



UCD College of Business

PRME

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



Principles of Responsible Management Education (PRME)

Sharing Information on Progress Report, 2017-2019



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Renewal of Commitment to PRME

As Ireland's leading business school, we are honoured to continue our strategic commitments to research innovation and impact in responsible management, alongside our role as educators to undergraduate and graduate students and executive development participants. We recognise that business schools matter, and that our research and teaching endeavours influence the world. We continue to explore the challenges facing business and society, and engage in research, connections and actions that help solve these challenges and contribute to the shaping of a better society. Simultaneously, we will cultivate informed, agile, critical and ethical thinkers and doers. We will create opportunities to learn from diverse perspectives in diverse settings, through a rich variety of programmes, teaching and research. By doing so, we will enable transformational learning for our students and society.

Our strategy as a business school is to be a global leader in business education and research, while at the same time ensuring business better serves society through the provision of innovative and impactful research. Our values and ambitions are focused around excellence, integrity, courage and diversity, and our strategy ensures a commitment to research, innovation and impact on business and society, and transformational learning in the world and for the world.

Since our last submission, the UCD Centre for Business and Society (CeBaS), an inter-disciplinary research centre, has continued to grow and flourish. In 2019 we introduced a new Vice Principal for Equality, Diversity and Inclusion (EDI) on our College Management Team, recognising the importance of ensuring we evaluate our own EDI commitments, and the importance of continuous improvement within this space.

We are proud of our continued commitment to PRME, and the submission of our fourth PRME report. We look forward to our ongoing engagement and development of our strategies around the Principles of Responsible Management Education and the United Nations Sustainable Development Goals, and to investing further in this important strategic area into the 2020s and beyond.

A handwritten signature in black ink, consisting of stylized initials 'AB' followed by a long horizontal line.

Professor Anthony Brabazon

Dean of Business, UCD College of Business

UCD College of Business

UCD was founded in 1854 by John Henry Newman, author of the celebrated essay on 'The Idea of a University'. His view about the mission of a university being 'to benefit the wider world' and pursue 'true enlargement of the mind' remain central to the purpose of UCD and the UCD College of Business.

The University's vision for 2020 is that UCD will be a pre-eminent, diverse and inclusive scholarly community of students, faculty and staff who, while contributing to the flourishing of Ireland, have global standing, understanding and impact. UCD will continue to be an excellent research-intensive university, where a comprehensive suite of strong disciplines forms the foundation for high quality interdisciplinary research, scholarship and innovation. Our vision is underpinned by values of excellence, integrity, collegiality, engagement and diversity. One of the strategic objectives of the University to tackle global challenges and the College of Business' Vision 2020 builds on this with its commitment to 'transformational learning' and research, innovation and impact on business and society – 'to be in the world and for the world'. UCD participated in the new Times Higher Education World University Rankings for the UN Sustainable Development Goals in 2019 and was ranked 58th in the world.

UCD is Ireland's Global University and one of Europe's leading research-intensive universities. It is ranked in the top 1% of the world's Higher Education Institutions and has 34,000 students. It is home to over 7,900 international students, and delivers degrees to over 4,800 students studying on overseas campuses. UCD is the national leader in research funding, attracting quality investment that has helped the university to establish a reputation as a world class destination for leading researchers.

The UCD College of Business is the largest and leading Business School in Ireland, and has been delivering business education in Ireland for over 100 years. It comprises the UCD Lochlann Quinn School of Business (undergraduate), UCD Michael Smurfit Graduate Business School, UCD Smurfit Executive Development and UCD Centre for Distance Learning. Its programmes are consistently ranked in the top 100 in the world, it holds the 'triple crown' of international accreditations – EQUIS, AMBA and AACSB – and is the only Irish member of the leading business school alliances, the Global Alliance in Management Education (CEMS) and the Global Network for Advanced Management (GNAM). Our MBA programme is consistently ranked in the top 100 globally by the Financial Times, with our Full-Time MBA ranked 89th in the world and 25th in Europe in 2019, while our Masters in International Management is ranked 7th in the world. We are also currently ranked in 43rd place in the Financial Times Executive Education Open Enrolment Rankings. We have a vibrant community of scholars researching in the area of ethics, sustainability, responsible management and society within the College's UCD Centre for Business and Society (CeBaS).

