

The Pentland Centre for Sustainability in Business

Annual Report
1 Jan 2024 – 31 Dec 2024

The Pentland Centre for Sustainability in Business continues to be funded with a grant from the Rubin Foundation Charitable Trust – a Foundation run by the owners of Pentland Group plc.

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Introduction to the report



Welcome to the 2024 Annual Report for the Pentland Centre for Sustainability in Business at Lancaster University. This year, the report should be read in conjunction with our 10th anniversary edition of our research and impact digest, [*Transforming Tomorrow*](#), where we present the research topics that our members are working on and the impact that research is having. This report is more focused and provides an account of the way in which we have spent the funds provided by our donor, and the publications and grant success of our members.

At the end of 2024 the Rubin Charitable Foundation agreed a further five year research grant for the Pentland Centre, building on the work we have done together over the last ten years. We are very appreciative of the longevity of support provided to us as well as the extent of their support.

This funding underpins the capacity of the Centre to **support** its members to achieve more than they would otherwise, to **connect** with those who share our vision and mission and also to **inspire** all we meet to believe that they can take action to advance sustainability in business. As we move into the next five year strategic plan for the work of the Centre this support-connect-inspire aspect will be central to our ways of working.

During 2025 we also completed a strategic review focusing on the next five years. The global outlook for sustainability in business looks very different in April 2025 than it did at the end of 2024 and we have been working on how to think about the new dynamic and how to respond to it in a way that keeps sustainability alive for businesses. How we plan to do this, and the trends in sustainability in business that we observe are described in more detail on page 7. We are unlikely to have perfect 'future vision' and expect that our tactics will have to change over time. We would love to hear from you on what you think the future holds.

A number of 'thank yous' are due this year, as they are every year. First, without the enduring and steadfast support of our funders the Centre would not exist in its current form and I am very thankful for financial support and also the support that Stephen and Andy Rubin offer to me as its Director. Second, there are many people who keep the whole operation going, namely Desna Mackenzie (the Co-ordinator), and Madiha Ahmad (the Membership & Events Co-ordinator) and Izzy Hoggmascall (the Principles of Responsible Management Education Co-ordinator). Third, our post-doctoral researchers bring a huge buzz to our work and make coming to work a pleasure. Fourth, our members are our life blood and really make the Centre what it is, a network. That being said, the partnership with Paul Turner (for our podcast, Transforming Tomorrow), Stephen King (in business development) and Duncan Pollard (for all things biodiversity related) make a substantial difference to what we can achieve. Last, but my no means least, our Advisory Board provide the right amount of challenge and support to keep us thinking hard about our work. Thanks everyone, and here is to a super lively 2025.

A handwritten signature in black ink that reads "Jan Bebb". The signature is fluid and cursive, with a long, sweeping underline.

Director, Pentland Centre for Sustainability in Business



Pentland Centre Advisory Board, at a meeting in Sep 2024, from L-R: Professor Adrian Friday (Lancaster University colleague presenting to the Board), Professor Jan Bebbington, Edwin Charnaud, Linden Edgell, Stephen Rubin (Chair), Paul Druckman, Richard Spencer and Professor Steve Brammer. You can find out more about our Advisory Board [on our website](#).

NB: During the year Sara Brennan and Chris Loughlin left the Advisory Board as they moved onto new ventures – our heartfelt thanks to them for all their support.

Foreword from the Chair of the Advisory Board

We established the Pentland Centre for Sustainability in Business in 2015, the same year as the 193 UN Member States signed up to the Sustainable Development Goals hoping to change the world for the better by 2030. I remember being quoted as saying: "Having worked in the area of sustainability for a very long time, it seems to me that there is still some short-termism in corporate life" and I thought the world would welcome our efforts to help to improve life for all. That time felt like it was the beginning of a race, maybe a marathon - as opposed to a sprint - to build a better world and to encourage better business practices.

The purpose of the Pentland Centre was to continue to show how wrong Milton Friedman had been when he argued in 1970 that: "There is only one social responsibility of business – to use its resources and engage in activities designed to increase its profits."

Little did we know that, after 50 years, events would turn sustainability in business into an obstacle race and, as in Snakes and Ladders, some would endeavour to make us return to 'Go'. The United States of America may have decided to isolate itself from sustainability efforts, but there are still 192 other countries that remain committed to the UN's Sustainable Development Goals and whilst there is talk of a 'brotherhood of man' (and woman), who will continue the sustainability journey, we should ensure that this becomes a reality. Hopefully the United States of America will come back on this agenda in due course.

Before writing this 2025 Annual Report, we never envisaged that individuals and even countries would seek to wipe out progress and return to more insular and, sadly, competitive times. This was emphasised by our article 'Sustainability Gains Ground in Business Education' in our [Transforming Tomorrow, Research and Impact Digest 2025](#). In addition, perhaps it should be compulsory for all Government officials and business leaders to listen to our podcast [Transforming Tomorrow](#) in the hope that, once again, we can all pull together for the common good, even if some, sadly, don't pull as hard as others.

