

Preparing students for

Agenda 2030

at a capital city university

Sharing Information on Progress Report 2018

VICTORIA
UNIVERSITY
WELLINGTON

TE WHARE WĀNANGA
O TE ŪPOKO O TE IKA A MĀUI



PRME Principles for Responsible
Management Education

an initiative of the United Nations Global Compact

Victoria Business School
United Nations Principles for Responsible Management Education
Victoria University of Wellington

**CAPITAL
THINKING.
GLOBALLY
MINDED.**
MAI I TE IHO KI TE PAE

A word from the Dean

Welcome to Victoria Business School's second report on our progress in meeting the United Nations' six Principles for Responsible Management Education (PRME).



As part of the globally minded capital city Victoria University of Wellington, VBS is second to none in its commitment to PRME and all it stands for.

Since becoming a signatory in 2014, and our first report in 2016, our activities around the principles and the UN's 17 associated Sustainable Development Goals have grown significantly and become ever more embedded within the research, teaching and external engagement of staff and students.

This is reflected in the much-increased size of this report and the range of stories encompassing many different strands of academic culture at both VBS and the University as a whole.

VBS highly values innovation and entrepreneurship for a more ethical and sustainable society and supports them through our strong engagement with the public, private and third sector, along with national as well as international collaborations with other universities and research institutions.

Our research and teaching endeavour to enhance the social and environmental, as well as economic, wellbeing of the world around us for both today's and tomorrow's generations.

In this PRME is fundamental and I hope you enjoy reading about how we enact its principles.

Professor Ian Williamson
Pro-Vice-Chancellor and Dean of Commerce
Victoria Business School

Top 1 % of the world's business schools, with 'Triple Crown' accreditation from



PRME Steering Committee

The PRME Steering Committee was established in 2017 to harness cross-faculty input and to provide strategic guidance on PRME initiatives. The committee is chaired by Dr Christian Schott (PRME Coordinator and School of Management) and encompasses representatives of Victoria Business School leadership, including the student association and schools within VBS, as well as from the Wellington business and third sector communities, in order to reflect PRME's wide-ranging and ambitious mission.

The committee members holding VBS leadership roles are Adrienne McGovern-Wilson (Faculty Manager, Student and Academic Services), Dr Chris Eichbaum (Associate Dean, Learning and Teaching), Dr John Randal (Associate Dean, Students), Professor Karin Lasthuizen (Brian Picot Chair in Ethical Leadership) and Patrick Miller (President, Victoria University of Wellington Commerce Students' Society).

Professor Girol Karacaoglu (Head of School of Government) and Dr Janet Toland (Head of School of Information Management) represent the school perspective, while external committee members Laurie Foon (Wellington Regional Manager, Sustainable Business Network) and Suzanne Snively (Chair, Transparency International New Zealand) represent the Wellington business and third sector perspectives.

The committee is pleased to report many new initiatives and successes since the last VBS PRME Sharing Information on Progress Report in 2016, reflecting VBS's continuous improvement and cultivation of learning networks for the development of the responsible leaders of tomorrow. Reflecting PRME's 2030 Vision to realise the Sustainable Development Goals through responsible management education, the report highlights how VBS and Victoria University of Wellington address the SDGs in the context of PRME's six principles.



From left: Dr Christian Schott, Professor Karin Lasthuizen, Patrick Miller, Suzanne Snively, Professor Girol Karacaoglu, Dr Janet Toland and Dr John Randal. (Not pictured: Dr Chris Eichbaum, Adrienne McGovern-Wilson and Laurie Foon.)

Principle 1: Purpose

We 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.



First New Zealand university to sign University Commitment to the Sustainable Development Goals

In 2017, Victoria University of Wellington signed the University Commitment to the Sustainable Development Goals, joining eight Australian universities as a signatory. The universities agreed to a number of measures, including undertaking research into sustainable development challenges and providing opportunities for students to learn about sustainable development.

The commitment is an initiative of the Sustainable Development Solutions Network Australia/Pacific to showcase the leadership role universities can play in the SDGs. “I am proud we are the first New Zealand university to pledge its commitment to the SDGs,” says Vice-Chancellor Professor Grant Guilford. “As a world-leading capital city and global-civic university, Victoria University of Wellington has much to contribute to this societal conversation. We are committed to building a sustainability culture across the University through leadership, research, teaching, our wider public engagement and in how we operate.”

Associate Professor Marjan van den Belt, Assistant Vice-Chancellor (Sustainability) at the time of the signing, said the commitment is significant. “While our Government has signed New Zealand up to the SDGs, it is important for business and civil society to also recognise the opportunity provided by the SDG lens to work together.”

“I am proud we are the first New Zealand university to pledge its commitment to the SDGs.”

Professor Grant Guilford
Vice-Chancellor, Victoria University of Wellington

SUSTAINABLE DEVELOPMENT GOALS



Promoting openness and support for mental health at university

Dr John Randal (Associate Dean, Students, Victoria Business School) routinely observes the sometimes catastrophic effects poor mental health can have on student academic success.

As a long-time sufferer of depression himself, Dr Randal wanted to raise awareness of mental illness in a university context and raise money in support of this important cause. To achieve both goals, he and a group of seven other amateur cyclists rode the famous Tour de France route one day ahead of the professional peloton in 2018. In doing so, they raised over \$72,000 for the Mental Health Foundation of New Zealand and triggered important conversations about mental health within a university environment and society more broadly. Dr Randal's actions have inspired many students and staff and he is now working with colleagues to destigmatise mental illness and promote an active lifestyle as a mood-management tool.



Cultivating teaching capability for student mental wellbeing

The need for initiatives that sustain and enhance student mental wellbeing is unfortunately well-attested. Accordingly, Victoria University of Wellington has a long-standing commitment to student health and wellbeing and provides high quality support services, including interventions aimed at reducing the incidence of harm.

That commitment has been recently advanced by the University identifying as a Health Promoting University in line with the Okanagan Charter. As part of this wider initiative, Dr Sally Riad is working with colleagues to explore ways for Victoria Business School to render student mental wellbeing integral to everything it does and instigate a shift whereby it becomes central to the work of teaching rather than positioned in a 'support' role. Specifically, the project seeks to identify ways in which to develop



Dr Sally Riad, VBS

teaching capability whereby staff can engage in building and sustaining teaching and learning environments that are conducive to student mental wellbeing and, therefore, to student learning.

Student hosts the Duke and Duchess of Sussex for Youth Mental Health event



"I want to create a new reality for my generation and help people be happy."

Lucia Kennedy
Victoria Business School student

Victoria Business School student Lucia Kennedy was selected by the Department of Internal Affairs to host the Youth Mental Health event during the 2018 Duke and Duchess of Sussex visit to Wellington because of her extensive work in the mental health arena.

"I felt honoured to be representing my generation at the event and will be forever grateful to the organisers for choosing me as the host," she says. A self-described 'happiness entrepreneur', Lucia is studying towards Bachelor of Arts and Bachelor of Commerce degrees. "What I really want out of my time at University is to gain the skills I need to build a self-sustainable charitable trust, so I can create an empire for my mental health projects," she says. Lucia's latest project is a website, Luminary Legacies, which provides a platform for people to acknowledge those who had a positive impact on them, with the aim of inspiring others. "My goal is to create an app or social media tool to enable people to send an authentic acknowledgement to someone like a parent, teacher or university lecturer. I want to create a new reality for my generation and help people be happy."

New perspectives on Advisory Board

To reflect Victoria Business School's evolving interests and student and staff community, two new members are joining the VBS Advisory Board in 2019.



Liz Mellish is Chair of the Palmerston North Māori Reserve Trust and Trustee of Te Wharewaka o Pōneke. She has previously collaborated with VBS staff on student-led research projects on Māori interests, and will provide valuable insights into how VBS can engage with key Māori stakeholders to boost opportunities for Māori students and be more active in supporting Māori business activity.



Vic Crone, Chief Executive of Callaghan Innovation, will bring a valuable perspective on the important role of Crown Research Institutes and how they support innovation in Wellington. Vic has over 20 years' experience in the communications and IT sectors. She also holds board roles that cover a variety of private, social and not for profit enterprises.



