



**Middlesex
University
London**



Principles on Responsible Management

2016



Foreward

Renewing our Commitment

As one of the first UK universities to sign up to the UN Global Compact, I am delighted to see the growing synergies between the UN Global Compact; the achievement of the Sustainable Development Goals and the UNPRME journey.

Our University with its proud profile of over 140 student nationalities on campus, offers a broad range of innovative and challenging programmes led by academic staff who see Higher Education as directly impacting real world challenges posed by the goal of creating sustainable and ethical businesses and global justice for all.

Our vision is that our students and staff learn and work in a socially responsible environment. This commitment ensures that through our curriculum and research, our University continues to evolve in the light of global external challenges and the objectives of the Sustainable Development Goals. We are committed to the Principles for Responsible Management Education (PRME) to support our students to take leadership positions in their own countries and on the world stage.

As Pro Vice-Chancellor and Executive Dean, I am determined that we build on our respected reputation for world-class research and to accelerate our close links with industry, practice and engagement of a diverse range of stakeholders globally. As an international community based in cosmopolitan London within an inspiring multidisciplinary community, we feel it is imperative that we keep at the forefront of innovative thinking in this regard.

We unapologetically put our students first in everything we do and thus we see our students as partners in all our planning and endeavours. It is our firm belief and commitment, that for our graduates to succeed in today's competitive marketplace, as the impact of technology erodes traditional job roles their voices must lead our direction of travel.

Our objective is that our graduates will leave us with not only the knowledge base and know-how to access current lead-edge ideas but with the ability to be comfortable in an international environment through a lived and shared learning experience with staff and students exploring solutions to the intractable social, political and economic challenges in the world we live in.

This brief report highlights some of the measures that Middlesex University has taken to make a positive impact in the world, through our curricula and research. These include our MOOC Programme on 'Human Rights, Human Wrongs' delivered via the SDG Academy virtual platform and our research on tracking and mapping migrant flows in the Mediterranean.

Of particular pride is our student Global Activism where our Students Union successfully engaged the University's local council to resettle 50 Syrian refugees in the area.

I hope you enjoy reading it. We look forward with great interest to the continued success of UNPRME and to our pro-active involvement with its world wide community.



Anna Kyprianou
Pro Vice-Chancellor and Executive Dean



Our Commitment

Middlesex University takes its obligations as a leading business school incredibly seriously. It aims to make a positive difference through its relationships with its global communities, students, staff and partners. It's committed to ensuring its staff and students learn and work in a socially responsible environment.

About Middlesex University

Middlesex University has a broad range of innovative and challenging courses led by academic staff who see Higher Education as directly connected to the real world of enterprise and endeavour. With a diverse community based in cosmopolitan London, Middlesex's Hendon campus is an inspiring multidisciplinary community, which provides an enriching, enjoyable and professional experience.

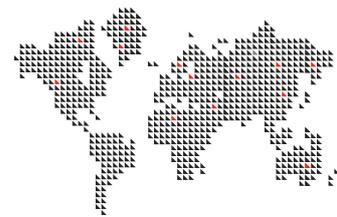
Middlesex takes an international view on study and the career aspirations of its students, with campuses in Dubai, Malta and Mauritius. It believes that taking education to the next level is about more than expanding academic horizons but also about gaining skills and exposure to discussion and debate about wider global challenges, make its students stand out within their chosen field and in the fast moving international job market.

