienced academics from Kenya, South Africa and the UK on the theme of Sustainable HRM in African Tourism. Tom worked with colleagues from Moi University, Kenya and the University of Johannesburg to bring together 30 participants for an intensive week, sharing current research and exploring future collaboration in this neglected area of study. The event was hosted by the University of Johannesburg and included an inspiring visit to Soweto.
- Doug Young (SCER) met with BUPA Care's Managing Director Aileen Waton, and continued to interview BUPA staff as part of the "FITWork in Social Care" research project, funded by the Fair Work Convention. BUPA Care is part of the wider BUPA International Group, a not-for-profit independent health care organisation established in 1947.
- Doug Young (SCER) met with CEO Florence Garabedian and Independent Living and Training Coordinator Iain McGregor, to discuss their participation in the "FITWork in Social Care" research project, funded by the Fair Work Convention. Lothian Centre for Inclusive Living (LCiL) is a user controlled organisation which supports disabled people, people with long-term conditions and older people, to live independently in their communities.
- Patricia Findlay and Colin Lindsay (SCER/HRM) have been successful in competing for research funding from Joseph Rowntree Foundation to undertake research on "What works - influencing businesses so work becomes a better route out of poverty", that will be undertaken by Patricia and Colin as PIs along with Dr Amy Watson and Doug Young.
- The SCER team (Patricia Findlay, Colin Lindsay, Jo McQuarrie) have submitted an end of project report to funding partners (Scottish Government, SE, HIE, SDS and SFC) marking the end of Year 2 of the FITwork project and comprising reports across 35 case studies in Scottish Business Pledge companies, Food and Drink companies and Social Care organisations.



CASE STUDY

Researching job quality to drive fair work in Scotland

Research at the Scottish Centre for Employment Research (SCER) in the Department of Work, Employment and Organisation has heavily influenced the development of a fair work agenda in Scotland. In particular, three streams of research activity – (1) job quality/good and bad jobs; (2) skills under-utilisation; and (3) union engagement with skills, learning and workplace governance – have influenced the development of policy in relation to fair work.

This research impact has been achieved through the deployment of the research in the Scottish Government's Working Together Review of Progressive Workplace Practices in Scotland, which has influenced Scottish Government policy and economic strategy. This led to the establishment of the Fair Work Convention and the development of a Fair Work Framework, which directly builds on a model of fair, innovative and transformative work developed at SCER. The Fair Work Framework has been endorsed by the Scottish Government and has shaped government policy and practice, including the establishment of a fair work portfolio and a Cabinet Secretary for Fair Work within Scottish Government. Delivering fair work is now a key objective set for public agencies in Scotland, and is influencing the practice of trade unions and employers.

Principle 5 | Partnership:

The University of Strathclyde will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Strathclyde Business School is committed to working with industry partners to provide bespoke solutions to their business needs and challenges, such as the need to look at sustainability in the hospitality and tourism industry, and, via knowledge exchange, we work on projects with sustainability at their heart.

Working with business to engage together on the social responsibility agenda:

- We have invested in creating an environment which facilitates collaborations between industry and society, research, and taught programmes. We host a number of important membership organisations including Scottish Chambers of Commerce and Entrepreneurial Scotland and we have entered into new strategic partnerships with CBI Scotland, MCR Pathways and Enable Scotland. We have strong links with various networks including our Business Fellows, Strathclyde Network of Founding Entrepreneurs, Enterprise Partners, and have strong relationships with key stakeholders include the Scale Up Institute, Royal Bank of Scotland, Santander and Be the Business industry group.
- Eight academics from SBS and IPPI participated in a two day workshop with academics from the University of Waterloo's Institute of Sustainable Energy (WISE) to explore research collaborations in the theme of energy.
- The University of Strathclyde launched a new FinTech Accelerator Programme in March 2019. The programme was announced at the Strathclyde 100 event, a platform for early-stage businesses to pitch their ideas to potential supporters. Entrepreneurs accepted onto the FinTech Accelerator can access the benefits offered by the Rising Stars programme, as well as a suite of support bespoke to the financial sector – an overall package of £10,000 in monetary and in-kind support. FinTech is one of the key sectors Strathclyde is focusing on as we develop the Glasgow City Innovation District partnership. The FinTech Accelerator Programme is anticipated to help cement Scotland's position as a leader in financial innovation.
- The 26th Oil and Gas survey, conducted by Aberdeen & Grampian Chamber of Commerce in partnership with the Fraser of Allander Institute was released, revealing that the oil and gas sector continues to show resilience in the face of continued challenges, not least the sustained low oil price.