Whilst we await the return to the path of individual and collective responsibility, we can hope that the Pentland Centre, having had its sponsorship renewed for the next five years, will continue to improve the definition of 'Best Practice' and to inspire others to be part of the journey.

R. Stephen Rubin
Chair of Advisory Board,
Pentland Centre for Sustainability in Business

Review of 2024

Engagement	Drawing from research conducted in 2023, we investigated developing a programme of work to support the transfer of sustainability innovations between businesses in Cumbria and Lancashire. The work suggested that this could be done via a prize model, and we have scoped what a design for a prize would entail, as well as surveyed existing prizes for sustainability in the UK (and specifically in these two regions). The project is ongoing, with the next steps exploring if a funder or a consortium of funders could be found to pilot this idea. Additional engagement has taken place with ten businesses, from major national brands to SMEs, through our first Academic Industry Meeting day (AIMDay) - more detail can be found in our Transforming Tomorrow publication, p. 22
New programmes of work	The Waste and the Circular Economy Knowledge and Action Hub is now established and planning is underway in terms of developing a community of practice in this area and developing a programme of work.
Seminars and workshops	Over the year we have run 17 different events, ranging from Virtual Common Rooms to international workshops, details can be found in Appendix 3.
Strategic planning	As we reached the end of this planning cycle, we have worked with Centre members and stakeholders to look ahead, to refresh our strategic aims, and to establish our next 5 year strategy. Further thoughts are laid out below – and we are mindful that we are in the midst of rapid global change and need to be adaptable to new external realities.
Develop membership and members services	Our membership has continued to grow, and at the end of 2024 we had 138 members (compared to 116 at the end of 2023). This number has fluctuated during the year and at its highest point was 149.

Strategic context, future trends and ways of working

We have been articulating the strategic context for sustainability in business in terms of *the squeeze*; *the gap* and *enhancing leadership*.

The *squeeze* is evident to anyone following the news: there is a political backlash against sustainability issues and, in some places, a drawing back from regulatory approaches that ask business to address sustainability (e.g. the EU's proposals to simplify their corporate governance approaches).

Alongside the squeeze we also know, from scientific assessment, among other things, that nature loss and climate change is creating systemic risks. That is, the risks are that entire systems will break down, rather than individual parts of a system. Human activity as a whole is not managing to remove or mitigate these risks, and so there is *gap* between what needs to be done and what is being done, and this gap is widening.

- The Pentland Centre has a role to play in this context in order to provide a 'bridge' across this dynamic through *leadership*. There are three elements to this, namely:
- There remain principled, socially and ecologically literate businesses who will continue to innovate to advance sustainability in business despite the squeeze and gap dynamic. We will seek to understand who is in this group, what they are doing -- and how -- and use that knowledge to codify how others can follow their path.
- We know that when the going gets tough, business is more able to sustain its impact through working with like-minded individuals and organisations. The research we undertake with the [Seafood Business for Ocean Stewardship \(SeaBOS\)](#) is just one example of how working together can keep a sustainability agenda alive. Increasingly, Centre members are producing research to understand the dynamics of 'working together' and its outcomes.

The final leadership enabler we have identified relates to the critical role that professions, and their representative bodies, can play in supporting businesses to stay on their sustainability journey, through sharing knowledge between businesses as well as ensuring that accountants, lawyers and managers are well versed in the demands of sustainability in business. We will work with professions to better understand how they are working in this context, with a focus on business and biodiversity issues.

With these aspects in mind, the Centre has also undertaken horizon scans with its members and the Advisory Board on where the sustainability in business agenda is likely to evolve and this has yielded four trends that will inform the current and future Pentland Centre work programme.

1. A focus on business *dependencies* on nature, including a stable climate system, and the introduction of reporting protocols that enable the financial impacts of environmental change to be quantified for investors. This work is predicated on the ability to develop scenarios of future operating environments to inform business strategy. In addition, *transition planning* is required to ensure corporate strategies/targets will be achieved. Likewise, proposals for legal requirements for *nature restoration* are being advanced which raise questions about the impact this may have on business operations, raw material access, and the need for business to restore ecosystems they draw from/operate within. The impact of sudden changes, in terms of biodiversity loss or climate change impacts, will require greater disaster and resilience planning.
2. The further opening up of business *responsibility for supply chains* impacts through due diligence regulations, 'modern slavery' reporting requirements and import bans for products made with forced labour is a global trend. Businesses who are subject to these demands will need to have better *traceability* systems and be able to be transparent about their activities, disclose where

problems exist (within the bounds of confidentiality and commercial sensitivities) and what **remedies** have been undertaken.