Almost 37,000 students on our courses globally

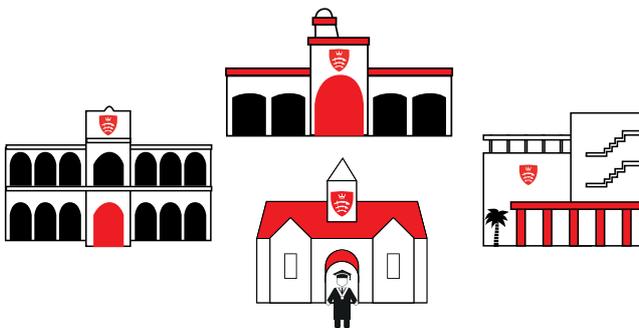


140 student nationalities on campus

17 regional offices across 12 countries



4 campuses



Over 150,000



alumni across

184 countries

Our Commitment

Middlesex students are taught by expert academic staff and practitioners who provide a wealth of real world experience. Our students have utilised the growing network of international contacts to make an impact worldwide. Middlesex's specialist courses are constantly evolving to meet the needs and demands of employers and its graduates have gone on to work in industries including oil and gas in Asia, computer technology in the Middle East, and health services throughout Europe.

The University's internationally recognised research is far reaching and is helping to drive positive changes in societies as far afield as Africa, America and the Middle East. Whether reporting to the United Nations on the state of the death penalty, helping Kenyans turn waste into biomass fuel, or working to recognise, target, and eradicate cancer stem cells, the work of its staff and students continues to positively affect communities all over the globe.

Middlesex graduates are recognised worldwide for their strong knowledge and practical abilities, as well as their professionalism and determination.



Case study

Human Rights, Human Wrongs

A Massive Open Online Course (MOOC) led by Middlesex University's School of Law was launched in September 2016 at Columbia University, New York, as part of the Sustainable Development Solutions Network Leadership Council.

Human Rights, Human wrongs: Challenging Poverty, Vulnerability and Social Exclusion explores questions and perspectives on human rights, gender and social exclusion – examining how rights are understood and put into practice around the world and identifying the barriers that prevent rights from becoming a reality.

The intersections of issues related to human rights, such as how gender interplays with ethnicity and the rights of indigenous people, as well as how human rights influences responses to conflict and disaster are analysed. The course not only describes pathways to a more inclusive and just society (SDGs 5, 10 and 16), but also raises questions on the role that human rights can play in achieving all of the SDGs. The course is designed to engage students in debating and discussing difficult,

complex issues at the intersection of politics, human rights, gender relations, social relations and economics and power.

Working in conjunction with Columbia University, the professors filmed an impressive 70 hours of video footage for the course, which includes pre-recorded lectures, readings, quizzes and discussion forums.

As part of a new optional module offered by the School of Law, all students studying for a Masters in Law will have access to the MOOC with additional offline lectures and workshops. Students who successfully complete the course will receive a digital certificate of completion, signed by the course organisers.



Oil Spill on Beach

Case Studies

Finite Planet Responsibility

The Centre for the Understanding of Sustainable Prosperity (CUSP) is a major undertaking of collaborative research over five years.

It is based on a vision where people can flourish within the ecological constraints of a **finite planet**. The Economic and Social Research Council (ESRC) funded project will see Middlesex University researchers explore alternative business and investment models for resilience, sustainability and competitiveness.

This project challenges existing research and business practice about what it means to be both prosperous and sustainable and the need for greater understanding of alternative ways of doing business plus alternative investment and banking.

The research engages a number of civil society organisations and business associations that are using the results to feed into the practices of their work and the work of their members. Working with the World Future Council, workshops have been held with leading UK businesses and the Aldersgate Group on how major corporations can explore sustainable business models. Activities include collaborative events working with Social Enterprise UK and training in social enterprise through a MOOC with over 4000 viewers.

Migrant Crisis – EVI MED

Middlesex University was awarded by the Economic and Social Research Council (ESRC) and the Department for International Development research funding to examine the ongoing migrant crisis in the Mediterranean (EVI-MED).

The research project is undertaken in partnership with the Greek Council for Refugees (Greece); Borderline Sicily (Italy) and People for Change Foundation (Malta).

The funding objective is to carry out urgent data collection in Greece, Italy and Malta, to be made available to policymakers, practitioners, migrant support organisations and the wider research community.

By tracking and mapping migrant flows across the Mediterranean, as well as surveying more than 750 individual migrants about their experiences, the research will help to influence the EU's response to one of the biggest challenges it has faced in its history.