- The Fraser of Allander Institute (FAI) was successful in securing a number of External Engagement projects from a variety of different clients in July and August. The Fraser's economic modelling and research skills have been commissioned by institutions including Chevron, the GMB Union, Colleges Scotland, Citizens Advice Scotland and Mainstream Renewable Power Limited (MRP Ltd), with projects due to be delivered over the summer – which are together worth around £50,000. This is in addition to the FAI and Department of Economics' success in securing two major research grants – from the Office for National Statistics new Economic Statistics Centre of Excellence and the UK Energy Research Centre, projects worth around £290k and £215k respectively.
- Grant Allan (Fraser of Allander Institute and Department of Economics) collaborated with colleagues from Imperial College London on a project during 2018. This was to provide technical input and peer review through the United Nations Development Programme to the Vietnam Ministry of Natural Resources and Environment which is developing models to undertake socio-economic impact assessments of Viet Nam's emission targets.
- The Department of Economics is one of several universities involved in the SUPERGEN Wind Hub, with involvement from Andrew Ross and Grant Allan.
- Scott McGrane is leading research on Global Environmental Measurement and Monitoring (GEMM) with Stanford University, seeking to assess the ways novel environmental monitoring technologies can aid policy and sustainable use of resources within our economy, particularly freshwater.
- A project led by Professor Sarah Dodd (Hunter Centre for Entrepreneurship) has included the development and holding of interactive workshops around collaborative growth strategies for the craft beer sector, bringing together craft brewers and relevant academics from nine European countries, together with enterprise support professionals, to analyse and plan for collective, sustainable sector development. These projects include the articulation and enactment of non-economic goals, such as cultural and environmental aims.
- Dr Matthew Hannon (HCE) was invited to peer-review the Energy Technology Institute's review of '10 years of learning at the ETI'. The ETI is UK-wide £400m public-private partnership that has funded low-carbon energy technology innovation to address UK energy and climate change targets since 2007.
- Dr Itamar Megidido, Dr Abigail Colson, Dr Robert van der Meer, and Prof Alec Morton (Management Science) visited Ghana and met their collaborators at the University of Ghana (UoG), Accra. They also met officials from the Ghana Ministry of Health (MoH) and from the National Health Insurance Authority (NHIA) and visited two healthcare facilities in Accra. The visit was very successful, and it was the first in a new collaboration with UoG and partnering with MoH and NHIA focusing on delivering hypertension-related services to hard-to-reach communities. Dr Megidido also organised a session on agent-based modelling of healthcare systems and presented at the African Health Economics & Policy Association Conference, which was held in Accra.