UN Principles for Responsible Management Education

At the UCD College of Business, we are committed to the on-going implementation of the following Principles for Responsible Management Education. This report sets out how we have gone about implementing them since our last report in 2017.



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.



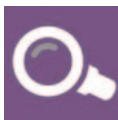
Principle 2 | Values:

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.



Principle 3 | Method:

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



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.



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.



Principle 6 | Dialogue:

We will facilitate and support dialog 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.

Executive Summary

In the two years since our last Sharing Information on Progress Report (SIP), we have strengthened our commitment to the six principles of PRME, and to the UN Sustainable Development Goals (SDGs) by launching the UCD Centre for Business and Society (CeBaS) in 2017, a strong interdisciplinary community within the College of Business committed to teaching and research in sustainability, ethics, responsible management and society. We also have two other strong centres that continue to make a significant contribution to responsible management education. The Centre for Information, Technology and Organisation (CITO) and the Centre for Corporate Governance.

We expanded our recruitment in the area of responsible management with appointments at the Professorial level including Professor Andreas Hoepner (Banking & Finance), Professor Anne Keegan (HRM) and Professor Seamás Kelly (Organisation, Technology and Society). Recently appointed junior faculty in responsible management include: Dr Darren Baker (Business and Society), Dr Quinn Dupont (Cryptocurrencies and Information Ethics), Dr Penelope Muzanenhamo (Business in Africa), Dr Jamie O'Neill (Accountancy), Dr Valentina Paolucci (Employment Relations) and Dr Enrico Secchi (Supply Chain Management).

Responsible management is deeply embedded in the curriculum of our programmes, and the UN SDGs have been integrated into a range of modules across many of our programmes. Our students engage with a range of topics such as: digitalization and society; environmental sustainability and climate change; ethics in corporate governance; ethical standards in the professions; ethical issues in finance and socially responsible investing; ethical employment and HRM; gender, diversity and inclusion; global development; human rights and labour standards; moral issues relating to tax avoidance; responsible marketing; social enterprises; sustainable supply chains; and whistleblowing.

Our research on responsible management is published in a wide range of highly ranked journals, and in many cases engages with practitioners and policy makers and influences public policy debate. Two faculty have been awarded prestigious European Research Council (ERC) Consolidator grants of €2 million each. Professor Susi Geiger's 'MISFIRES' project explores how market failures in health provision can be addressed through collaboration and participation by activists, patient groups and other non-governmental organisations. Professor Roland Erne's 'European Unions' project explores the role of labour movements in the politicization and democratisation of the EU's new economic governance regime. Many of our faculty engage in multidisciplinary research, for example, Professors Donna Marshall and Andy Prothero collaborate as part of the BEACON project, Ireland's national Bioeconomy Research Centre. We have a vibrant community of PhD students and post-doctoral fellows researching a wide range of ethical and responsible management topics.

Our faculty actively engage with a range of external stakeholders to improve management practices, public policy and public debate. Members of CeBaS have been collaborating with Business in the Community Ireland on their Leaders Groups on Social Inclusion, the Low Carbon Pledge and the Worker of the Future. Faculty regularly contribute to public discussions in the media, such as Professor Niamh Brennan on good governance, the responsibilities of directors and ethics, and Professor John Geary on good employment relations practices. In the public policy sphere, Professor Gerardine Doyle has influenced public policy in a range of jurisdictions relating to obesity and the sugar tax, Professors Donna Marshall and Andy Prothero serve on the Irish Government's CSR Task Force and Professor Andreas Hoepner sits on various national and international bodies advising on ESGs, SDG investing and climate change risk.

One of our stated aims in our previous SIP was to host a series of 'challenging conversations' with business and stakeholders about ethical, responsible management and society issues. This has taken the format of our UCD CeBaS annual 'Difficult Conversation' series. Our first event coincided with the official launch of CeBaS in 2017 and focused on Ireland's corporation tax, while our most recent 'difficult conversation' explored gender quotas. The series aims to tackle global issues of significance, but also ones particularly pertinent to Ireland.