The project outputs – including data-sets, policy briefs, academic articles, situation reports, interactive maps –

will be made available through the project website and circulated widely among expert networks and social media. Other outputs include conferences, knowledge exchange events, briefings with national and European policymakers plus training opportunities for practitioners.

Commenting on the importance of raw data in dealing with the crisis, ESRC's Head of International Development Research said: "Given the unprecedented levels of migration across the Mediterranean this spring and summer, and the catastrophic death toll that resulted, there was an urgent need for new research to better understand the dynamics and drivers of the crisis".

Middlesex Vice Chancellor Calls for More Women in STEM in Africa – OECD Evidence

At the Middlesex University Mauritius campus' sixth graduation ceremony in July 2016, Middlesex 's Vice Chancellor, Professor Tim Blackman made an audacious call to the community regarding the urgent need for more women in STEM careers and above all, more women in leadership positions in STEM.

With 310 graduates in Science, Technology, Engineering and Mathematics (STEM) launching their careers and ready to make their impact in Africa, Professor Blackman affirmed that at Middlesex, we pride ourselves on our advanced, practical education, our applied research and incredible diversity, empowering students to make a real difference in a multicultural world with the skills and outlook to be successful employees.

He echoed the findings from a recent research commissioned by the Organisation for Economic Cooperation and Development (OECD), which found countries with a larger number of women as ministers or in parliament, tend to have lower levels of inequality, more belief in their government and higher spending on health care.

"We know diversity in general is a good thing, not just as a target but as a resource for better decisions and better problem solving. Diversity brings different perspectives, different ways of seeing creative and scientific solutions. It also brings different ways of constructing solutions from the space of possibilities. It means less groupthink and more innovation. Just as Africa can leapfrog the developed world by developing sustainable science and technology from scratch, it can leapfrog the developed world by developing diverse scientific communities," said Professor Blackman.

He concluded, "Gender equality is about social justice but it is also about better science and technology and better decisions. Africa has an opportunity to take the lead. We know what works – what we need is the will to do it".



Principles

Statement of Intent

In 2008, Middlesex's Business School became the first non-corporate organisation to join the UK branch of the UN Global Compact. Since then, the School has been a proactive member, working on a range of initiatives and operating closely with the UK Global Compact Secretariat.

As a leading Business School with a dynamic research focus in areas that impact emerging markets and international development, and with a significant proportion of international students, it was a natural progression for Middlesex University Business School to join PRME and align its research and curriculum development activities with the six Principles of PRME.



Principles 1, 2 and 3: Purpose, Values and Methods

The Business School is committed to embedding the values of global responsibility for business and society into its academic, research and knowledge exchange activities. Its sweep of programmes and curriculum are constantly being updated to embed the values of global social responsibility (Principle 2 and 3) and its 2015 strategy refresh explicitly put student achievement and student success as its prime focus (Principle 1).

Its mission is to develop future leaders committed to making a compelling contribution to society and engaging with the framework of the Sustainable Development Goals whether working in the private sector or international development arena. All of its activities, including teaching, research, consultancy and knowledge partnerships with a diverse range of partners, focus on contemporary, intractable real world challenges.

In addition, students are exposed to a range of opportunities (Principles 1-3) to put these values into practice through consultancy and project work they undertake, internships and placements as well as through pro-active student engagement with local community issues and volunteering (MDXSU Barnet-Syrian refugees project).

Employability Initiatives in Sustainable and Inclusive Business

With the accelerating disruptive impact of digitalisation in the jobs market, exciting opportunities for tech start-ups and an increasing number of graduates demanding employment in organisations that demonstrate responsible business practices, today's graduates need impeccable job intelligence, job-finding and communication skills plus connections with international networks and global initiatives that promote inclusive business and contribution to wider socio-economic challenges.

Middlesex prides itself on having a dedicated Student Enhancement team and an Employability Service identifying opportunities and identifying effective skills development interventions to equip students to be successful in this fast moving landscape.