- Alec Morton (Management Science) gave a course “Healthcare Management and Decision” and a talk “Two resource allocation problems in Global Health” at the University of Xiamen Business School and a talk “Making value-based decisions about healthcare: combining evidence and expert knowledge” at the University of Xiamen Medical School.
- As invited speaker, Dr Aliakbar Jafari (Marketing) delivered a talk at the UK Agriculture and Horticulture Development Board (AHDB) in November 2018. Addressing some of the key players in the UK meat industry, Dr Jafari highlighted the economic risks of over-reliance on the EU market. He stressed that successful business operations in contemporary markets - which are increasingly diverse in social, cultural, and ideological orientations - requires firms to embrace the principles of global branding by carefully incorporating the sociocultural values and norms of diverse markets within which they want to operate.
- The Department of Work, Employment and Organisation welcomed Jamilli Medeiros de Oliveira da Silva as visiting researcher during the first term of the 2018-2019 academic year. Jamilli is sponsored by the prestigious São Paulo state academic foundation, FAPESP and is studying the impact of palm oil cultivation in the Amazonian region of African-descendent rural communities in Para state, Brazil.
- Brian Garvey and Kendra Briken (Work, Employment and Organisation) represented Strathclyde at institutional visits to the Brazilian Universities of University of Sao Paulo, The Superior School of Agriculture -ESALQ, and met with peers in the Economics School and Rural Energy department at the State University of Sao Paulo towards an ESRC -FAPESP (Sao Paulo) three year research application. Brian spent one week with the Federal University of Goias and two third sector organisation towards the application of a ‘rural development and employment’ Newton Fund bid.
- Brian Garvey (HRM) with Paul Tuohy from the Engineering School, Mike Danson from Heriot Watt University and Kathryn Burnett of University West of Scotland launched their multidisciplinary tool kit for community renewable energy at the Strathclyde Engage event in May 2018 with more than 40 representatives from industry, third sector and academia and in June at a meeting with trade unions from Brazil and UK (UNISON) in Sao Paulo. The team members of this knowledge exchange project included Kendra Briken and Paul Stewart of SBS.



CASE STUDY

Breaking Barriers

In 2017 we launched our award winning innovative Breaking Barriers programme. This programme is for 18-24 year olds with learning disabilities and is run in conjunction with Enable Scotland and ScottishPower. This programme engages the School with external third sector and corporate partners to provide a socially inclusive business skills and work experience programme.

Breaking Barriers is the first project of its kind in the UK, enabling young people who have learning disabilities to attend university, make friends and gain real work experience with one of Scotland's largest employers. Breaking Barriers challenges society's aspirations for young people who have learning disabilities, taking real action to address the very low number attending university and entering the work-force.

Breaking Barriers won Best Learning and Development Initiative 2018 at The National Skills Academy People in Power Awards September 2018; Youth Employment award category at the Herald Diversity Awards October 2018; was shortlisted in the Pioneering Project award category at the Scottish Charity Awards June 2018; and was shortlisted in the Education Initiative of the Year at The Herald Society Awards in November 2018.

Principle 6 | Dialogue:

The University of Strathclyde will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global responsibility and sustainability.


A programme of seminars, guest speaker events and debates which facilitate dialogue between the business school and its stakeholders is active throughout the Business School. Our academics are called on to impart their knowledge to private, public and not-for-profit organisations, contributing to the debating of issues related to global social responsibility and sustainability.

A Business School that provokes and facilitates discussion on global social responsibility issues:

- In 2017, in progressing the PRME agenda, SBS engaged at global, national and local levels on forward-looking socially responsible agenda issues. The School was the first in the University to take part in the UK's Green Impact Programme with support from a team of undergraduate Accounting students as part of their MDP pathway. Green Impact Universities is an environmental accreditation scheme with an awards element designed for teams, and encourages departments to improve their environmental impact and become engaged with the University's Sustainability Strategy.
- Dr Andrea Coulson (Accounting and Finance) became a member of the Scottish SDG Reporting Working Group and Strategic Sub-Group, hosted by Scottish Environmental Protection Agency (SEPA) and the Institute of Chartered Accountants in Scotland (ICAS).
- Dr Andrea Coulson (Accounting and Finance) represented the university at a "Living Wage Places: Development Workshop", Scottish Living Wage Accreditation Initiative, Poverty Alliance Glasgow, in her capacity as a member of the SLWAI Places working Group.
- MSc GEM (Economics) hosted an exchange event with Dauphine University, Paris. The series of events, sharing knowledge and experience, included a three day trip to Paris with visits to the OECD and Schneider Electrical Headquarters plus a field trip to RTE (Réseau de transport d'électricité), the French transmission system operator. The return trip in Glasgow focussed on Scotland's Tidal & Wave Energy and included a Civic Reception held in the City Chambers, a one day conference in SBS with guest speakers Dr Matt Hannon, Dr Kate Johannesen and Mr Richard Bellingham ending with a visit to Flowave Ocean Energy Facility in Edinburgh.
- David Eiser (Fraser of Allander Institute) was named as one of a number of independent commissioners appointed to help the Scottish Government tackle poverty and inequality.
- The 28th Fraser of Allander- Aberdeen & Grampian Chamber of Commerce Oil and Gas survey – supported by KPMG was published. The survey results continue to show a recovery in optimism and activity in the UK Continental Shelf. 41% of businesses are now working at or above optimum levels and levels of optimism are at their highest since 2013.