We have continued our partnership with Business in the Community, Ireland, including the appointment of a joint UCD-BITC Ireland Research Coordinator. A number of academic colleagues also were involved with BITC Leader Working Groups, set up to tackle and set priorities for business in relation to tackling Ireland's carbon footprint, worker of the future and social inclusion in the workplace. Our on-going engagement with Proudly Made in Africa has gone from strength to strength and we have held a number of workshops in this area.

Our aims over the next two years are to build on those developed for our last SIP report, while also achieving Athena Swan status:

- Continue to embed CeBaS into the College of Business, and continue to publish research in this area, as well as apply for relevant research funding.
- Expand the number of doctoral and post-doctoral students engaged in responsible management research within the College of Business.
- Continue to enhance our commitments to integrate responsible management by setting up a PRME Teaching and Learning group to assess the potential for new offerings and new ways of teaching responsible management, and to embed the Sustainable Development Goals across our range of programmes and in the life of the College.
- Continue to deepen our teaching and applied research engagement with real issues and global social and sustainability challenges.
- Build relationships with key stakeholders that are committed to responsible management activities (e.g. Business in the Community).
- Achieve Athena Swan Bronze Award.



Donna Marshall, Andy Prothero and Colm McLaughlin (Co-Directors of CeBaS)



UCD Centre for Business and Society

In September 2017 we officially launched the UCD Centre for Business and Society (CeBaS). The aim of the CeBaS is to understand and contribute to the role of business and business education in shaping a better society. We are committed to Researching, Connecting and Acting. Researching the most challenging issues facing our world today. Connecting with different organisations, government, civil society groups and communities to create solutions for these challenges. Acting through promoting responsible business behaviours; informing the media and the public; and providing education to advance business sustainability, responsibility and leadership.

CeBaS consists of more than 30 permanent members of faculty, as well as a number of postdoctoral fellows and PhD students, from across all six subject areas within the College of Business – Accounting, Banking & Finance, HRM & Employment Relations, Management, Management Information Systems and Marketing. It aims to become Ireland's leading inter-disciplinary research centre on responsible business. As a community we want to understand and contribute to the role of business and business education in shaping a better society. The Centre is underpinned by the strategic objective of the University to tackle global challenges and of the College of Business' Vision 2020 commitment to 'transformational learning' and research, innovation and impact on business and society – to be in the world and for the world.

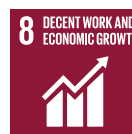
Members of CeBaS are addressing seven global challenges:

Mitigating Climate Change



We need to maintain global temperatures at less than 2°C above pre-industrial levels, prevent catastrophic climate change and transition to a low-carbon economy. Our work in environmental sustainability includes sustainable innovation; accounting and finance; management information systems; marketing and consumption; supply chains and logistics; environmental psychology; and business engagement with key frameworks such as the UN Sustainable Development Goals (SDGs).

Defending Fair Work



Sustainable, secure and dignified work is a significant societal and economic challenge. Our work in this area addresses social entrepreneurship, workers' rights, industrial relations, human resources, social entrepreneurship, the future of work and the search for sustainable models of business and employment.



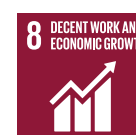
Ensuring Global Health

Healthcare is often seen as an arena where commercial and social interests need to be particularly closely aligned. Yet, healthy people, communities and society are incontestable social goals that face many complex challenges. CeBaS research in this area includes issues of healthcare market design, global health equality, patient involvement in pharmaceutical innovation and distribution, value measurement in health care (measurement of costs and health outcomes, measurement of population and organisational health literacy), process improvement and digital health (including chronic disease and childhood obesity), promoting health and self-care among family carers in the workplace, and the role of tax policy in addressing the global social and economic challenges of health issues.



Tackling Inequality

Growing inequality, in relation to a number of issues of wealth, gender, race, sexuality and disability, is a key societal challenge and area of concern within CeBaS. Issues of diversity, discrimination and inclusion are a key focus.