Middlesex Working With Youth and Business International (YBI)

Engaging with their global network of 46 independent non-profit initiatives spanning 42 countries – evaluating impact of mentoring for young entrepreneurs.

Honorary Degree for Chair of ActionAid

Margaret Casely-Hayford a passionate advocate of educating young people in business skills was recently awarded an Honorary Degree by Middlesex University in recognition of her work in diversity.

Trustee and Chair of international development charity ActionAid, Margaret Casely-Hayford, has been awarded an Honorary Doctorate by Middlesex University.

Margaret, who also sits on the Board of the Co-op as a member-nominated non-executive, is passionate about educating young people in business skills and was presented with the award at the University's graduation ceremony in 2016.

"I'm deeply honoured not just to receive this award, but also to be associated with a university that is commercially and socially aware, outward looking and forward thinking," said Margaret.

"I'm impressed that it welcomes students from over 140 countries and has institutions in Africa, Asia and the Americas, as well as Europe. It's truly inclusive."

Margaret is passionate about creating diversity on boards and is an ambassador of Board Apprentice as well as Chair of the Advisory Board of Ultra Education, an enterprise which provides teaching of entrepreneurial skills to primary school children and a Non-Executive Director of WetZebra Media, an on-line publishing concept.

Margaret worked for 20 years with City law firm Dentons, where she was a partner and jointly led an award winning team.



Margaret Casely-Hayford
Trustee and Chair of ActionAid

A whole-University approach to graduate employment

Student success, measured through graduate employment outcomes, continues to be a priority for the University. A whole-university approach draws on the knowledge, skills, experience and networks of the Faculties, Services and the Student Union which collaborate to deliver opportunities that connect students to the world of work.

The following are in-year examples which illustrate the type of activities the University has been engaged in:

Employment Opportunities



Faculty of the Arts and Creative Industries

- The Art & Design Fashion Runway Panel comprised experts from major names in the fashion industry who provided real-time feedback and assessment to students; experts engaged included those from organisations such as Glass Magazine, Wunderland, Hunger Magazine, Vivienne Westwood and Diesel.
- A Media & Performing Arts Project delivered in collaboration with FutureRising resulted in students exploring creative industry opportunities with leading employers such as Cake, Mozoo, TVC Group and EG+.

Faculty of Professional and Social Sciences

- A series of Business Employer Networking Events were delivered; these included an assessment centre for banking and finance students (in conjunction with the Chartered Institute for Management Accountants); a speed networking event for accounting and finance students (in conjunction with the Institute of Chartered Accountants in England and Wales) and a 'Work for Warner Bro' workshop (in conjunction with Warner Brothers).
- Health & Education continued to provide opportunities for students to review their employability through formal and regular personal development planning sessions.
- Law's Clinical Legal Education Programme supported students to access work experience opportunities and network with leading legal organisations such as 36 Bedford Row, Tuckers, the European Human Rights Advocacy Centre and Wood Green Legal Clinic.