Fostering responsible leadership locally and globally

Since they were piloted in 2008, Victoria University of Wellington's two leadership programmes, the **Victoria International Leadership Programme (VILP)** and the **Victoria Plus Programme**, have focused on different aspects of leadership but have both played a central role in developing New Zealand's future leaders by recognising students' involvement in extracurricular activities that help shape engaged, forward-thinking local and global citizens.

The leadership programmes have allowed students, including a strong cohort from Victoria Business School, to take part in a range of tailored community engagements, volunteer activities, seminars, networking opportunities, international conferences and discussions. The students select the opportunities that best complement their studies and interests, develop their leadership skills and build their employability skills.

Professor Linda Trenberth, Vice-Provost (Academic), says the programmes' long-standing history and students' ongoing participation are a testament to the value the University community places on taking action and leading change. "Our students are active, engaged members of our local and global community—over the years, these programmes have grown and shaped these leadership skills and they will continue to open doors for our students and graduates for many years to come," says Professor Trenberth.

Developing globally engaged citizens, VILP invites students to expand their knowledge of global issues, network with the international community and foster their cross-cultural engagement through exclusive seminars, speaker events and experiential activities, including student exchanges, language courses, diplomatic internships and professional development, both locally and abroad.

The Victoria Plus Programme recognises civic engagement and social responsibility on a local level, connecting programme participants with projects and volunteer work both on campus and in the Wellington region.

VILP and the Victoria Plus Programme are free and open to all Victoria University of Wellington students. Students who complete the programmes are celebrated at an award ceremony hosted each year and have their achievement acknowledged on their academic transcript.

In 2017, 170 students completed VILP and/or the Victoria Plus Programme. Ten completed both. Tessa Cullen, a Bachelor of Arts and Bachelor of Commerce student, says VILP allowed her to travel far and wide—both mentally and physically. "I attended seminars on Korea, China and South America and explored subjects such as law and ecology and the war on terror. These are all subjects I would have never had the opportunity to learn about within my own degree." The 2017 award ceremony included speeches by Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson and VBS students Tré and Isaiah Ratahi-Taramoeroa and Lisa Lamers.



Supporting Vanuatu's tourism education

A new bilingual Bachelor's degree in Tourism and Hospitality Management was launched in Vanuatu in 2018. The programme is the result of joint efforts between the Ministry of Education and Training (MoET) in Vanuatu and several universities in New Caledonia, France, Malaysia and New Zealand. All these partner universities are helping the government of Vanuatu to establish its first bilingual National University, which is under construction in Port Vila with financial support from New Caledonia and France.

The new Bachelor of Tourism and Hospitality Management is being jointly taught by academics from the University of New Caledonia, University of Toulouse Jean-Jaurès in France, Taylor's University in Malaysia, and the tourism group at Victoria Business School.

A MoET delegation visited VBS after visits to Vanuatu by Associate Professor Arun Elias (Associate Dean, International and Accreditation) and Associate Professor Mondher Sahli (Programme Director, Bachelor of Tourism Management), who was among the first lecturers for the new degree.

Associate Professor Sahli says it was a great honour and privilege to be part of the team that contributed to creating the degree. What impressed him most during his first teaching experience in Vanuatu was the students' eagerness to learn about contemporary tourism management issues.





From left seated: Associate Professor Hon. Dame Luamanuvao Winnie Laban (Assistant Vice-Chancellor (Pasifika), Victoria University of Wellington), Professor Ian Williamson (Pro-Vice-Chancellor and Dean of Commerce), Jean-Marie Virélala (Director, Tertiary and Higher Education, Ministry of Education and Training, Vanuatu).

From left standing: Pierre Metsan (Principal, Higher Education, Ministry of Education and Training, Vanuatu), Associate Professor Mondher Sahli (Programme Director, Bachelor of Tourism Management, VBS), Blair McRae (Assistant Vice-Chancellor International Engagement, Victoria University of Wellington), Associate Professor Arun Elias (Associate Dean, International and Accreditation, VBS), Anne-Sophie Vivier (Technical Advisor for Higher Education, Ministry of Education and Training, Vanuatu).



Professor Ian Williamson visited the new programme while VBS's Dr Christian Schott was teaching a course on sustainable tourism development.

Principle 2: Values

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



Awards for sustainable leadership

In 2018, Victoria University of Wellington won two prestigious Australasian awards for its demonstration of sustainability leadership.

The Green Gown Awards recognise sustainability best practice across the Australasian tertiary education sector and are highly competitive. The University's winning projects were Sustainability Week, which took out the 'student engagement' category, and the Victoria Plus Programme, winner in the 'benefiting society' category.

"Victoria University of Wellington is a leader in sustainability in the university sector in Australasia and it is wonderful to have this recognition," says Vice-Chancellor Professor Grant Guilford. "It's particularly pleasing that both winning projects showcase the commitment of our students to sustainability."

Sustainability Week was a student-led event with support from the Sustainability Office and other parts of the

University. More than 1,000 students and staff attended events or took part in associated activities.

The Victoria Plus Programme was the first of its kind in New Zealand and generates student volunteering and civic engagement opportunities. Students volunteering on campus and in the wider Wellington community contribute between 100 and 300 hours of their time respectively for the Victoria Plus Certificate and Award.

"Victoria University of Wellington is a leader in sustainability in the university sector in Australasia and it is wonderful to have this recognition."

Professor Grant Guilford
Vice-Chancellor, Victoria University of Wellington

Cultivating the values of Agenda 2030 and the Sustainable Development Goals

In preparation for the new academic year in 2018, the PRME Steering Committee launched an initiative to both raise awareness of the Sustainable Development Goals and encourage close engagement with individual goals and their targets. The SDG graffiti wall was unveiled on the mezzanine floor of Victoria Business School to engage and trigger discussion among students, staff and external stakeholders over the subsequent three months.

This public and large-scale initiative was a success and by the end of the graffiti wall more than 200 commitments and comments had been written on it. In addition to Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson's commitment to SDG4, pledges were also made by Vice-Chancellor Professor Grant Guilford and Provost Professor Wendy Larnar.



VBS staff and students reflected on the SDGs and made a commitment to those they are passionate about.

Call for greater ambition around ethical leadership in New Zealand

New Zealand may consistently score first on Transparency International's annual Corruption Perception Index, but the country should not be complacent and could still aim higher, Professor Karin Lasthuizen said in her inaugural public lecture as Brian Picot Chair in Ethical Leadership.

"There are new risks to our integrity that we should not be naïve about ... our geographical isolation might have helped New Zealand to create its own culture and good ethics, and it might have protected us for a long period of time, but this has changed—nowadays people can be here much faster and social media brings other worldviews within a mouse click," said Professor Lasthuizen. Other factors to consider range from increased international trade, "including doing business with more corrupt countries in the Asia-Pacific region", to "new generations, like the millennials, [that] have a different outlook: what is considered ethical now is not the same as 20 years ago".

Professor Lasthuizen's lecture was entitled 'Leading for Integrity: Opportunities and Challenges for Ethical Leadership in Aotearoa New Zealand' and drew on findings from interviews she and colleagues conducted with 40 chief executives and other high-ranking figures.

Professor Lasthuizen wondered if "there might be a general lack of awareness about the importance of ethics and what it brings us". She cited one of her interviewees, Financial Markets Authority Chief Executive Rob Everett, who said: "Ethical leadership is about ethics being very core to everything and not added on, and it's about demonstrating those beliefs at every possible opportunity." She also pointed out that a values-based approach for integrity management seems to be more promising when it encourages us to talk about what good ethical behaviour looks like and to share good practices.

Professor Lasthuizen added that there is a huge opportunity for ethical leadership to help create an ethical and healthy work climate in which people feel safe to speak up to management—and if necessary against their superiors—about wrongdoing. This means, among other things, ethical leadership must tackle the conflict-avoidance and passive-aggressive work culture Kiwis often talk about.

The research findings and values-based paradigm highlighted during Professor Lasthuizen's lecture were met with great interest by public and private sector organisations and have informed her postgraduate course entitled 'Ethics and Sustainability'.