3. The integration of corporate and investor action for sustainability is evolving with investors, funders and insurers needing to identify how they are enhancing sustainability in business alongside existing corporate action in this area. **Translating physical risk to financial risk** is a critical element in this setting both for investors and for financial markets.
4. Sustainability in business requires transitions and transformation with the idea of a '**just transition**', ensuring that the benefits of transitions are shared fairly. A focus on justice also highlights that environmental benefits and burdens are not currently equally distributed, and that marginalised groups and communities are more exposed to burdens/have less access to benefits. Intellectually these issues sit at the intersection of environmental law and political theories.

Pentland Centre members have the knowledge to provide an evidence base to support these areas and these trends will shape the Centre's future work plans.

Designing a programme of work to respond to this strategic context and likely future trends is challenging to say the least, but we have some principles and ways of working that will shape our future work. These include:

- Remaining open to anyone at Lancaster University (wherever they are in the world) who would like to be Pentland Centre members and who find engagement with us and other members to be valuable in some way. We will continue to make connections across a range of disciplines and topics, drawing in colleagues from outside the Management School who have a connection to sustainability in business.
- Maintaining our underpinning pattern of activities/events that will provide points of connection for members (and external partners) in the form of virtual common rooms, research explainer sessions, visitor seminars and research/action seminars. Keeping social connections alive between members is also a way to ensuring that surprising connections can be made.
- The Knowledge and Action Hubs will continue to be a way to bring together expertise in thematic areas to create greater impact, with new Hubs being developed as appropriate and existing Hubs being supported by external grants as they mature.
- We will continue to support ideas at their early stage of development in order to plant the seeds for future funded work. This includes topics related to the trends identified above and any other topics that Centre members champion.

We hope that these principles are useful for highlighting how we are thinking about the future work of the Centre in what is (and will continue to be) a challenging environment.



Participants in the *Transforming Tomorrow* podcast. L-R: Co-host Paul Turner talks to Dr Divya Jyoti about Modern Slavery in the UK, Professor Jan Bebbington, Dr Rafael Savva and Paul Turner during the recording of the episode on Corporate Responsibility.

Activity highlights

You can see full details of all our seminars and other events in Appendix 3. More details of research highlights can also be found in our [Transforming Tomorrow publication](#).

Podcast

The [Transforming Tomorrow podcast](#) continues to go from strength to strength, and a second season was commissioned in 2024. At the beginning of season 2 the number of downloads stood at approximately 9,300, and at the time of writing, the total is 13,300. The podcast was shortlisted for the inaugural Management Publication of the Year award.

Alongside the glitz and glamour, the podcast is doing hard work as an accessible communication vehicle for sustainability in business research. As well as offering academics a way to communicate about their work, the podcast also brings on guests from business, so that the wider picture is seen. Podcast episodes are being used as teaching tools, and being added to academic reading lists both within Lancaster University and beyond, and we are curating playlists on [YouTube](#) and [Spotify](#) to enable people to find episodes by theme.

Community Building

A key element of our work is to build and strengthen connections between our members, and also with the rest of the University. Here are three examples of activities we have undertaken to build community.

Professional Services members project

Membership of the Centre is now open to Professional Services staff across the University. This year we have seen a Partnership Development Manager become actively involved in the work of the Modern Slavery, Justice and Complex Supply Chains Knowledge & Action Hub, and hosted a Virtual Common Room on Research Impact. We have carried out consultation with our Professional Services members to understand their support and development needs, and in the next year will introduce a range of 'explainer' events where academic colleagues explain their sustainability in business research in plain language, making topics accessible both to Professional Services colleagues and to academic colleagues unfamiliar with the field.

Pentland Centre Away Day and strategy development

This year our Away Day focussed on areas of work for the Centre to strategically develop in the near future. This has also been informed and taken forward by a smaller group of members developing the Centre's strategic plans.



Camilo Cornejo Martinez presenting at the Future of Sustainability in Business event, June 2024.

Writing retreat

This year we continued our Writing Retreat offer, with an event for six Pentland Centre members in September 2024. As we work with an external writing coach, we are able to offer participants a facilitated experience, with preparatory, follow up and one-to-one sessions wrapped around the retreat days themselves, which enables each retreat to be tailored to participants' needs. The retreats also offer an opportunity to build community amongst members of the Centre. The retreats are popular and get consistently good feedback. The quotes below are from participants at previous writing retreats.

I wasn't necessarily looking forward to the retreat, I have been quite resistant to them before (imposter syndrome can rear its head with these things) but it was genuinely wonderful, and I hope as many members get a chance to participate and possible.

The 1-2-1 was incredible, I loved meeting other colleagues but the 1-2-1 saved me from wheels that had been spinning for a few weeks on my own and immediately sorted out my problem and got me moving ahead on writing.

The writing retreat was truly transformative for me. A revolution!

In Spring 2025, we will invite all the members who have attended our writing programme or retreats over the last 3 years to return for a half day mini writing retreat.