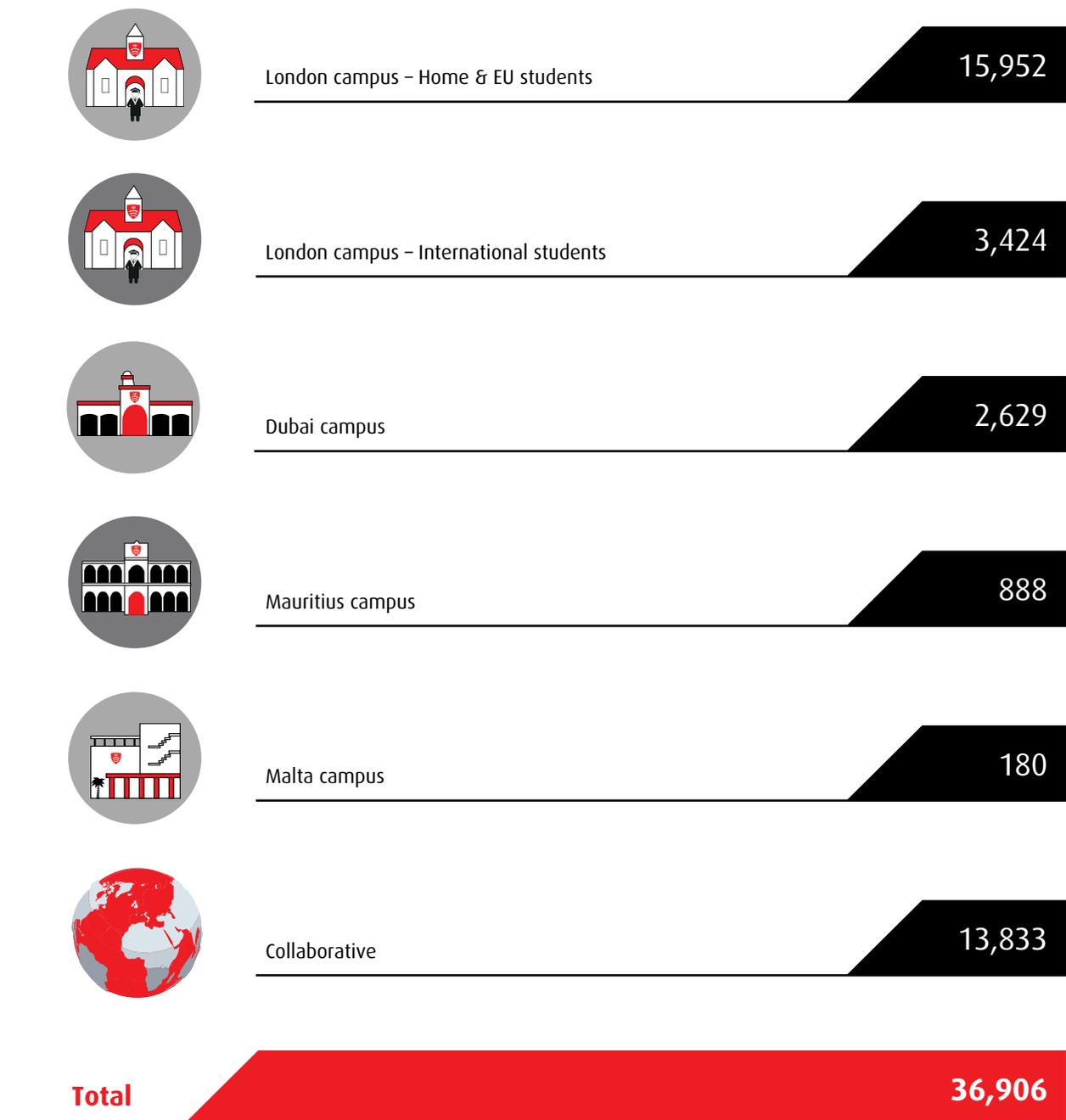


Faculty of Science and Technology

The Faculty of Science & Technology connected employers with students for a variety of purposes including sharing insights into global employment practices, delivering joint projects and promoting work experience opportunities; employers engaged included Three Mobile, Ernst & Young, exponential-e, Dell and Comic Relief.

Student numbers

Student headcount numbers in 2015/16



Case Studies

Student Global Activism

Middlesex Students' Union (MDXSU) successfully engaged the University's local council of Barnet to resettle 50 Syrian refugees under the Government-sponsored Gateway Protection Programme. Barnet has a proud history of providing refuge to persecuted people.

MDXSU launched their #RefugeesWelcome campaign in July 2015 under the umbrella of Citizens UK. They are the first Students' Union in the UK to lobby local government on behalf of Syrian refugees.

The Students' Union assessed that the main barriers faced by newly arrived refugees and their host communities included finding suitable accommodation, education, healthcare and job opportunities.

To answer these concerns, campaigners approached local medical providers, training establishments,

landlords and schools to ensure these issues could be addressed effectively.