View Professor Lasthuizen's lecture at:

▶ www.victoria.ac.nz/leading-for-integrity



Professor Karin Lasthuizen with Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson (left) and Victoria University of Wellington Vice-Chancellor Professor Grant Guilford.

Students contribute to Social Economic Enterprise Development programme in Indonesia

In 2018, four Victoria Business School students took part in the Social Economic Enterprise Development (SEED) programme at the School of Business Management at the Institut Teknologi Bandung in Indonesia. The programme ran across two weeks and aimed to develop students' ability to interact and manage differences in cultural backgrounds by working in cross-cultural, multilingual teams to conduct a study on the economic potential of rural communities in Indonesia. One of the VBS students, Jared Cotton, relates his experiences:

“The first part of the programme consisted of lectures at the School of Business Management. We had the privilege of listening to lectures on social enterprise and entrepreneurship by academics from Indonesia, New Zealand and the United Kingdom, including Professor Ian Williamson, Pro-Vice-Chancellor and Dean of Commerce at Victoria University of Wellington. Each

group spent seven days in a village in Sukasari, Sumedang, where we had the opportunity to embrace and experience the daily life of local villagers—we slept, cooked and lived with these villagers. This was the experience of a lifetime. The students undertook a live project in the village and as part of the project by the end of the week each group was expected to propose a new product to the villagers.”

“We had the opportunity to embrace and experience the daily life of local villagers—we slept, cooked and lived with these villagers. It was the experience of a lifetime.”

Jared Cotton
Victoria Business School student



Students from across the world attended the Social Economic Enterprise Development programme, including four from VBS, pictured with Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson.

Solar power chargers for Nigerian students scoop business award

A business proposal to distribute portable solar chargers to tertiary students in Nigeria has won a team led by a Victoria Business School student the top award in the Global Enterprise Experience business competition for 2018. Melanie Davis, who led the international team, accepted the Champion Team Award, which included \$1,000 for each team member, at the competition's awards ceremony in Parliament.

The three-week contest had teams of eight working on a business proposal that fosters decent work and economic growth, in line with Sustainable Development Goal 8. The teams were made up of 859 students from 102 universities in 51 countries, with the majority led by Victoria University of Wellington students.

The winning proposal was inspired by the issues Nigerian tertiary students face when accessing power, including the danger of exposure to harmful fumes from electricity generators, which are widely used in Nigeria. The team focused on tertiary students, because this cohort relies heavily on technology to enhance their education and is therefore highly impacted by the barriers to accessing safe electricity.

The international focus of the competition, says Melanie, gave her real-world experience and increased her understanding of cross-cultural global management—skills and knowledge she plans to use in her career. “The biggest thing this competition taught me is how to work with a variety of cultures and communicate in such a way that everyone in my team could understand me and contribute. I never got the chance to do an overseas exchange, but this project was my opportunity to do so.”



Student Melanie Davis receives the Champion Team Award from Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson.



New course on Business and Human Rights

A new course in Victoria Business School's School of Accounting and Commercial Law was launched in 2018. The course, Business and Human Rights, contributes to the growing number of postgraduate courses at VBS addressing ethics, sustainability and the Sustainable Development Goals. The course is offered by Drs Amanda Reilly and Jonathan Barrett and explicitly makes reference to all the SDGs, but its main focus is how business organisations and other institutions can contribute to the SDGs by protecting and respecting human rights. The United Nations Guiding Principles on Business and Human Rights and the 10 principles of the UN Global Compact are extensively referred to in the course. Student work in the course focuses on topics such as:

- Garment workers and freedom of association in Bangladesh
- United Nations Global Compact—the 8th Principle of Environmental Responsibility and Fujitsu
- Foxconn in China
- Freedom of association in China
- The human right to housing in New Zealand
- Human rights and corruption in a post-disaster environment: a case study of post-tsunami Indonesia
- Algorithmic discrimination in New Zealand's employment law.

Student feedback indicates that the course represents a valuable vehicle for ethical reflection and that students also highly value and feel enriched by the opportunity to discuss and reflect on issues with classmates from a variety of countries, including China, Bangladesh, Indonesia and Vietnam.



Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



Innovative learning tool for leadership in sustainability awarded international recognition

An innovative teaching project led by Dr Christian Schott from Victoria Business School's School of Management was among 30 innovations selected from 119 entries for Association to Advance Collegiate Schools of Business (AACSB)'s annual Innovations That Inspire showcase at its international conference in Hawai'i.

Dr Schott's tool was recognised in the category for 'Enhancing Approaches to Leadership Education' and was the only New Zealand entry to be selected. The award category is dedicated to non-traditional opportunities for students to hone their leadership skills. His innovation is a virtual field trip that, by replicating a real Fijian island and its community, allows Sustainable Tourism Management students to explore sustainable development on the island.

The tool is constructed using 3D gaming software and incorporates 15 filmed conversations with Fijian community members. Using virtual reality headsets or computer monitors to explore the island, students can take theories from the course to the 'field'. In addition to learning about sustainable development, they gain leadership skills critical for a sustainable future and develop awareness as a global citizen.

"Experiential learning through field trips provides students the opportunity to bridge theory and practice," says Dr Schott. "But we, as educators, face the dilemma of knowing that the educational benefits of international field trips are at odds with the global need to combat climate change through lowering carbon emissions. Through my virtual reality field trip, students can still meaningfully learn from other countries and people, but without contributing to climate change."

Dr Schott says it is "a great honour" to be recognised by AACSB, adding: "The submissions came from 90 leading business schools across the world, so it's great to be selected as an honouree in this competitive field. I've had great support from my colleagues in helping bring my idea to life, particularly Maciu Raivoka from the Centre for Lifelong Learning, Alan Proctor-Thomson from Burnt Pixel and my colleagues in ITS and VBS. I'm also grateful to the communities of Yasawa-i-Rara and Bukama in Fiji for sharing their stories of development and sustainability that feature in the field trip."

Innovations That Inspire is open to AACSB's 800 member business schools from around the world. To further add to Dr Schott's success, the project was shortlisted for the Wharton-QS Stars Reimagine Education Awards 2018. Read more at <https://bit.ly/2uUv4Hj>

"Through my virtual reality field trip, students can still meaningfully learn from other countries and people, but without contributing to climate change."

Dr Christian Schott
Senior Lecturer, School of Management,
Victoria Business School



Tracking New Zealand's performance on the SDGs

Victoria Business School's School of Government is developing a public website that tracks New Zealand's performance on the Sustainable Development Goals, with support from public sector organisations such as Stats NZ, NGOs such as the Health Research Council and Hui E! Community Aotearoa, and various academics.