Reading group

This year we have revived the Pentland Centre reading group. Meeting twice per term, and empowering PhD students to engage in the running of it, members of the Centre gather to read and discuss various publications on sustainability in business. In this way people are able to access and discuss readings beyond their usual area of work, and this facilitates a collaborative and interdisciplinary approach to understanding sustainability challenges and potential areas of work.

Post graduate researchers network

In March 2024 we established the Sustainability in Business postgraduate Research network, and the inaugural event held in June - a seminar on the Future of Sustainability in Business. The event featured three presentations selected to enthuse network members, from researchers at different stages of their careers.

Professor Jan Bebbington opened the event with a presentation considering what the likely future directions for sustainability in business might entail. Dr Neytullah Ciftci then presented his work on business engagement with biodiversity through the world of corporate reporting. Finally, Camillo Cornejo Martinez presented his work on how questions of justice and fairness are being raised for organisations in sustainability transitions.

The follow up conversation was lively and engaged, and we are now working with the group to identify the best ways to engage this community moving forwards.

LUMS Sustainability Working Group

In early 2024 the group recruited members with sustainability interests from within the Management School and identified five action areas to guide future projects: Curriculum and Education, Knowledge and Engagement, Strategy and Reporting, Waste and Operations, and Travel. The group went on to decide a Terms of Reference, deciding on a termly meeting pattern, and elect Dr James Faulconbridge as Chair.

In the Michaelmas term meeting the group set up three initiatives based on preliminary research by group members: a low carbon travel fund to support staff choosing lower carbon travel options by covering any cost differences; improving access to external environmental sustainability training opportunities at Lancaster and Morecambe College to improve sustainability literacy; and a community waste project to improve the visibility and accuracy of recycling information and set up community led collection of new waste streams. Information on these initiatives was shared with the wider faculty through a e-newsletter and displayed on the group's Sharepoint page.

One of the outcomes of this is that LUMS Sustainability Working Group is now able to work within the University level Sustainability governance structure, and has a place on the Sustainability Steering Group, alongside representatives of other Faculties and Professional Services Divisions. In addition, Centre Director Jan Bebbington is a member of the University's Sustainability board, developing the University's sustainability strategy.

The University's Sustainability team has deliberately moved away from environmental risk-based approaches to sustainability, to include a much broader range of climate, environmental and social sustainability matters, and has also adapted the language, content and distribution of all sustainability related communications to reflect this broader approach.

This year Lancaster University was ranked joint first in the world in the QS Rankings for sustainability governance, awarded for transparent financial reporting, student representation for sustainability at a senior level, and an institution that supports and promotes a holistic and ethical culture.

Selected examples of engagement

Thriving in challenging times: how family businesses navigate crisis, complexity, and uncertainty, 20 May 2024

The Centre collaborated with the Management School Centre for Family Business and the Family Business Research Foundation to co-host the latter's 2024 annual conference. The hybrid event brought together family business researchers, practitioners, and decision-makers for a multi-disciplinary conversation about the direction of travel for family business research. It provided an opportunity for researchers to discuss their research priorities, share ideas, and consult with practitioners, family businesses, and decision-makers on the evidence they need.

Increased dialogue between academics and practitioners can enhance how we approach the study of sustainability in family firms and a proactive dialogue between family business members can maximise the benefits derived from enduring legacies that focus on moral aspects, which can relate to the way a company engages in sustainability practices.

A key insight was that the increasing complexities of managing assets within a family firm go beyond the realm of firms alone, and encompasses a range of organisations such as family offices, family foundations, family holdings, family academies, family museums, family real estate companies, family incubators, family trust companies, all of which can help steer the way family businesses think about and engage in sustainability.

The conference encouraged family businesses to build good relationships and goodwill with a diverse range of stakeholders to remain sustainable during challenging times. Such dynamics can draw family members together to ensure that addressing crisis in the future is influenced by shared experiences. Such experiences can align objectives and create a shared view of how and why to do things related to the sustainability of the family business.

Some emerging action points included a focus on data management, stakeholder engagement, warnings about greenwashing, better visibility and a greater attention to stories of sustainability.

The full summary of proceedings can be found on the [Family Business Research Foundation website](#).

iSkills Career Catalyst Program, 2 Oct 2024

The iSkills Career Catalyst Program, funded by a British Council grant secured by Dr Mahmoud Gad and Dr Eman Gadalla of the Pentland Centre at Lancaster University, successfully concluded its eight-week intensive training in October 2024. This initiative, delivered in partnership with Egypt University of Informatics (EUI) at its Knowledge City campus in the New Administrative Capital, combined data analytics, soft skills, and sustainability practices to enhance graduate employability.

The program demonstrated remarkable success in promoting inclusivity, with 62.2% female participation and reaching students from 16 universities across Egypt.

The Pentland Centre's expertise was central to the program's design and delivery, with Professor Jan Bebbington, Duncan Pollard, Dr Dasha Smirnow and Dr Di Wang delivering key modules on sustainability practices. The program included hands-on training in tools like Excel, Power BI, and Python, while Rory Daly, Head of Careers at the Management School, led soft skills development sessions.