- Scott McGrane, Grant Allan and Graeme Roy (Department of Economics and Fraser of Allander Institute) visited Stanford University during the Global Climate Action Summit (GCAS) to discuss research activities on their joint project with Tom Baer (Stanford Photonics Research Centre). During their trip they discussed possible opportunities for collaboration with academics in the Woods Institute for the Environment (Stanford), and presented on their recent research at a GCAS affiliate event, titled, “Better metrics for more effective decision-making” in September 2018. The same event featured a keynote speech by Paul Wheelhouse MSP, the Scottish Government minister for Energy, Connectivity and the Islands, as well as academics and policy practitioners from California and Scotland on issues related to policy, modelling and technology development related to environmental measurement and monitoring.
- Robert Rogerson, Deputy Director of the Institute for Future Cities (IFC), has been invited to join a leading panel of experts as they set out the future standards to be used in the areas of smart cities and sustainable communities. The UK Department for Business, Innovation and Skills (BIS) has commissioned the British Standards Institute (BSI) to develop a standards strategy for smart cities in the UK.
- Scott McGrane, Grant Allan and Graeme Roy attended the Global Climate Action Summit in San Francisco, California in September 2018 and co-hosted an event at Stanford University with Tom Baer that brought together discussants from academic, regional governments and private industry. A follow-up meeting is being arranged at the University of Strathclyde for September 2019.
- Andrew Ross worked on a UK Energy Research Centre project assessing ‘The impacts of non-energy policies on the energy system’. This work touched on a number of SDG goals including access to affordable and clean energy sources, Innovation and infrastructure in industry (Goal 9), how energy contributes to decent work and economic growth (goal 8) and how the energy system can contribute to positive climate action.
- A Vertically Integrated Project (VIP) Dragon’s Den competition was held in front of an audience of educators, students, business, government and other stakeholders, raising awareness of what students can do when they have the freedom to design and implement long term multi-year research projects that aim to solve some of the world’s most pressing problems in health, energy and education.
- Dr Samuel Mwaura and Dr Paul Lassalle (Hunter Centre for Entrepreneurship) presented evidence-based policy proposals on steps to combat barriers to ethnic-minority enterprise in Scotland at a policy-building round-table hosted by the Scottish Government’s Entrepreneurship and Enterprise Support Policy group and attended by representatives from the Scottish Government Equality Unit, Scottish Enterprise, Highlands and Islands Enterprise, Business Gateway, Convention of Scottish Local Authorities, Glasgow City Council, Edinburgh City Council and other Can Do Scotland partners.