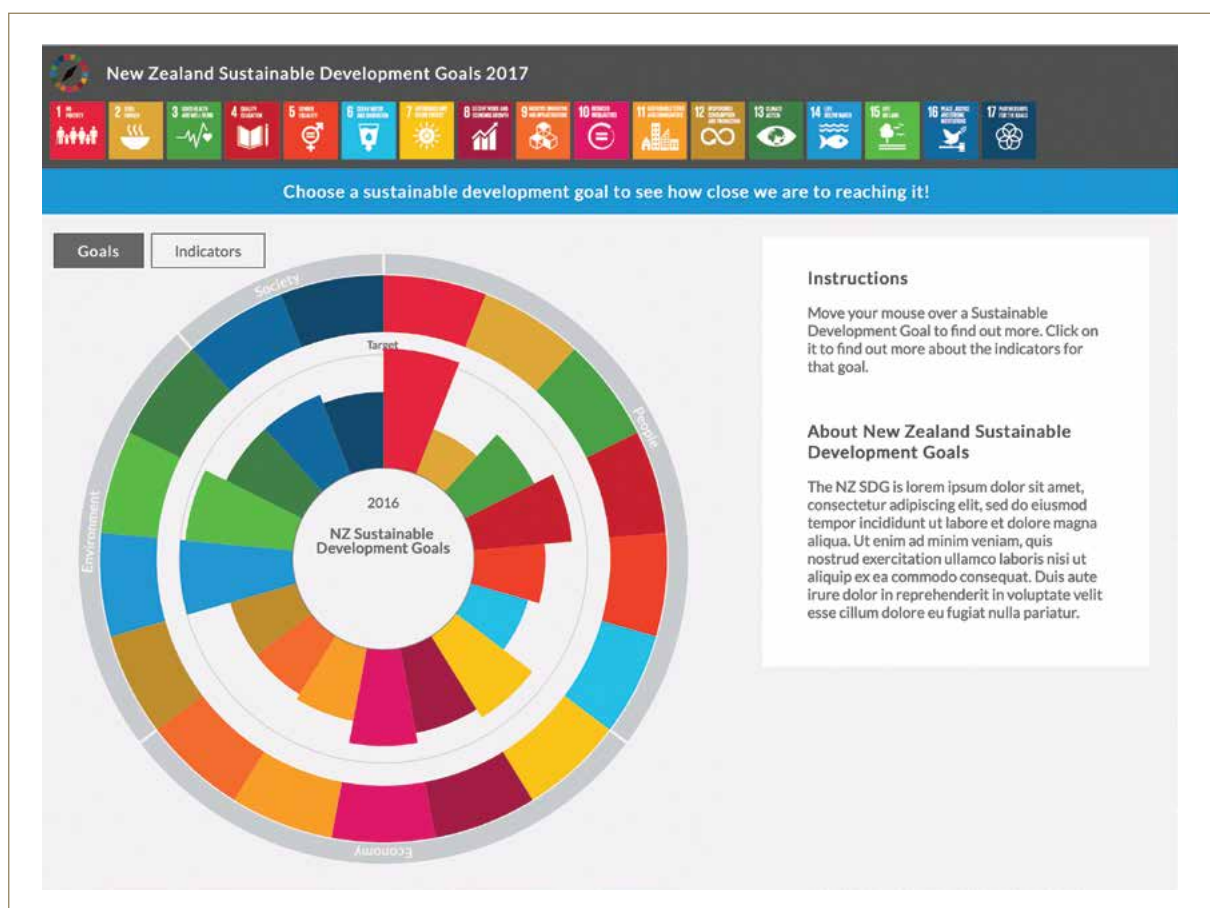
Project leader Professor Girol Karacaoglu, Head of the School of Government, says, "If increasing wellbeing, on a sustainable basis, is the ultimate purpose of public policy, then everyone should have an interest in progressing the SDGs— because achieving these goals is what is required to enable individuals and communities to live the diverse lives they value, which is what wellbeing is all about."

Working on the project with colleagues from the School of Government and other universities, Professor Karacaoglu makes the point that "the distinctive role the broader academic sector can play, in alignment with their wider critic and conscience role, as well as their collective commitments to sustainability, as a complement to and in support of the other sectors, is bringing all sectors together to explore ways of progressing SDGs in New Zealand and embedding them in our teaching across multiple fields of study."

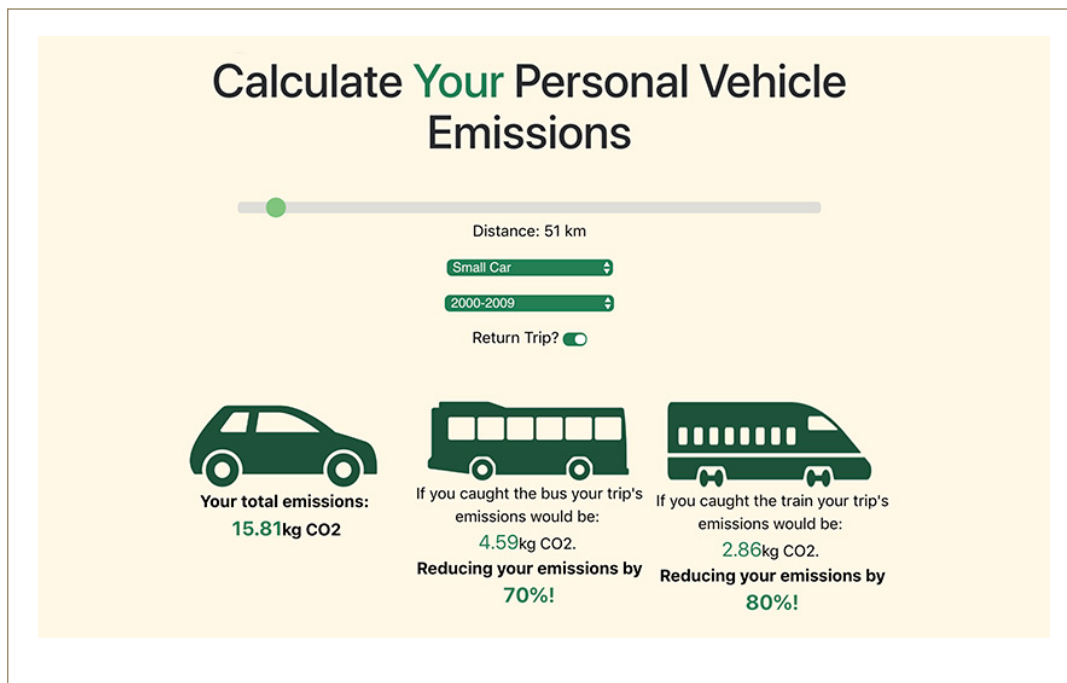
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Professor Girol Karacaoglu
Head of the School of Government,
Victoria Business School

The VBS-hosted website is intended to serve as a resource for New Zealand at large and as a politically independent voice to ultimately fulfil three purposes: serve as a catalyst for conversations, discussions and debates to inform policy; facilitate collaboration within and across sectors towards influencing policy; and as an educational device, including for publishing the outcomes of workshops, conferences and research.



Course supports students in developing website for calculating greenhouse gas emissions



Under the guidance of Dr Mary-Ellen Gordon from Victoria Business School's School of Information Management, students on the Projects in Information Systems course worked on real world problems to bridge information systems theory and practice. A group of four students on the course developed a local emissions-calculating website, WhatsMyImpact.co.nz. The website aims to guide students and staff in meaningfully curbing their emissions. Food and transportation are its targets, together contributing to around 70 percent of New Zealand's emissions. The website is designed to educate students and staff in broad strokes, helping them to calculate their CO2 and find low-impact alternatives.

The students say, "Our goal is to help people understand there is more to fighting climate change than banning plastic bags and reducing oil exploration and that many of our behaviours are wholly counter-intuitive. Take beef and lamb, for example. Farming is a huge chunk of our economy, but our fondness for red meat is problematic. Just eating one portion of lamb (150 grams) releases as much carbon as driving 35 kilometres. By simply switching to poultry, one person can reduce their emissions by approximately 82 percent. If someone did the same every day for a whole year, they would reduce their CO2 output by approximately 1,750 kilograms. Imagine if every staff member and student here did the same."

The students also address aircraft travel in their calculator

and explain their motivation for this. "Many New Zealanders are avid travellers and love sightseeing around our country. Yet there is a significant environmental cost attached to our intrepid aspirations. Flying return from Wellington to Auckland, for example, releases approximately 66 kilograms of CO2 per passenger. Switching one's transportation method or finding a local alternative drastically reduces a trip's CO2."

In developing the website, the team say they were shocked to learn many of our everyday choices are particularly damaging. It is their hope WhatsMyImpact.co.nz will promote similar awareness among other students and staff members.

"Our goal is to help people understand there is more to fighting climate change than banning plastic bags and reducing oil exploration and that many of our behaviours are wholly counter-intuitive."

Students from the School of Information Management, Victoria Business School

New courses and curricula addressing the Sustainable Development Goals

SCHOOL OF GOVERNMENT

The final module of **GOVT532 E-Government** taught by Emeritus Professor Rowena Cullen included a session on the SDGs, New Zealand's commitments and actions on the SDGs, and ways e-government can contribute to sustainable development.

A new course, **GOVT552 Public Policy and the Economics of Wellbeing**, was launched in 2018. The course's principle lecturer is Professor Arthur Grimes, Chair of Wellbeing and Public Policy, who focused on the SDGs as a key approach to wellbeing alongside the OECD Better Life Index and other wellbeing and sustainability frameworks.