Promoting Responsible Production and Consumption

In our current systems consumption and production are usually regarded as separate and linear where production leads to consumption generating waste. Responsible production and consumption regard these systems as circular and promotes synergies in relation to how we produce, consume and ultimately dispose of products, as well as considering consumption practices per se. Our research explores different aspects of responsible production and consumption including links between production and consumption, health and safety in production and for consumers, behavioural responses to environmental issues and innovations, environmental impacts of producers and consumers, human rights and working conditions in production systems, bottom-of-the-pyramid environmental and working conditions, sustainable logistics and supply chain reporting and disclosure.

Championing Sustainable Development

Achieving sustainable development is a widely-held public policy goal at local, national and international levels, and now involves all actors – businesses, communities, governments, NGOs and others. CeBaS work analyses initiatives dedicated to this goal, focusing on the conceptualisation and implementation of the relationship between business and sustainable development at 'glocal' and transnational levels, and how the relationship between markets, people and the natural environment is articulated through policy, governance and regulation. Specific strands focus on Africa; the conceptualisation of the 'developing world' as a global market actor and the implementation of the UN's Sustainable Development Goals.



Encouraging Transparency

Transparent and accountable institutions are fundamental to a well-functioning, egalitarian society. CeBaS's work on this challenge includes tax avoidance; corporate, supply chain and country-specific disclosure; and governance and regulatory environments.



Purpose, Values and Method

The UCD College of Business strategy is to re-imagine business education in an open world by providing transformational learning experiences that develop informed, agile, critical, conscious thinkers and doers, in the world and for the world. Our graduates will be responsible and ethical global citizens, who understand the role that businesses can play in building a better, more sustainable, and more inclusive economy and society, and who value doing the right thing for the world of business and society at large. This is underpinned by the 2015-2020 strategy of the University, where one of our central objectives is to address urgent global issues and challenges.

Consultation for our next UCD Strategy 2020-2024 is well under way, and the UN Sustainable Development Goals will form a key part of this strategy. Already UCD has begun the process of embedding the SDGs in the life of the University. A UCD steering committee was formed and from this four working groups were set up in early 2019 to map where we are already contributing to the attainment of the SDGs and where we need to improve. The four groups covered Education, Research, External Engagement, and Governance. As part of this process, a University-wide lunch time seminar series was started covering all 17 of the SDGs. At the UCD College of Business we have been active participants in the working groups and one of our aims for the coming two-year period is to embed the SDGs more deeply in our curriculum and make them more explicit in the life of the College. Already they have been integrated into a wide range of relevant modules by our faculty. UCD participated in the new Times Higher Education World University Rankings for SDGs and was ranked 58th in the world.

Derived from university initiatives around equality, diversity and inclusion, a new key senior management role within the College of Business has been created namely, Vice Principal of Equality, Diversity and Inclusion. This position is currently held by Professor Andreas Hoepner who was appointed to it in April 2019. This role is congruent with the wider UCD initiatives concerning EDI. The Vice Principal for Equality, Diversity and Inclusion (VPEDI) is a senior leadership role in the College of Business and the post-holder is charged with promoting policies, actions and cultural change across the College towards removing barriers to equality, enhancing a sense of inclusion for employees and students, and enhancing the ability of the College to support its increasingly diverse population of staff and students to their full potential. One of our aims for the next SIP cycle is to achieve the Athena Swan Bronze Award.

Values of global social responsibility and ethics form a central part of our curricula and a stakeholder approach to business is adopted by a large number of teaching staff from across all disciplines in the College. Many of our programmes include a global perspective on ethical and societal challenges as key goals. Issues such as sustainability, CSR, codes of conduct, inequality, socially responsible investment, equality and diversity, human rights, labour standards, professional standards, ethics, health and well-being, employee voice and empowerment, corporate reporting and fraud are then integrated as learning outcomes into different degree programmes and individual modules.

Responsible Management in the Curricula

We continue to embed the relationship between business and society in the teaching activities of the College. At undergraduate level, 'business in society' forms one of three core 'pillars' of our undergraduate degree programmes (the others being 'Innovation and Enterprise' and 'Personal Development Planning'). This signals clearly to students that developing an active awareness of ethical values and social dilemmas facing business and society, and an understanding of their role in creating a better society through business success, is fundamental to a business education.