More than 75 local businesses, schools, churches, mosques and synagogues ultimately participated in the pledge drive.

The campaign culminated in the Barnet Day of Action event at the Finchley Synagogue, a symbol of the broad-based support achieved by the campaign.

Global Social Enterprise

Middlesex University in partnership with FutureLearn has launched three new online Social Enterprise courses (MOOCs) to be delivered over the next 12 months.

The three Social Enterprise course themes are Business Doing Good, Turning Ideas into Action and Growing a Sustainable Business.

The programme is in collaboration with the Jindal Centre for Social Innovation & Entrepreneurship in India, the UK social enterprise Living in Minca with funding from the British Council. The objective is to provide individuals with an understanding of what it takes to launch and run a sustainable social enterprise.

The flexible courses are accessible for free on desktop, tablet or mobile and are delivered over three weeks of learning. Once students have completed all three courses and acquired a Certificate of Achievement for each, they earn a FutureLearn Award.

FutureLearn currently has 88 partners around the world, including some of the top UK and international universities and specialist organisations. Nearly four million people from over 190 countries have signed up to follow its 250 plus online courses since the social learning platform was launched in 2013.

Principles

Principles 4, 5 and 6: Research, Partnership and Dialogue

The Business School reputation for pioneering research, with contemporary relevance, is based on its commitment to serve business, the professions and society by investigating areas of current concern and changing contexts. Through both published work and broad engagement, it contributes valuable insight that helps shape the world. Its research focuses on the creation of sustainable social, environmental and economic value (Principle 4) that seeks a positive impact.

The School's curriculum development is research-led and practice-led, incorporating applied research, designed and developed in consultation with a wide range of stakeholders including the private sector, non-government organisations, funders, civil society and government (Principle 5).

It supports and facilitates dialogue and debate and works in partnership with a wide range of stakeholders on critical issues related to global social responsibility and sustainability and explores collectively effective approaches to meeting these challenges (Principles 5 and 6).

Representing the Unrepresented

Middlesex believes its research can make a real difference to the quality of people's working lives. It believes it is important to organisations, industry and society. At its core is the aim to help improve professional practice and know-how for practitioners and organisations, and contribute to the betterment of society.

Middlesex University Business School has a long history of research that values end users' needs, business growth and quality, and social equity. In particular, it has repeatedly made an impact in the following subjects:

- policy formation, development, delivery and evaluation
- business strategy, capacity and performance
- improved conditions for employees/marginalised workers
- professional practice.

Creating meaningful impact is embedded in the School's research strategy. The aims are: (i) to produce research relevant to policy makers, business and society which (ii) defines and responds to issues as well as to debates, and (iii) involves stakeholders on a consistent basis, not merely project by project.

The School's focus on the SDG landscape and issues of global inequality is evident in its extensive research in business and social policy. It actively embraces applied research projects that impact minority groups and groups who are often marginalised in business research, such as unemployed people, low paid workers, trade unions and social enterprises.

- **Unpaid Britain project**
- **Role of the social economy in generating jobs for disadvantaged groups in the UK.**

Trailblazing

Middlesex Business School was the first non-business member to join the UK branch of the UN Global Compact network and is an active participant in the UN Forum on Business and Human Rights. Its 2016 launch of the MOOCs course Human Rights, Human Wrongs on the SDG Academy website has attracted worldwide participation.

As an active member of the interdisciplinary academic network, the BRight Initiative specialising in sustainability, responsible business and human rights, the School's objective is to foster the integration of its interdisciplinary research into its curriculum and case studies for the benefits of the students.

Connecting and Networking

The School pro-actively seeks to engage with high profile networks:

- Global Challenge Research Fund
- H2020 Social Innovation Community
- International Growth Centre
- ELHRA (supporting partnerships between researchers and practitioners in the humanitarian sector)
- Humanitarian Leadership Academy
- Social Mobility Foundation
- Bond Futures and Innovation Group
- Tech4Good
- CAST (Centre for the Acceleration of Social Technology).