SCHOOL OF MANAGEMENT

In **MGMT205 Strategic Management** taught by Dr Sally Riad, students examined a case study about packaged food giant Nestlé through the lens of SDG3 and the global obesity wave.

The course **MGMT206 Systems Thinking and Decision Making** taught by Professor Vicky Mabin and Associate Professor Bob Cavana adopted the SDGs as the focus for in-class exercises on causal loop modelling.

In **TOUR301 Tourism Planning and Policy** taught by Associate Professor Ian Yeoman, students were exposed to a set of lectures focused on overtourism, the SDGs and UNESCO status.

TOUR345 Tourist Behaviour taught by Dr Ina Reichenberger incorporated an in-class activity discussing 'The Power of Tourist Behaviour'. During this exercise, students discussed all 17 SDGs and how individual travellers can positively contribute to each SDG through their behaviour. The student contributions were then compared with the 'official' traveller engagement tips published by the World Tourism Organisation.

SCHOOL OF INFORMATION MANAGEMENT

A new course, **INFO381 Information Systems for Sustainability**, was launched in 2018 and taught by Dr Janet Toland and Professor Bill Tomlinson. The course provided a critical examination of the role information systems can play in helping to make progress towards the SDGs.

In **INFO320 Project in Information Systems** taught by Dr Allan Sylvester, a large number of the individual student projects were themed around the SDGs and means for achieving progress.

SCHOOL OF MARKETING AND INTERNATIONAL BUSINESS

In **MARK410 Advanced Consumer Behaviour** taught by Dr Micael-Lee Johnstone, several lectures engaged with SDG12 around the topics of sustainability and ethical consumption.

Students in **MARK201 Marketing Management** taught by Dr Johnstone developed a product and strategic marketing plan for the New Zealand market. A key criterion for the product development (product concept stage only) was to consider the environmental and social impacts of the product as a reflection of SDG12.

SCHOOL OF ACCOUNTING AND COMMERCIAL LAW

A section of **FCOM111 Government, Law and Business** taught by Associate Professor Trish Keeper discussed the increasing link between human rights and the sustainability agenda as reflected by SDG8 and the United Nations Global Compact.



Principle 4: Research

We 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.



Report shows more work needed to progress gender equity

A report co-written by Dr Noelle Donnelly from Victoria Business School's School of Management shows significant barriers remain in the role of middle managers in progressing gender equity in New Zealand's public service. Published in partnership with the Ministry for Women, the report was carried out as part of a wider project and in light of recent calls to address gender inequity.

A team of researchers from VBS, Massey University and AUT conducted interviews with senior executives and middle managers from four public service agencies. Their findings show middle managers report ongoing challenges in balancing the needs of individuals with organisational requirements.

"Our interviews show government agencies are highly committed to addressing and improving gender equity in their workplaces, and they play a very critical role," says Dr Donnelly from the Centre for Labour, Employment and Work, which is part of the School of Management. "We found that, despite managerial intentions, the success of gender equity initiatives were limited by entrenched traditional cultures that privilege certain groups, full-time working and masculinist leadership models, and the challenges in implementing flexible work arrangements."

Dr Donnelly says the report highlights the need to develop coordinated gender equity strategies within agencies. "Gender equity policies and initiatives were often fledgling in nature and many managers had limited knowledge of their scope, character and application," she says. "Initiatives need to include both interim and long-term

goals and benchmarks." The report also recommends creating improved resources and capabilities to support managers in their role as facilitators of gender equity initiatives in their workplaces.

"We found that, despite managerial intentions, the success of gender equity initiatives were limited by entrenched traditional cultures that privilege certain groups, full-time working and masculinist leadership models, and the challenges in implementing flexible work arrangements."

Dr Noelle Donnelly
Senior Lecturer, School of Management,
Victoria Business School



Alternative ways of assessing the impact of entrepreneurship programmes

Victoria Business School's Professor Stephen Cummings, Dr Jesse Pirini and Dr Ben Walker are collaborating with Associate Professor Leon Gurevitch from Victoria University of Wellington's School of Design, the entrepreneurship accelerator for public sector innovations, GovTech, and Museum of New Zealand Te Papa Tongarewa-based accelerator Mahuki to assess the impact of entrepreneurship programmes. Their research

assesses entrepreneurs' perceptions of the extent to which their business idea contributes to the Sustainable Development Goals at multiple time points, with the aim of seeing whether they start to see the broader impact of their idea as a result of participating in the accelerators. The overarching aim of the project is to highlight the more intangible, non-financial but nevertheless important outcomes of entrepreneurship accelerators.

New book about New Zealand's freshwater crisis published by VBS researcher

Reducing the environmental impact of industrial farming would have a wealth of other benefits on top of freshwater quality, without harming most farmers' profits, reports Dr Mike Joy, Senior Researcher in Victoria Business School's Institute for Governance and Policy Studies.

Dr Joy is editor of *From Mountains to Sea: Solving New Zealand's Freshwater Crisis*, a new book that examines the problem of freshwater, which he says is grave in New Zealand. "The freshwater crisis is our industrialisation of the landscape and it's ended up with these two worlds," says Dr Joy. "We have this amazing conservation estate with the most beautiful pristine rivers and lakes in the world and a lowlands where we have some of the most degraded and polluted lakes and rivers in the world."

He says the tendency to 'silo' means we lose track of the bigger picture.



"We've got real lack of leadership. I find we could reduce the number of cows we have in the country—say, a 20 percent reduction—and we would get in most places a 40 percent reduction in the amount of nitrate pollution that comes from that. The farmers in most cases would make as much if not more money by reducing, but of course the ones that wouldn't make more money under that model are the big industry players: the fertiliser companies, the Fonterras—and so they go to a lot of trouble not to have reality come out. That is part of the problem, this overarching power that is held by industry, and they dominate the research and they have a lot of lobbying power with government."

The future, he says, lies in diversity not mono cultures.

Applying accounting to carbon emissions

The role accounting plays in bringing about a lower-carbon future is the subject of research by Dr Binh Bui from Victoria Business School's School of Accounting and Commercial Law.

Dr Bui investigated whether organisations from different industries modify their accounting systems to accommodate carbon issues, how they do that, and whether such changes reduce an organisation's carbon emissions. She says carbon emissions have only recently become the primary issue of environmental management accounting, so she wanted to find out how both private and public sector organisations were responding to regulations around climate change in general, and whether accounting can play a role in that.

"There are signs coming from this research that accounting does have an important place—in response to stricter environmental regulations, organisations need to change their accounting systems to measure, report and manage their carbon emissions levels. However, there's a certain amount of suspicion that organisations can use accounting as 'greenwashing'—reporting on emissions without actually doing anything about it."

Dr Bui adds that there are two sides, but underlying both is the belief we need a fundamental accounting framework to move corporations towards a lower-carbon future. As part of her research, she has looked at what organisations have been doing in terms of reducing carbon emissions and how they account for it. She has also investigated what stakeholders make of such efforts (both quantitatively and qualitatively), how far New Zealand has come in this space, and what changes have been made to respond to it.



Tourism funding model needs changing for biodiversity's sake

In-depth legal and policy analysis by Associate Professor Valentina Dinica from Victoria Business School's School of Government reveals that since 2009 the Department of Conservation (DOC) has been increasing indirect subsidies to the tourism sector, at a time when approximately 2,800 native species are in decline.

“New Zealand’s biodiversity is in crisis—tourism is not,” says Associate Professor Dinica. “Currently, tourism is worth \$35 billion to the economy. And yet only between 3 and 4 percent of DOC’s annual budgets have been generated in recent years from concession fees paid by businesses operating in Protected Areas. Tourism user fees have been similarly low.” By contrast, about a third of DOC’s budget is spent on recreation facilities for tourists, with increasingly more money going towards infrastructural demands for international tourists, who are the main clients of concession-holding tourism operators.

Associate Professor Dinica recommends a reversal of the subsidy relationship between DOC and the tourism sector by giving DOC a greater range of financial instruments. “We should use financial instruments, such as tourism taxes, national park entry fees and a wider range of user charges. New Zealand citizens and residents could be excluded, or charged at lower rates, to recognise their contribution as taxpayers. Some countries raise as much as 80 percent of the funds needed for conservation from such sources.”