Our first -year core module in 'Business in Society', which has now been running successfully for eight years, lays the foundations for our students. This module was extended during this SIP cycle to include our BSc in Economics and Finance. Subsequent modules build on this by exploring issues of ethics, responsibility and sustainability as they relate to a more general curriculum with the opportunity through elective modules to build a concentration of expertise in areas such as service learning, developing future leaders, business and social enterprise, sustainable supply chains, environmental finance, and ethical HRM.

At graduate level, we have a number of MSc programmes focusing on sustainability. Our MSc in Supply Chain Management addresses many of the UN SDGs in examining sustainability and stakeholder approaches to management, environmental management systems and audits, social and environmental reporting, and transparency. Our MSc in HRM has a strong focus on SDG 8, Decent Work and Economic Growth, and a close examination of the ethical challenges around emerging trends in the labour market, such as the growth of labour market inequality, precarious employment and gig working. Our MSc in Renewable Energy and Environmental Finance has strong links to the Irish renewable energy sector and the World Business Council for Sustainable Development, while the MSc in Food Business Strategy has a strong focus on food sustainability.

We have introduced a range of new modules at undergraduate and graduate level over the past two years, including Digital Society, Cybersecurity in Society and The Encrypted Information Society, all of which examine a wide range of ethical issues relating to increasing digitalisation, such as data privacy, surveillance, freedom, hacking, the political economy of cybersecurity and the responsibilities of companies that operate in the technology space. Our Responsible Marketing module examines marketing's role and relationship with society, and examines issues such as ethical consumption, voluntary simplicity, gender and marketing, and boycotts, buycotts and activism.

Our Executive Development programmes play an important role in extending the knowledge of managers around responsible management and ethics. In particular, our offerings in the area of Corporate Governance continue to be recognised as among the best in Ireland and play an important role in raising standards of corporate governance and ethical business practice.

Innovative Responsible Management Education

We continue to offer a range of responsible leadership experiences within and outside the classroom context. A number of undergraduate and graduate level modules engage students directly with charitable and non-profit organisations to complete business projects and gain a more experiential experience of issues of global responsibility. Outside of the formal assessment process, student-led engagement with responsible management and sustainability is also supported by the College, including fundraising for numerous charities such as the Dublin Simon Community or the Society for St. Vincent de Paul, both of whom work with the homeless in Dublin.

In this SIP report we highlight four particular initiatives: our Masters in Project Management, The ReSToRE international summer school in sustainable development of the earth's resources, our Quinn School global life week and our Business and Society internships in the voluntary sector.

UCD Smurfit School students top €500K for charity through innovative course module

Masters in Project Management students at UCD Michael Smurfit Graduate Business School undertake a module that raises funds and awareness for Irish charities. Set up by Joe Houghton, the module has been running annually since 2008 and has now raised over €500,000 for Irish not-for-profit organisations. The module challenges students to utilise project management skills learned in the programme in a live learning experience. The result supports charities with needed resources including time, skill and funding. Partnering with charity organisations also allows students to experience work in the not-for-profit field, an area which may be unfamiliar to many of them. The involvement offers a deep-dive into the needs of charitable organisations in comparison to corporate entities.

There were nine project groups formed in 2019 and the students raised over €45,000, as well as a tremendous amount of awareness through social media and PR exposure, for their chosen charities. Representatives from each of the nine organisations attended the groups' final presentations and received a cheque for the amounts raised. One of the groups organised a 'Swim for Simon' event and raised over €12,000 for the Dublin Simon Community, which works with the homeless. "Being cold is a great leveller," said student Shane Moffatt. "People on the streets deal with cold all the time and this swim allowed participants to experience that cold, albeit for just a brief moment, to help try to build at least a small piece of understanding." Student Johanna Kennedy said the experience taught the students the value of teamwork, the ability to deal with unplanned challenges and to remain flexible in making strategic changes to an initial plan.

ReSToRE International Summer School

How can we sustainably supply future generations with the earth's resources? And how can we bring different actors and communities together to achieve sustainable resource development? These were just some of the questions that early career geoscientists and social scientists from developed and developing countries came together to discuss during the Researching Social Theories, Resources, and the Environment (ReSToRE) International Summer School, held at University College Dublin in July 2019.