Case Studies

A Just Living Wage

A study by Middlesex University and the University of Liverpool funded by the Barrow Cadbury Trust revealed clear benefits experienced by small businesses paying the voluntary Living Wage including fewer employee disputes, an increase in productivity and staff motivation, and a reputational advantage over competitors.

The study, Putting the Living Wage to Work, is the first UK-wide research of its kind to examine the motivation behind small to medium enterprises (SMEs) who pay the voluntary Living Wage, which is currently £9.40 for London and £8.25 for the rest of the UK.

The data collected from 60 organisations and 23 in-depth interviews revealed:

- 72% of organisations saw a positive effect on their brand reputation after paying the Living Wage
- 60% saw a positive effect on manager/employee relations
- 43% said employee morale and productivity improved
- 77% said they paid the Living Wage because it was in line with their company values
- 15% said paying the Living Wage added more than 10% to the wage bill but a substantial proportion (40%) said that it had not done so.

The report provides recommendations for SME Living Wage employers which include:

- developing clear moral and strategic rationales about why they want to be accredited as voluntary Living Wage employers;
- be clear about which benefits are relevant to their organisation and its success;

- be prepared to make organisational changes to sustain commitment to voluntary Living Wage accreditation;
- publicise their commitment to paying voluntary Living Wage externally by displaying the logo on the company premises, website and social media.

The report also sets out how other organisations, such as public sector institutions and SME membership organisations can support and promote voluntary Living Wage adoption among small and medium-sized businesses.

Commenting on the study, the Director of the Living Wage Foundation said:

“This report is excellent news for SMEs and the people that work for them. It shows that paying the real Living Wage, which goes beyond the statutory minimum, not only ensures that people earn enough to meet their costs of living, but brings real business benefits for small employers through improved productivity and staff retention”.

Student Success



Kyrone Mitchell

Postgraduate Degree in Minorities,
Rights and the Law

“I completely enjoyed my experience at Middlesex University and believe it was the perfect educational environment to get the right support during my postgraduate degree and to have the opportunity to meet inspiring lecturers from all over the world.

I found the course **Minorities, Rights and the Law** eye opening, learning the latest human rights violations towards minority and indigenous groups on an international scale, as well as other important issues such as the current outbreak of the refugee crisis and the latest anti-discrimination laws put in place to prevent contemporary forms of discrimination.

In replacing the dissertation for my degree, I was given the opportunity to carry out an internship with the United Nations Office of the High Commissioner for Human Rights in Geneva for a period of six months.

My experience with the UN will be a lifelong memorable one. I got to meet other interns from all over the world and gained valuable professional relationships with each intern. Also, I managed to gain a contemporary understanding of the issues of racial discrimination across the globe, which inspired me to progress my research and experience further and carry out a PhD focusing on similar issues.”

Case Study

Global Inequalities

The Centre for Enterprise and Economic Development Research (CEEDR) at Middlesex University, in collaboration with a consortium of 19 universities across Europe and Latin America, was recently awarded Horizon 2020-Marie Curie-Research & Innovation Staff Exchange (RISE) grant, which will be used to study recent trends in social inequalities in Europe and Latin America.

Beginning in January 2016 and running until 2020, the project aims to create an International EU-Latin American Network for Comparative Analysis of Social Inequalities (INCASI) whose main objective is to develop an innovative programme of comparative research on social inequalities in both regions. The project seeks to produce a rich evidence base to inform the design of public policies aimed at reducing social inequalities in these two regions and ultimately promote social justice – in line with EU Horizon 2020 core objectives.

The research involves a large-scale secondment scheme between universities from these two regions as well as a training programme on research methods and techniques for the study of social inequalities. The secondment scheme constitutes the basis upon which the INCASI research programme is implemented and consists of researchers from the network undertaking research visits between universities in Europe and Latin America. The training programme is aimed at doctoral students and senior researchers from the network and includes an advanced online Masters

course which will be delivered by the Universitat Autònoma de Barcelona (UAB). Other activities related to knowledge transfer, networking and research will also be conducted. Examples of these activities can be found in social media.