However, she says that, historically, there has been a “persistent lack of political willingness by New Zealand governments” to introduce any such financial tools. “More concerning is the philosophy of post-2009 governments that any pressures on ecosystems caused by increased tourism volumes would be more than compensated for by the willingness of businesses and communities to volunteer, donate or provide corporate sponsorships. There is no evidence around the world that mass tourism in Protected Areas in combination with voluntary mechanisms leads to conservation gain. Besides, ecosystem integrity depends on more than just species conservation.”

Associate Professor Dinica says a more effective policy response lies in making better use of the legal framework, which allows DOC to introduce conservation and environmental responsibilities in concession contracts. She interviewed 42 concession holders and reviewed 16 concession contracts as part of her research. Currently,



concession contracts generally specify what businesses must not do, in order to avoid harming nature. But there are no specifications of what businesses should do to help with biodiversity conservation. While a few concession holders volunteer for conservation, most businesses reported not being required to do so through concession contracts.

Associate Professor Dinica concludes, “Concessions are incredibly powerful tools for sustainable tourism. There’s an opportunity here for DOC to use the provisions of the 1987 Conservation Act to introduce conservation responsibilities for businesses, and give life to the widely cherished idea that doing business in Protected Areas is not a right, but a privilege that comes with additional responsibilities.”

“We should use financial instruments, such as tourism taxes, national park entry fees and a wider range of user charges. New Zealand citizens and residents could be excluded, or charged at lower rates, to recognise their contribution as taxpayers. Some countries raise as much as 80 percent of the funds needed for conservation from such sources.”

Associate Professor Valentina Dinica
School of Government, Victoria Business School

Research on the link between insurance, housing and climate adaptation

Research exploring the effects of climate change on insurance suggests some homes in New Zealand could become no longer eligible for insurance. Report co-author Professor Ilan Noy, Victoria Business School's Chair in the Economics of Disasters, says some houses would be too exposed to sea-level rise, storm surges and riverine flooding, and they will no longer be sustainable to be there.

"We argue that currently most of these homes are insured, but at some point in the future insurance will no longer be available to these homes. All insurance policies are one-year policies in New Zealand and probably elsewhere. So insurance can retreat very quickly from places where they think the risk is too high."

The Intergovernmental Panel on Climate Change Working Group I report in 2013 said average emissions under the most optimistic scenario would lead to sea level rise of between 44 and 55 centimetres by the year 2100. That was increased to 1 metre under the current 'high' emissions trends.

Professor Noy says the idea of the new report was to get more discussion going around how to address the problem that thousands of coastal homes may not be eligible for

insurance in the future. "The question is what do we do about that? What we're trying to say in this report is there are a lot of questions we need to look at that have to do with this specific focus on homes, sea level rise and insurance. We better start thinking about them now rather than in 20 years' time or whenever it is when insurance is already out the door."



"We argue that currently most of these homes are insured, but at some point in the future insurance will no longer be available to these homes."

Professor Ilan Noy
Chair in the Economics
of Disasters, Victoria
Business School

Impact of environmental consciousness on the purchase of plastic-wrapped goods investigated

Associate Professor Val Hooper and Dr Matevž Raškovič from Victoria Business School's School of Marketing and International Business are working on a research project examining the impact of environmental consciousness, especially sensitivity to packing, on people's purchase of products. They are examining the moderating influences of social pressures such as the purpose of the purchase, retailer persuasiveness and sustainability movements, as well as the type of product and type/amount of packaging, and whether the product is purchased publicly in-store or privately online.

In addition, the project examines the impact of culture, particularly the difference between western (Kiwi) and Asian respondents. It is envisaged the findings of the research will provide an indication of which packaging

factor or combination of factors play the strongest roles in influencing our environmentally sensitive product purchases. Such indications will enable the development of more environmentally conscious measures with which to address the influences.



Principle 5: Partnership

We 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.



Chair in Ethical Leadership partners with London's Institute of Business Ethics

Professor Karin Lasthuizen's ongoing research projects as Victoria Business School's Brian Picot Chair in Ethical Leadership include a partnership with the London-based Institute of Business Ethics on the impactful International Ethics at Work survey.

"For this survey, 750 New Zealanders have been interviewed about ethical leadership and about their views about ethics issues at work. It is the first time New Zealand is part of this global research and this gives us the facts and figures about how we do and how we compare with other countries," says Professor Lasthuizen.

The Brian Picot Chair is also an example of an effective 'town-gown' partnership, as it is externally funded and named after a business leader who made his mark as director of major supermarket company Progressive Enterprises and

several other companies. Mr Picot, who was known for his strong sense of ethics and concern for others, died in 2012.



Institute of Business Ethics Director Philippa Foster Back speaking as part of the partnership at VBS.

Joining forces to tackle climate change in the Pacific

In 2018, a three-day conference was co-hosted by Victoria University of Wellington and the Secretariat of the Pacific Regional Environment Programme (SPREP) to encourage dialogue and partnership in tackling climate change impacts in the Pacific.

The conference included more than 160 invited speakers from backgrounds including science, government, business, indigenous rights, law, activism, media and the arts. Among the line-up were renewable energy expert Professor Daniel Nocera from Harvard University, Professor D. Kapua'ala Sproat from the Native Hawaiian Law Center, environmental scientist Dr Patila Malua-Amosa from the National University of Samoa, climate scientist Professor Michael Mann from Pennsylvania State University, indigenous bio-cultural heritage expert Aroha Mead and graduate lawyer Sarah Thomson, who filed a legal case against the New Zealand government for its emission targets.

It is the second time Victoria University of Wellington has hosted the Pacific Climate Change Conference. Climate change scientist and conference co-organiser Professor James Renwick says the inaugural conference in 2016 highlighted the deep and long-lasting effects climate change was having on Pacific communities. "We heard from people whose daily lives are impacted by climate change—whether it's more frequent

extreme storms demolishing sea walls and destroying food crops or warmer seas affecting fisheries and damaging corals. We heard the President of Kiribati express very real concerns that his people may no longer have land to stand on if sea levels continue to rise. But we also heard from people who are dedicating their work to better understanding the science, legal, political, economic and human aspects. This second conference was a chance to get the very latest information, exchange knowledge and ideas, and reignite connections that can bring positive change."

Victoria University of Wellington's Assistant Vice-Chancellor (Pasifika), Associate Professor Hon. Luamanuvao Dame Winnie Laban, says the conference was a vital chance for the voices of the Pacific to be heard. "We had representatives from at least 11 Pacific island nations attending this conference so it was an invaluable opportunity to share expertise and experience, and come together to find solutions."



Hon. Tuila'epa Dr Sa'ilele Malielegaoi, Prime Minister of Samoa, centre, was the opening keynote speaker at the Pacific Climate Change Conference 2018.

New partnership to enhance SDGs in education

Victoria University of Wellington has been accepted as a partner of the SDG Academy—an online education platform of the Sustainable Development Solutions Network, a global initiative for the United Nations. The SDG Academy creates and curates Massive Open Online Courses (MOOCs), hosted by edX, and education materials on sustainable development and the SDGs. The partnership benefits staff and students at Victoria Business School by providing easy access to valuable online resources on the SDGs.

VBS academic appointed to Reserve Bank Board



Victoria Business School's Dr Chris Eichbaum, of the School of Government and Associate Dean (Learning and Teaching), has been appointed to the Board of the Reserve Bank of New Zealand.

Dr Eichbaum, who has held numerous positions at the University and in government, says it is a “privilege” to be asked to contribute to the Bank’s governance. “The Reserve Bank is entering an interesting period in which its policy focus, responsibilities, accountability and governance will be subject to review. I look forward to making a contribution to these important conversations.”

Students work with local stakeholders in community cleanup

In 2018, Victoria University of Wellington students teamed up with volunteers organised by Conservation Volunteers New Zealand and staff from Energy Technical Services to pick up rubbish in the area surrounding Wellington’s Terrace Tunnel on State Highway One. Armed with gloves and bags, the group removed 60 bags of rubbish from the area. Items included bottles, cans, plastic wrappers, shoes, clothes, blankets and road cones. The group also discovered bikes, a bottle of helium, and a laptop that had been discarded in the bushes. Wellington City Council organised the collection of the recyclables and waste, and the company Interwaste organised disposal of the sharp items.