The program's success is evidenced by its employment outcomes, with several graduates securing positions, including two at EUI, directly following program completion.

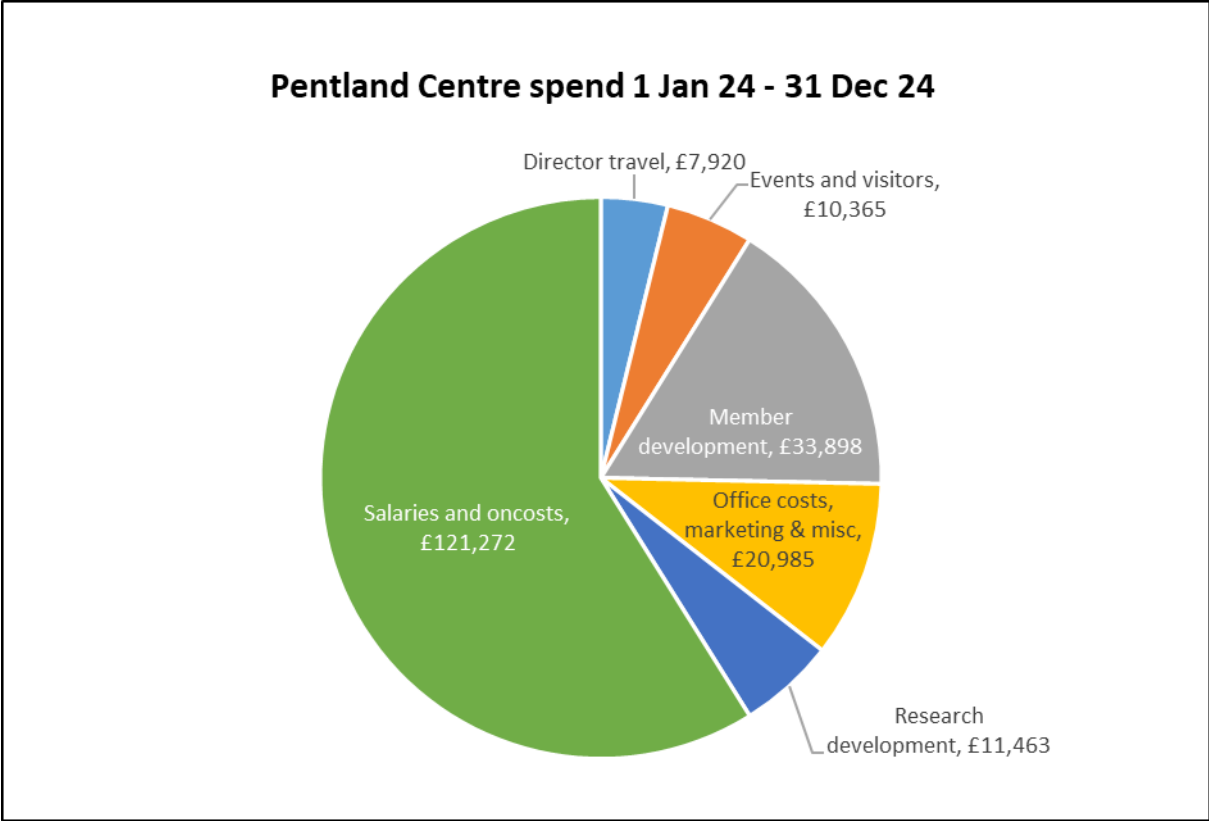


Appendix 1: Centre Finances

Donation and spending

The Pentland Centre is funded through a philanthropic donation from the Rubin Foundation Charitable Trust. The core grant is £125,000 per annum. The Centre focuses on adding value above existing activity elsewhere in the University.

In this reporting period, £205,902 was spent, with approximately 59% of this being salaries and oncosts for the professional and research staff team. Spending this year has increased by 31% from the last reporting period due to staffing increases and high-profile events in late 2024.





Appendix 2: People

Pentland Centre staff

Jan Bebbington	Centre Director, Rubin Chair of Sustainability in Business
Madiha Ahmad	Membership & Events Co-ordinator
Isabelle Hoggmascall	Principles of Responsible Management Education Co-ordinator
Desna Mackenzie	Centre Co-ordinator
Anya Nanning Ramamurthy	Casual Events Assistant
Neytullah Ciftci	Research Associate, Business and Biodiversity
Salaheldin Hamad	Research Associate, Seafood Business for Ocean Stewardship
Carolynne Lord	Research Associate, Integrating Urban Sustainability Insights
Lauren Thornton	Research Associate for Trustworthy and Accountable Decisions
Guy Duke	Honorary Professorial Fellow
Duncan Pollard	Honorary Professorial Fellow
Nadine Andrews	Visiting Researcher
Rod Bain	Visiting Researcher
Katherine Ellsworth-Krebs	Visiting Researcher
Meng Jia	Visiting Researcher
Lucy Wishart	Visiting Researcher