Middlesex University is one of 19 universities in the INCASI consortium, which comprises nine higher education institutions from Argentina, Brazil, Chile and Uruguay, in South America, and ten from Europe including Finland, France, Italy, Spain and the UK. The consortium is coordinated by the Universitat Autònoma de Barcelona.





Our Sustainable Building Programme

In 2016, the University opened doors to the Ritterman building, the newest addition to its string of environmentally-friendly and innovative teaching spaces. This five storey building has environmental sustainability at its heart with photovoltaic panels to generate electricity and energy efficient lighting controls. It also has a green exterior with 110 square metres of a living wall growing over 3,500 plants, the largest of its kind in Barnet, which is able to save, store and recycle rain water.

Middlesex University recognises its impact on the environment and is committed to sustainable development. As a member of the Environment Association of Universities and Colleges (EAUC), it endeavours to maximise recycling and actively minimise waste through waste management services around the campus.

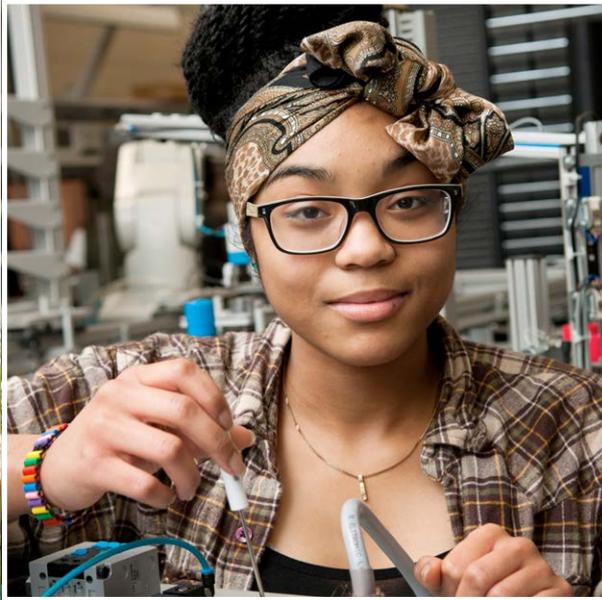
Over the last few years, the University completed an ambitious re-development plan to their main Hendon Campus. This move provided Middlesex with a golden opportunity to improve the physical estate at Hendon by refurbishing large areas and constructing new buildings like the Grove, Hatchcroft and Ritterman. All developments achieved an Excellent rating with the Building Research Establishments Environmental Assessment Methodology (BREEAM).

BREEAM is a measure of environmental performance across a broad range of criteria ranging from transport, management processes, ecology, energy, water, pollution, materials; waste through to health and wellbeing of the internal environment. The assessment covers the design and construction phases of the building.

The University prides itself in lowering its energy consumption and harmful air emissions to prevent further change to the climate. Over the last two years, it has installed 76 smart metres and an on-going LED lighting programme to ensure its use of energy is both efficient and environmentally-friendly. In addition, Middlesex educates its staff and students on protecting their environment through various campaigns including Freshers' Fayre and Green Week. The Institute has also partnered with London Wildlife Trust to enhance and improve the biodiversity of its London campus.

Middlesex is proud to:

- be among 36 institutions to have achieved an award from the People & Planet Green League for its environmental performance
- have reduced its electricity usage by installing voltage optimisers, using LED lights and building solar thermal panels on its buildings
- be using natural ventilation in buildings and push taps and dual flush systems in its toilets
- to have up to 60% of its waste recycled and the food waste collected is converted to methane for energy production
- cut its carbon emissions by 748 tonnes – the same as removing 287 cars from the road each year
- installed energy management software
- demonstrated leadership through ISO 14001 – aligned to the University Environmental Management system
- have a University Sustainable Procurement Action Plan
- have reduced its carbon footprint for business travel.





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