- Dr Marisa Smith (Hunter Centre for Entrepreneurship) hosted a workshop with support from Dilshod Makhmadshoev (HCE) for the Tajikistan government for a rights based approach to change management in the transformation of baby homes, fostering and adoption, and care for disabled children from NGO to government provision. Delegates included deputy ministers, representatives from NGOs including Unicef and social work and care facilities.
- Dr Katerina Nicolopoulou (HCE) organised a 2018 kick-off meeting for the Global Engagement Fund-sponsored project 'Re-enterprising the City' with strategic partners TU Delft, Netherlands as well as UNDP-supported ENID, Egypt. The project aims to contribute towards reducing poverty and inequality in Egypt in the context of sustainable inclusive societies, communities and cities through socially progressive forms of entrepreneurship, and the subsequent creation of a Global Centre of excellence with regional focus.
- DRIVE-AB, a group of 16 public-private partners supported by the European Innovative Medicines Initiative (IMI) and seven major pharmaceutical companies including the Department of Management Science, released its final report at the World Economic Forum in Davos, recommending a package of measures including \$36 billion in incentives to drive innovation in antibiotics over 30 years.
- The Department of Marketing launched a special interest group in the Academy of Marketing on Consumer Research with Social Impact. The purpose of the group is to foster a dialogue and expand knowledge on consumer research with social impact issues among academics as well as other stakeholders (e.g. consumers, social impact organisations, commercial businesses).
- Dr Aliakbar Jafari (Marketing) delivered an invited talk at the World Halal Summit in Istanbul in November 2018. Dr Jafari presented some of his longitudinal research findings on emerging markets to an audience of key actors in policy, industry, and academia. Highlighting the political and ideological dynamics of contemporary society and the rapid rise of populism and kakistocracy, Dr Jafari warned against naive categorisations of the world population into value-laden segments. Different institutional actors that shape the halal market, Dr Jafari stressed, should focus on creating market offerings and mechanisms that would benefit society at large.
- Dr Aliakbar Jafari (Marketing) has contributed to an important policy document published by the UK Parliament. His longitudinal research on the market mediation of sociocultural conflict has been consulted by the All Party Parliamentary Group's project on defining Islamophobia in the UK. Attending the official launch of the APPG Report in the UK Parliament in Westminster in November 2018, Dr Jafari called the MPs to further collaborations among policy institutions, academics, and the community.

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- Dr Juliette Wilson (Marketing) has been appointed as an expert adviser to the Scottish Government's Rural Economy and Connectivity Committee to help its scrutiny of the Scottish Government budget, with a specific focus on providing support to the food and drink sector. The Food and Drink sector is one of the Scottish Government's seven growth sectors where Scotland is considered to have a comparative advantage or the potential to maximise future growth opportunities. Scottish Enterprise and HIE have both identified the sector as a priority in their business plans.
 - Brian Garvey (Work, Employment and Organisation) visited the Amazon region of Brazil at the invitation of the Federal Institute of Amapa and Federal University of Goias, and Co-operative of the Extractive Sustainable Development Reserve of Iratapuru.
 - Professors Patricia Findlay (SCER), Sara Carter and Harry Burns delivered an invited plenary at Scottish Government's International Inclusive Growth Conference on "Building capacity, inclusion, entrepreneurship and fair work for inclusive growth". Harry Burns spoke on health objectives and outcomes that create the capability and capacity for people to play a full role in society and in the economy. Sara Carter spoke about the importance of entrepreneurship to the economy/society and the way in which entrepreneurship can play an important role in inclusion. Patricia Findlay spoke about the potential of Inclusive Growth to challenge assumptions about how value is created and shared and about the crucial role of Fair Work in driving inclusive growth.
 - In November 2017, Professor Patricia Findlay (SCER/HRM) gave evidence at the UK Parliament's Scottish Affairs Committee Inquiry into Sustainable Employment in Scotland.

CASE STUDY

RECIRCULATE project

Professor Nigel Lockett, Head of the Hunter Centre for Entrepreneurship, is a Co-Investigator on the £7m GCRF RECIRCULATE project, “Driving eco-innovation in Africa: capacity-building for a safe circular water economy”. Professor Lockett is leading the £1.7m Entrepreneurship and Innovation work package.

The project has four objectives directly addressing UN SDGs:

1. To understand how African eco-innovation systems work, how those differ from European models, and what new innovations would be needed to achieve SDGs 8 and 13.
2. To grow capacity and capability in Africa's eco-innovation community to develop and promote new innovations through better-skilled people and to establish African research organisations as ‘anchor’ institutions that drive and sustain change.
3. To enable African researchers to co-design ambitious eco-innovation projects aimed at delivering a safe circular water economy for Africa (SDG 6).
4. To develop a long-term strategy to maintain and expand the scope and remit of the UK-Africa knowledge transfer on eco-innovation for achieving SDGs.

PRME

For general information on the PRME programme or any of our other activities please contact us at:

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