Lancaster University Management School

Paula Ainsworth	Quality Assurance and Enhancement Manager
Anis Alich	Doctoral Research Association, ENST
Sophie Alkhaled	Senior Lecturer in Entrepreneurship, ENST
Kostas Amiridis	Senior Lecturer, Organisation, Work and Technology (OWT)
Aaron Anvuur	Associate Professor in Project and Supply Chain Management, Management Science
Salma Atcha	Business Networks Officer, ENST
Sue Atherton	Head of Faculty Operations
Richard Baguley	Teaching Associate, ENST
Shantanu Banerjee	Honorary Researcher, Accounting & Finance
Jody Bawden	Project Administrative Support Officer, Engagement Operations Assistant
Lenka Brunclikova	Teaching Associate, OWT
Nicole Bulawa	Lecturer, Marketing
Mohammed Cheded	Lecturer, OWT
Maria Cherednychenko	Doctoral Research Associate, Accounting & Finance
Elisavet Christou	Lecturer in Management and Organisation Studies, OWT
Hameed Chughtai	Senior Lecturer, OWT
Emma Connolly	Events & Marketing Officer
Darren Dalcher	Professor in Strategic Project Management, Management Science
Rory Daly	Head of Careers
Mark Dawson	Director of Digital Education
Dakshina De Silva	Professor, Economics
Allan Discua Cruz	Senior Lecturer, ENST
Quynh Do Nhu	International Lecturer in Logistics and Supply Chain Management, Management Science
Sylvia D'Souza	International Lecturer in Business Management, OWT
Chris Ford	Senior Lecturer in Accounting & Management, Accounting & Finance

James Freund	Lecturer, Marketing
Yu Fu	Teaching Fellow, OWT
Mahmoud Gad	Senior Lecturer, Accounting & Finance
Eman Gadalla	Lecturer, Marketing
Magnus George	Professor, ENST
Victor Giannandrea	Entrepreneur in Residence, ENST
Brian Gregory	Teaching fellow, ENST
Charlotte Hadley	Research Associate, Marketing
Noor Hashim	Lecturer, Accounting & Finance
Linda Hendry	Distinguished Professor, Management Science
Anthony Hesketh	Senior Lecturer, OWT
Marian Iszatt-White	Senior Lecturer, ENST
Sarah Jack	Distinguished Professor, ENST
Craig Jones	Lecturer in Management & Society, OWT
Divya Jyoti	Lecturer, OWT
Steve Kempster	Professor Emeritus, ENST
Joanne Larty	Senior Lecturer, ENST
Lingxuan Liu	Senior Lecturer in Sustainability, Management Science
Rebecca Liu	Senior Lecturer, Marketing
Felix Martin	Lecturer, Marketing
Jan Maskell	Associate Lecturer
Katy Mason	Professor of Markets, Marketing and Management, Marketing
Clare Mumford	Senior Research Associate, OWT
Radka Newton	Personal Chair, ENST
Emad Noureldeen	Research Associate, Accounting & Finance
Dermot O'Reilly	Senior Lecturer in Management Learning and Leadership,
Sena Ozdemir	OWT Senior Lecturer in Marketing, Marketing
Libby Packham	Alumni Officer, LUMS Careers
Argyro Panaretou	Professor of Accounting, Accounting & Finance
Maria Piacentini	Professor, Marketing
Martin Quinn	Reader, OWT
Neil Ralph	Senior Teaching Fellow, OWT
Ghadafi Razak	Visiting Researcher, Management Science
Jekaterina Rindt	Lecturer, Marketing
Anita Schiller	Senior Lecturer, Economics
Kostas Selviaridis	Personal Chair, Management Science
Mark Shackleton	Professor, Accounting & Finance
Aurelie Slechten	Senior Lecturer, Economics
Dasha Smirnow	Lecturer, Accounting & Finance
Valerie Stead	Professor Emeritus, ENST
Ian Steel	Entrepreneur in Residence, ENST
Mark Stevenson	Professor of Operations Management, Management Science
Alison Stowell	Senior Lecturer, OWT
Emre Tarim	Lecturer in Behavioural Sciences, Marketing
Johanna Telfer	Leader in Residence, ENST
Paul Turner	Content Manager – Research & Engagement
Savita Verma	Visiting Researcher, Management Science
Di Wang	Lecturer, Accounting & Finance
Georgie Watson	Industrial Liaison Manager, Management Science
Peter Watt	Lecturer, OWT
Rose White	External Accreditation Manager
Jane Wigston	Student Programmes Co-ordinator, ENST
Chelsea Yao	Senior Lecturer, Accounting & Finance
Steve Young	Professor, Accounting & Finance
Zoe Zhu	Lecturer, OWT

Faculty of Science & Technology (FST)