Victoria Business School’s Bachelor of Tourism Management student Ruiwen Kang says: “I wanted to help out in this activity so I could interact with people and develop my communication skills. I spent almost six hours at the clean-up. I got to do it with my friends who are also international students.”

Ruiwen is taking part in the Victoria Plus Programme—the University’s service and leadership development scheme. Charlie Devenish, the University’s Civic Engagement and Leadership Programmes Manager, says it is great to see students working alongside a business as they put corporate social responsibility into action. “We’re always looking for opportunities to get students into the community and we’re grateful to Conservation Volunteers for the role they played in this clean-up as well as for the ongoing partnership they have with the Victoria Plus Programme.”



Conference showcases latest research on wellbeing and public policy

The Third International Conference on Wellbeing and Public Policy brought together over 350 policymakers, wellbeing researchers and members of the public at Victoria Business School and the New Zealand Parliament Buildings to share the latest findings on quality of life and how to promote it.

“It is timely to have the conference hosted in New Zealand when policymakers here have been tasked with demonstrating the impact of policies on the wellbeing of society,” said organising committee chair Professor Philip Morrison from the University’s School of Geography, Environment and Earth Sciences. “Prime Minister Hon. Jacinda Ardern and Finance Minister Hon. Grant Robertson have said they want the 2019 Budget round to assess spending bids against new measures that take into account not just the impact on GDP, but also on our natural, social, human, and possibly cultural capital.” He said as a result policymakers have to grapple with a number of difficult questions, such as the definition of wellbeing, how to measure it, how to promote it through public policies and how to assess national progress.

The conference was co-hosted by the University’s Faculty of Health and School of Government (with particular involvement by the Chair of Wellbeing and Public Policy,

Professor Arthur Grimes, who opened the conference), along with New Zealand Treasury and the *International Journal of Wellbeing*.

Keynote speakers included Professor Ed Diener from the University of Illinois, University of Utah and University of Virginia, Professor Jan-Emmanuel De Neve from the University of Oxford and Dr Carrie Exton from the OECD. The conference also included addresses by Mr Robertson, Minister of Health Hon. David Clark and Minister of Climate Change and Minister of Statistics Hon. James Shaw.

There were more than 140 presentations from local and international leaders in wellbeing research and policy, with topics such as Māori wellbeing, children’s wellbeing, post-disaster wellbeing and housing and wellbeing.



Celebrating the 50th anniversary of the Association of Southeast Asian Nations

2017 marked the 50th anniversary of the Association of Southeast Asian Nations (ASEAN), and to celebrate Victoria University of Wellington and the Wellington Asia Forum jointly organised an event hosted by Victoria Business School to reflect on the ASEAN-New Zealand relationship and consider future collaboration and partnerships.

The first panel session featured an ASEAN overview from Thailand’s ambassador, His Excellency Maris Sangiampongsa, and a proposition that sound investment opportunities in the region provided an alternative to China from VBS’s BNZ Chair in Business in Asia, Professor Siah Hwee Ang. This was followed by a discussion on New Zealand’s relationship with ASEAN from the New Zealand perspective by Simon Murdoch, Deputy Chair of Asia New

Zealand Foundation.

In the second panel session, former University Chancellor Sir Neville Jordan gave a presentation on Indonesia and Jenny McGregor, General Manager Trade Strategy at Fonterra, provided insights about positioning along global value chains. Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson then looked at the role of leadership when doing business in ASEAN markets, and sustainable growth opportunities were discussed by Catherine Beard, Executive Director of ManufacturingNZ and ExportNZ.

This was one of a number of initiatives by Victoria University of Wellington to enable its Asia-Pacific trading nation and provide a solid platform for further and deeper conversations in the ASEAN–New Zealand relationship.

Strengthening partnership between Sustainable Business Network and PRME Steering Committee

In addition to Sustainable Business Network (SBN) Regional Manager Laurie Foon joining Victoria Business School's PRME Steering Committee, the partnership between the Committee and SBN has also strengthened through partnering for events.

One such event was hosted at VBS during the 2018 Fairtrade Fortnight, when Steering Committee Chair Dr Christian Schott and Ms Foon jointly organised and moderated a panel discussion about the business benefits of Fairtrade products.

Under the theme of Sustainable Development Goal 8, two of New Zealand's most committed and successful Fairtraders, Matt Morrison, co-founder and Director of Karma Cola and All Good Bananas, and Samantha Jones, founder and Chief Executive of uniform company Little Yellow Bird, addressed the question "how can decent work be good for business?"

"It's a really rough fact that the people that put food on our tables and the clothes on our back are some of the most marginalised and the poorest in the world," said Mr Morrison, a VBS Master of Business Administration alumnus. "All Good started in 2010 on a very simple basis: that we treat the people that grow our food, even if they are on the other side of the world, as if they lived right next door ... since then we have been able to sell 15 million bunches

through New Zealand and we've been able to send a lot of money back to the 150 families in the communities that grow these bananas. In fact, we've sent back over \$1.5 million in community funding for schools and medical care."

Ms Jones founded Little Yellow Bird in 2015, and it now supplies uniforms to more than 150 organisations in New Zealand, Australia and the United States. "When I set out to set up this business the main thing I cared about was that [the uniforms] were manufactured ethically," she said.

The partnership event was attended by 40 students and staff from across the University as well as representatives of businesses who are members of SBN.

"It's a really rough fact that the people that put food on our tables and the clothes on our back are some of the most marginalised and the poorest in the world."

Matt Morrison
Co-founder of Karma Cola and All Good Bananas



Samantha Jones, founder and Chief Executive of uniform company Little Yellow Bird, and Matt Morrison, co-founder and Director of Karma Cola and All Good Bananas, enjoying the Q&A session after the panel discussion.

Principle 6: Dialogue

We 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 social responsibility and sustainability.



SDGs summit hosted by Victoria University of Wellington

The inaugural Sustainable Development Goals Summit was held at Victoria Business School in 2018. The summit's aim was to unite organisations from across all New Zealand's sectors to align their purposes and provide leadership on how the country can achieve the United Nations' 17 global goals to 'transform our world' by ending poverty, protecting the planet and ensuring prosperity for all by 2030.

Summit convenor Associate Professor Marjan van den Belt says it was an exciting opportunity to hear voices from across business, government, civil society and the tertiary sector and to develop actionable, investable ideas on how to progress the SDGs.

The Rt Hon. Helen Clark, an advocate of the SDGs, opened the summit with a video message, followed by keynote speeches, including from Hugo G. von Meijenfeldt, Dutch Coordinator for the implementation of the SDGs, and Hon. James Shaw, Minister for Climate Change. Panel sessions ran throughout the day to explore topics such as what the

government needs to do to act on the SDGs and how leading New Zealand businesses are using the SDGs to help unlock value. In addition, attendees had the opportunity to work on the topic they are most passionate about at 'action-stations' and vote on the best ideas via the summit's app.

Victoria University of Wellington Provost Professor Wendy Larner says hosting the inaugural summit was a natural next step for the University after it signed up to the international initiative University Commitment to the SDGs.

The summit was a powerful vehicle for dialogue about the SDGs, as speakers covered a broad spectrum of New Zealand, including Children's Commissioner Judge Andrew Becroft, Andrew Kibblewhite from the Department of the Prime Minister and Cabinet, Penny Nelson from the Ministry for the Environment, Abbie Reynolds from the Sustainable Business Foundation, Anaru Fraser from Hui E! Community Aotearoa, Karl Check from Vector and Lisa Daniell from Air New Zealand.



Climate Change Minister discusses challenges at public lecture

Minister for Climate Change Hon. James Shaw shared his in-depth knowledge of climate change and the Sustainable Development Goals during a public lecture at Victoria Business School in 2018.