Organised by Associate Professor Geertje Schuitema of the UCD College of Business, in conjunction with iCrag, the Irish Centre for Research in Applied Geosciences, the summer school included 42 early career researchers and recent graduates from 28 nations including 18 developing countries. The goal of the ReStoRE summer school was to enable critical cross-disciplinary discussions around the sustainable sourcing and use of Earth resources now and in the future. During the week, participants discussed emerging themes pertinent to the future of resourcing and consumption of earth materials. What drives societal attitudes to the extraction industry? How can communities be engaged in resourcing projects? What are the barriers to a circular economy? How can earth materials be resources in an ethical and responsible way? The summer school created a stimulating setting for interdisciplinary research collaboration, knowledge sharing and network-building.



Photo caption: ReStoRE participants from all over the world: in this from left to right, in back row: Emilio Castillo (from Chile), Halleluya Ekandjo (from Namibia), Muhammad Tahir (from Afghanistan), Geertje Schuitema (Director of ReStoRE). Front row: Laura Berdi (from Hungary), Josphat Nguu (from Kenya) and Sarah Caven (from Northern Ireland).


Global Life Week


The 'Quinn Global Life', now in its third year, is a week-long celebration of diversity designed to foster a culture of awareness of global cultures among the Quinn students and staff population. There are over 50 different nationalities in the Business School's 2000+ student population and more than 25 different nationalities among our teaching, support and professional staff which makes for many interesting conversations both inside and outside the classroom.

Among the activities that took place were daily Global Geography Challenges, a screening of the classic film "The Roaring Twenties" exploring business ethics and the entrepreneurial spirit, a Chopstick Skills Team challenge, a Keepy Uppy (global style) competition, a Building Cultural Awareness Interactive Workshop and a Mini Case Study Sprint Challenge.

The event was organised by Ms Orlaith McGourty our International Student Coordinator as part of her wider role of providing targeted support, guidance and advice to international students and fostering cross-cultural communication, integration and understanding across the undergraduate student cohort. In addition to the Quinn Global Life Week, there are a range of other supports and activities throughout the academic year, including a Language Buddy Programme, Peer-to-Peer student connections, and a Cultural Fair.

Quinn Global Life Week (18-22 February 2019)

18 th Feb 2019, Monday, Quinn EY Room, Q118	19 th Feb 2019, Tuesday, Quinn School Atrium	20 th February, Wednesday, Quinn School Atrium	21 st February, Thursday, Quinn School Atrium	22 nd February, Friday, Quinn School Atrium
Classic Movie Screening (6pm – 8pm) The Roaring Twenties(1939) starring Humphrey Bogart, James Cagney, Priscilla Lane & Jeffrey Lynn. A classic film that offers compelling drama on the themes of entrepreneurship and business ethics – Does the end justify the means? Introduction by Megan McGurk followed by movie	Global Geography Challenge (10am - 4pm) – How well do you know the world? •€25 flight voucher to overall winner* The Chopstick Challenge (1pm – 2.30pm) Learn about the etiquette of eating with chopsticks and demonstrate your chopstick skills •(Team (2 max) event), •Bonus points for Gender and Nationality balance •€50 flight voucher to top two winning teams*	Global Geography Challenge (10am -4pm) – How well do you know the world? •€25 flight voucher to overall winner* Keepy Uppy (Global) Competition(11 – 1) – How many balls can you keep in the air? •Team and time challenge event (max 2 per team) •Bonus points for Gender & Nationality balance •€50 flight voucher to top two winning teams* Intercultural Workshop - Build your cultural awareness! (1pm-2pm, Q012) Interactive and fun talk about building your cultural awareness. Linda Yang, Intercultural Development Officer. •Lunch for participants (Limited places: First-come, first served!)	Global Geography Challenge (10am -4pm) – How well do you know the world of Quinn? •€25 flight voucher to overall winner* 	Global Geography Challenge (10am -4pm) – How well do you know the world? •€25 flight voucher to overall winner* Avolon Case Study Sprint Challenge (1pm – 4pm), EY Room, Q118 •1 st Prize €400 •2 nd Prize - €200 •3 rd Prize - €100 •Pizza for participants


#QuinnGlobalLife

***Terms & Conditions**

- Must be a Quinn School registered student
- In the event of multiple correct scoresheets, prize will be randomly allocated
- Judges decision is final

Business and Society Internship Scholarships

In 2019 the Quinn School of Business launched the Business and Society Internship Scholarship, intended to provide financial support to a student who wishes to complete their internship in the voluntary sector. Clodagh Nash (BSc Economics & Finance, Stage 3) is the inaugural recipient of this scholarship and has chosen to complete her internship in Concern Worldwide working alongside the Director of Finance in their Dublin Office. Clodagh is an excellent candidate who has shown great commitment to her academic studies and a clear understanding of the valuable work completed by organisations such as Concern.