Antonio Allegretti	Lecturer in Human Geography, Lancaster Environment Centre (LEC)
Alona Armstrong	Professor in Energy & Environmental Studies, LEC
Oliver Bates	Research Fellow, Computing & Communications
Kirsti Cleminson	Faculty Resources & Projects Officer
Felix Conteh	Senior Research Associate: Fisheries Finance in West Africa, LEC
Adrian Friday	Professor of Computing & Sustainability, Computing & Communications
Laura Giles	Towards Net-Zero Meat Production Project Manager (KTP Associate), LEC
Christina Hicks	Professor, LEC
Cristina Ruano Chamorro	Senior Research Associate: Fisheries Finance in West Africa, LEC

Faculty of Arts & Social Sciences (FASS)

Becky Bawden	Faculty Resources Manager (Equality, Diversity & Inclusion)
Celine Germond-Duret	Lecturer in Environmental Politics & Policy, Philosophy Politics & Religion
Carys Nelkon	Partnership Development Manager
Rafael Savva	Lecturer in EU Law, Law School
Rachel Verrall	Faculty Resources Manager (Facilities, Health & Safety)

PhD Candidates across Lancaster University

Mo Abbasi Esbourezi	PhD Candidate, ENST, LUMS
Maryse Abi Haidar	PhD Candidate, ENST, LUMS
Nermine Bouabid	PhD Candidate, Accounting & Finance, LUMS
Ophelia Chidgey	PhD candidate, Management Science, LUMS
Camilo Cornejo Martinez	PhD Candidate, Law School, FASS
Marta Ferri	PhD Candidate, OWT, LUMS
Fabian Fluche	PhD Candidate, OWT, LUMS
Jason Harrison	PhD Candidate, English & Creative Writing, FASS
Matt Healey	PhD Candidate, ENST, LUMS
Sunanda Jain	PhD Candidate, OWT, LUMS
Amal Khoja	PhD Candidate, Accounting & Finance, LUMS
Abdul Qadus	PhD Candidate, Management Science, LUMS
Michael Scotney	PhD Candidate, Accounting & Finance, LUMS
Sarah Wiggins	PhD Candidate, Marketing, LUMS
Jing Zhang	PhD Candidate, LEC

Other areas of Lancaster University

Georgiana Allison	Head of Sustainability, Facilities
Darren Axe	Green Lancaster Manager, Students Union
Hilary Barraclough	Head of Business Development and Academic Events Services, Facilities
Natalie Bauer	Marketing & Communications Officer, Marketing
Daniel Cairns	Finance Partner, Finance
Stuart Foy	Development Manager, Facilities
Stephen King	Partnership Development Manager, Research & Enterprise Services
Matthew Pawelski	Impact Development Manager, Research & Enterprise Services

Partner institutions

Fiaz Ahmad	PhD Candidate, Sunway University
Jose Alcaraz-Barriga	Lecturer in Management, Lancaster University Leipzig
Yuka Fujimoto	Professor / Associate Dean, Sunway University
Stephen Homer	Director - Yunus Social Business Centre, Senior Lecturer, Sunway University
Mahrukh Iqbal	PhD Candidate, Sunway University
Imran Rautan	PhD Candidate, Sunway University
Ummara Razi	PhD Candidate, Sunway University
Jian Wang	Senior Lecturer, Lancaster University Leipzig

Advisory Board Members

Stephen Rubin	Chair of the Pentland Group plc
Steve Brammer	Dean of the School of Management, Vice President for Planning & Strategy at the University of Bath
Sara Brennan	Positive Business Director, Pentland Brands
Edwin Charnaud	EMEA Chairman for Aon M&A and Transaction Solutions
Paul Druckman	Chairman, World Benchmarking Alliance
Linden Edgell	Global Sustainability Director, ERM
Chris Loughlin	Member of LUMS Dean's Council
Darian McBain	Corporate Sustainability Advisor
Richard Spencer	Director of Sustainability, ICAEW
Tom Trezise	Chairman, Patient Privacy Rights

Appendix 3: Programme of Events

5 Feb 2024: *Virtual Common Room to launch the new Pentland Centre Knowledge and Action Hub: 'Modern Slavery, Justice and Complex Supply Chains'*, led by Professor Linda Hendry, Professor Jan Bebbington, Professor Constantin Blome, Ophelia Chidgey, Dr Mahmoud Gad, Dr Stephen Homer, Dr Divya Jyoti, Professor Mark Stevenson and Professor Steve Young.

4 Mar 2024: *Developing gender due diligence for supply chains of the garment industry*, a seminar where Ophelia Chidgey presented her research on this topic.

14 Mar 2024: *Virtual Common Room: Benchmarking corporate performance: What is it all about?* led by Dr Emre Tarim, Dr Dasha Smirnow, Professor Jan Bebbington

21 Mar 2024: *AIMDay - Stewardship and Sustainability*, this one day workshop was a partnership with the Centre for Family Business, and brought together academic researchers and family business representatives in the field of family business and sustainability to identify and support research and development projects through a series of 'one question, one hour' workshops to identify possible solutions to real world challenges in various fields of stewardship and sustainability.