The event was co-organised by VBS's Brian Picot Chair in Ethical Leadership, Transparency International New Zealand and the PRME Steering Committee and was attended by 300 people, including members of the diplomatic corps, business, government, as well as Victoria University of Wellington staff and students.

Mr Shaw spoke about the need for transparent reporting on climate change and emissions and establishing the architecture for the economic transformation required over the next 30 years as New Zealand shifts towards a more sustainable future. Following the lecture, guests were

encouraged to write their thoughts and commitments to the SDGs on a temporary graffiti wall installed on VBS's mezzanine floor.



View video at <https://youtu.be/CDGB4OkLxcw>

Image: Eva Kaprinay

Importance of ethics in decision-making explored by Senior Vice-President of L'Oréal

Emmanuel Lulin, Senior Vice-President and Chief Ethics Officer of L'Oréal, predicted in a public presentation at Victoria Business School that we will soon be seeing ethics officers in most large companies. Where once companies and other organisations could rely on the law for ethical guidance, nowadays the rapid speed of scientific and technical innovation is far outstripping the law's ability to keep up, Mr Lulin told the presentation, co-hosted by VBS's Brian Picot Chair in Ethical Leadership and Transparency International New Zealand.

Traditionally, he said, there would be a framework for such things as liability and how far you can go with an innovation. But now, from artificial intelligence to cryptocurrencies, he "could make a list for half an hour of the subjects where the law is absent or too late".

Mr Lulin and L'Oréal are recognised as global leaders in business ethics.

The company has more than 80,000 employees in 70 countries, with ethics officers in all of them. Its code of ethics was not "laid down from above" but was drawn up with input from employees around the world, including ones in their 30s likely to be in charge in 10 years' time, as "we wanted from the very beginning to have a code that reflects the thinking of the next generation".

The code is built on seven pillars: comfort in speaking up without fear of retribution; organisational justice with a quick and fair response to misconduct; openness of communication, with information easily shared; clarity of expectation ("I know what is expected from me"); tone at the top, with senior management leading by example; direct management leadership also by example; and trust in colleagues ("working together").



Emmanuel Lulin, Senior Vice-President and Chief Ethics Officer at L'Oréal, with Brian Picot Chair in Ethical Leadership Professor Karin Lasthuizen, left, and Suzanne Snively, Chair of Transparency International New Zealand.

Women in the Workplace panel marks Suffrage Day

Women leaders from various industries, all of whom are also Victoria University of Wellington alumnae, discussed how study can shape career decisions and how universities, students and organisations can help foster an environment for women to thrive in the workplace during an event to mark Suffrage Day 2017.

In front of an audience of 40 students and staff, the State Services Commission's Managing Principal Diversity and Inclusion, Alison Lewes, who helped to establish the Government Women's Network, said sharing experiences is key to growing your career. "Careers are something most people have to navigate personally with often limited information. There is a wealth of knowledge that can be gained by sharing stories collectively."

Completing the panel were Sarah Martin, Policy Advisor for the Public Service Association, Rebecca McKenzie, Senior Business Analyst for Datacom, and Erin Roxburgh, Business

Development Manager for Willis Street Physiotherapy.

Dr Noelle Donnelly and Associate Professor Deborah Jones from Victoria Business School's School of Management chaired the energetic discussion.

The event marked 124 years since New Zealand became the first nation in the world to grant women the right to vote.

"Careers are something most people have to navigate personally with often limited information. There is a wealth of knowledge that can be gained by sharing stories collectively."

Alison Lewes
*Managing Principal Diversity and Inclusion,
State Services Commission*



From left, Dr Noelle Donnelly, Pro-Vice-Chancellor and Dean of Commerce Professor Ian Williamson, Alison Lewes, Rebecca McKenzie, Sarah Martin, Erin Roxburgh and Associate Professor Deborah Jones.

Pre-election public forum on policy discusses poverty and education

A forum at Victoria Business School in 2017 brought together a selection of contributors to the special election issue of *Policy Quarterly*, published by the Institute for Governance and Policy Studies in VBS's School of Government.

Professor of Public Policy Jonathan Boston, editor of *Policy Quarterly* and author of 'Alleviating Poverty—issues and options' in the election issue, welcomed then Prime Minister Hon. Bill English's reversal of National's position on poverty targets. "Now we have targets from both the centre left and the centre right. And I suppose the main conclusion that can be drawn from this is that, regardless of which combination of parties forms the next government, children and many others with lower incomes are going to be better off."

But Professor Boston said New Zealand needs "a proper independent review of the whole tax-welfare interface. Not just a review of tax policy or a review of welfare policies but one that thinks about this in a comprehensive, holistic way recognising all the interconnections and comes up with recommendations that are future focused, taking into account demographic change, technological change, changes in the nature and diversity of society, and so forth".

"New Zealand's environment is in a great deal of trouble. It's in a bad way across lots of elements and they're declining, so there's genuine downward trends across the board. The usual response to that is agencies make regulations and that constrains your ability to do environmentally damaging activities. Or does it? It only does that when the regulation is effectively implemented and is an appropriately responsive policy tool."

Dr Marie Brown
Senior Associate, Institute for Governance and Policy Studies, Victoria Business School



Professor Jonathan Boston.

Dr Marie Brown, a Senior Associate in the Institute for Governance and Policy Studies, Practice Leader–Policy for environmental consultancy The Catalyst Group and co-author of the *Policy Quarterly* article 'Big Issues, Bigger Solutions—are bottom lines enough?', also stressed the importance of an integrated approach.

"New Zealand's environment is in a great deal of trouble. It's in a bad way across lots of elements and they're declining, so there's genuine downward trends across the board. The usual response to that is agencies make regulations and that constrains your ability to do environmentally damaging activities. Or does it? It only does that when the regulation is effectively implemented and is an appropriately responsive policy tool," said Dr Brown.

Regulation on its own is not enough, she said. "So what do you do? You add economic instruments. Economic instruments support the regulatory outcomes by changing the incentive on individuals' and companies' behaviour." But that's not enough either, she said. "Because you can develop all the environmental policies and economic instruments you like, but if they are contested by other economic and social policies, then they'll tend to fall to the wayside."



PRME and Sustainable Development Goals related publications

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Future objectives

Over the coming two years we commit to increasing the awareness and engagement by staff, students and external stakeholders with Agenda 2030 and the Sustainable Development Goals. Our activities will be framed by the six PRME Principles and include the following initiatives driven by a commitment to continuous improvement and a passion for fostering the development of responsible leaders:

- Continue Victoria Business School's focus on student and staff wellbeing as a critical foundation for making progress on many of the SDGs through new initiatives by the School of Management's Dr Sally Riad and the creation of a new Faculty role that includes coordination of student success and wellbeing initiatives.
- Increase the monitoring of New Zealand's performance against the SDGs through the School of Government's SDG Observatory led by Professor Girol Karacaoglu.
- Continue to help external partners address real world sustainability challenges through our undergraduate and postgraduate course projects, postgraduate and staff research and engagement.
- Increase student and course engagement with Agenda 2030 and the SDGs at undergraduate and postgraduate level, and through student work.
- Host the 4th international Public and Political Leadership (PUPOL) Conference "Collaborative Leadership for a Sustainable Future" organised by the Brian Picot Chair in Ethical Leadership. The conference will bring together delegates from Australia, Canada, United Kingdom, Netherlands, United States, Germany, United Arab Emirates, Italy, Sweden, Poland, Indonesia, Pakistan, Sri Lanka, Philippines, South Africa and New Zealand under the theme of collaborative leadership.
- Launch a Massive Open Online Course (MOOC) where the Brian Picot Chair in Ethical Leadership, Professor Karin Lasthuizen, and Visiting Professor Alan Lawton will provide a six-week insight into ethical leadership theory and practice, supported by top New Zealand professionals from the public, private and not for profit sectors.
- Increase collaboration with Victoria University of Wellington Sustainability Director Andrew Wilks to examine and make institutional progress on everyday sustainability-related operations and practices.
- Cultivate existing partnership with the Sustainable Business Network. Particular focus will be on fostering debate and action around the priorities identified by SBN's member organisations, which include Climate Change, Waste, Circular Economy, and Leadership in Sustainability.



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