Speaking at the scholarship launch in July, Associate Dean Maeve Houlihan, Director, UCD Lochlann Quinn School of Business, said "At Quinn, we are striving to graduate informed, active, responsible thinkers and doers, individuals with a sense of their capacity to positively affect the world. We believe in the transformative learning potential of real-world experience and the value of working on real world challenges. The Quinn School is delighted to have this opportunity to sponsor Clodagh allowing her the unique opportunity to pursue her interest in the voluntary sector."

Concern Worldwide were very keen to get involved in this initiative and were looking forward to welcoming Clodagh to their organisation. Ciara O'Neill, Finance Director, Concern Worldwide commented "Concern Worldwide is delighted to partner with UCD Lochlann Quinn School of Business in this inaugural internship scholarship. We are very grateful to have been chosen by Clodagh and we look forward to working with her and harnessing her energy and skills. We believe that this is a wonderful opportunity for all and that Clodagh will be a great addition to our busy Finance Team and the wider organisation. In this our 50th year, it is a sobering reality that the work of Concern is needed now more than ever, and we remain committed to tackling extreme poverty in the world's most forgotten and volatile regions."



Photo caption: Pictured at the launch of the Business and Society Internship Scholarship in UCD Quinn School of Business are Joe Jennings (Volunteer Coordinator, Concern), Clodagh Nash (Scholarship Recipient) and Ciara O'Neill (Finance Director, Concern).

Feature Item: A Strategic Commitment to Africa

The UCD Proudly Made in Africa Fellowship is now in its 6th year. Established in 2013, this is a partnership between UCD College of Business and the Proudly Made in Africa (PMIA) social enterprise. The fellowship focuses on embedding sustainable business in and with Africa in business education and research across the island of Ireland.

To date, the fellowship has integrated content on Africa-inclusive business in 25 modules, working with a network of 60 lecturers in 15 business schools and reaching 15,000 business students across Ireland. Topics covered include Africa as an Emerging Market, Exporting and Franchising in Africa, Information technology and Africa, Marketing in Africa, Supply chain management, HRM in Africa, Innovation and Business in Africa, and Social Entrepreneurship.

In the last two years our commitment to Africa has grown. Our previous PMIA fellow Dr Penelope Muzanhamo was appointed as Assistant Professor in Business in Africa within the UCD College of Business. Her research focuses on Brand Africa, Sustainable Development, Africapitalism and African Consumer Markets, and her teaching continues to integrate Africa in Business in her curricula. Dr David Nyaluke was appointed as the new PMIA fellow to continue and expand the fellowship work for UCD and other business schools on the Island of Ireland.

One of the highlights of this SIP cycle was the hosting of the Africa Business Students' Conference. The conference was organised by UCD College of Business, with the support of PMIA and the fair trade and value-added in-African coffee company Moyee Coffee. The conference brought together 110 participants, students and members of the wider community to learn about sustainable business development in Africa and its developing business landscape. Ms. Pamela Anyoti the founder and CEO of Asante Mama, now a global organic tea company operating from Uganda, gave the keynote speech. A roundtable discussion featuring Irish government trade officials and business and social enterprises highlighted some of the opportunities and challenges of doing business in and with Africa.



PMIA fellow Dr David Nyaluke engaging with students on business in Africa.



UCD Moore Centre for Business



The new UCD Moore Centre for Business opened in September 2019. Built upon an extraordinary foundational gift from Angela Moore in memory of her late husband UCD alumnus, entrepreneur and philanthropist Dr George G. Moore, the project team was led by the Director of the Quinn School, Associate Professor Maeve Houlihan.