30 Mar 2024: *Virtual Common Room: Employer responsibility in delivering good work*, led by Alice Martin, Asli Atay (Work Foundation)

2 May 2024: *Listening' to left behind people*, a seminar where Dr Divya Jyoti and Dr Martin Quinn presented their research on this topic, focussing on communities in Leicester affected by modern slavery.

20 May 2024: *Thriving in challenging times: how family businesses navigate crisis, complexity, and uncertainty*. The Family Business Research Foundation collaborated with the Centre for Family Business, and the Pentland Centre to host the UK's Family Business Research Conference 2024.

12 Jun 2024: *People and the Ocean Knowledge & Action Hub launch event* - a 1-day roundtable workshop led by Dr Celine Germond-Duret, involving local authorities, chambers of commerce, conservation bodies and academics focussing on Lancashire's blue economy. Read more [on our website](#).

13 Jun 2024: *Business Sustainability in Lebanon - a Case Study*, a seminar where Dr Felix Martin presented his research on this topic.

17 Jun 2024: *The Future of Sustainability in Business*, half-day workshop bringing together post-graduate students and established sustainability in business researchers.

27 Jun 2024: *Virtual Common Room: Sustainability Linked Loans*, led by Sarah Randall-Paley.

17 Sep 2024: *Launch of 'Leadership as Stewardship: Honouring Our Past While Ensuring Our Future'*, book launch hosted by the Centre to celebrate this new book by Dr Marian Iszatt-White.

14 Oct 2024: *Corporate-Led Environmental Action Reporting (CLEAR) Workshop*, 1-day workshop exploring a new area of work being developed by Professor Jan Bebbington and Dr Tim Lamont.

30-31 Oct 2024: *Business & Biodiversity Knowledge and Action Hub launch*, 2-day workshop bringing together industry leaders, policymakers and academics to explore emerging developments in the area of business and biodiversity.

11 Nov 2024: *Design for social innovation impact: An exploration on design-led evaluation practice inside SMEs*, a seminar delivered by visiting scholar Beatriz Bonilla Berrocal (Politecnico de Milano). You can view the recording on [our YouTube channel](#).

25 Nov 2024: *The Corporate Sustainability Due Diligence Directive*, half-day workshop to explore the implications of this EU legislation.

10 Dec 2024: *Virtual Common Room: Research Impact*, led by Dr Matthew Pawelski.

Appendix 4: Members publications & grants

All the teaching and research members of the Pentland Centre have 'academic homes', in specific departments at Lancaster University, at other higher education institutions or with external organisations. These publications represent the insights that members have brought to the business/sustainability literature that may be of interest to you.

Likewise, members are actively bidding for, and are successful at being granted, research projects. The list on page 23 shows successful internal and external grant applications by members during the reporting period where connection to the Centre has been a factor in a grant application.

We are not claiming credit for these achievements. Rather these lists demonstrate the added value being a member of the Centre, and therefore the Rubin Foundation Charitable Trust, brings to other areas of the University and partner institutions.

If you see something interesting here, please be in touch with Pentland Centre members directly.

Publications

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Research Funding

AKT: Community Clothing Ltd. Innovate UK. **Professor Mark Stevenson, Dr Quynh Do Nhu.** Management Science. £32,050.

AKT with Trinzic Operations Ltd. Innovate UK. **Professor Alona Armstrong.** Lancaster Environment Centre. £34,171.

CREating Digitally Sustainable COMMunities in the face of Risks to Digital InfrAstructure (CRESCORDIA). GCHQ. **Professor Mark Dawson.** Organisation, Work and Technology. £2,758.

Before Eden? Mapping left behind places and people through economic regeneration. Joy Welch. **Dr Martin Quinn, Dr Divya Jyoti.** Organisation, Work and Technology. £7,550.

ESG in Family Firms: A Review of Research and Practice. Institute for Family Business Research Foundation. **Professor Sarah Jack,** Dr Bingbing Ge, Dr Paul Hughes. Institute of Entrepreneurship and Enterprise Development. £1,500.

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Future-proof graduate employability: bridging the gap between academia and labour market requirements or matching graduate skills with industry demands. British Council. **Dr Eman Gadalla, Dr Mahmoud Gad,** Dr M Ghaly. Marketing. £29,908.

Integrating Finance and Biodiversity (IFB): Phase II Programme. NERC. **Professor Alona Armstrong.** Lancaster Environment Centre. £14,526.

International communications platform for food plastic packaging. LU Strategic ODA Fund. **Professor Maria Piacentini, Dr Alison Stowell, Professor Linda Hendry.** Organisation, Work and Technology. £35,000.



Lancaster
University



The Pentland Centre for Sustainability in Business
Lancaster University
Lancaster
LA1 4YX
+44 (0)1524 510694

www.lancaster.ac.uk/pentland
pentlandcentre@lancaster.ac.uk