The UCD Moore Centre for Business features a range of new facilities to enable business students to tackle complex ideas through the latest advances in learning technologies and interactive learning environments, including extensive co-working zones and transformative learning experiences.

Change is at the core of the new centre. “We are really excited about what we will be able to do in the Moore Centre,” says Dr Houlihan. “We want to evolve and improve all the time. I think we will be able to offer a really wonderful arena to experiment with new things beyond the traditional lecture format. Professor Anthony Brabazon, Dean of UCD College of Business noted that “the UCD Moore Centre for Business will allow current and future students to learn in an environment that celebrates innovation, creativity and adaptability – characteristics we know to be valued in the workforce and society as we face bold and audacious global challenges”.

The building has a green roof system, which has a number of positive impacts on the environment. Not only does the roof promote urban biodiversity, but improves stormwater management by reducing rainwater runoff and enhances overall water quality. The greenery also reduces dust and air pollutants and provides heat insulation, which helps to advance the University’s sustainability goals. The extensive vegetated roofing system is composed of a range of different plant varieties including sedums, small grasses, herbs and flowering herbaceous plants, all which require minimal maintenance. The build-up of the roof includes a reservoir board to store stormwater which is then used to maintain the plants. In the courtyard of the UCD Moore Centre for Business, a pollinator garden will further support the ‘All-Ireland Pollinator Plan’ with pollen-rich flowers and safe nesting sites along the garden edges.



Research

Researchers in the broad area of responsible management has been very strong over the past two years, with a number of high profile research grants and a large number of faculty engaged in research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. Our vibrant community of PhD students and post-doctoral fellows research a wide range of responsible management topics, including the UN SDGs and blended finance, gender inequality, the impact of private equity on employment standards, the bioeconomy, health and safety, the finance of renewable energy, finance and climate change, employee voice, workplace well-being and financial disclosure regulations. Our research also contributes to solving global challenges and meeting the UN Sustainable Development Goals. Here we feature just some of our research projects over this SIP cycle.

BEACON Bioeconomy Research Centre

In 2018 a €28 million national Bioeconomy Research Centre (BEACON), funded by Science Foundation Ireland and the European Regional Development Fund was established. The Centre's core aim is to contribute to the development of a sustainable Irish bioeconomy through - inter-disciplinary research, capacity building with industry partners, the development of collaborative networks, contributing towards Ireland's transition to a circular economy, creating future bioeconomy leaders and actively engaging with the public. Professors Donna Marshall and Andy Prothero, along with Post Doctoral Research Fellows (Dr Aideen O'Dochartaigh and Dr Orlagh Reynolds) are contributing to the BEACON Centre through their research creating and supporting a bio-economy knowledge hub and multi-stakeholder network. It is envisaged that these will provide a basis for stakeholders to connect, share information, market innovations, and learn about innovations. Specifically, the project considers the barriers and drivers of sustainable innovation adoption in networks and the link between business, government, NGOs, the media and community groups in multi-stakeholder initiatives to drive adoption and acceptance of sustainable bio-based products.

MISFIRES: Theorising markets to enable action

MISFIRES started in August 2018 and is an EU H2020 European Research Council project on market failures in healthcare. The aim of the project is to make healthcare markets more participatory and to innovate together for better markets. Led by Professor Susi Geiger, the project refocuses the issues of market failures and market design from economic principles towards collaboration and participation. It takes a sociological angle to investigate problems and concerns in healthcare markets, such as overpricing, limited access to medicines and data privacy issues. The project asks how market failures in these markets are diagnosed and voiced, and secondly how government bodies, medical and pharmaceutical industries, patient groups and other actors can work together to address these misfires. The overall objective of the project is to guide new academic and policy thinking by establishing what research can do to make markets more inclusive and to open them up to the concerns of those who are let down by them. It will leverage ethnographic field methods, archival research, digital methodologies and participatory research in a multiple case design. The project is funded by a €2m ERC Consolidator grant, awarded under the 'excellent science pillar' of Horizon 2020, the European Union's research and innovation programme.



Ilaria Galasso, Gemma Watts, Stephen Nicola, Susi Geiger, Emma Stendahl.

The CAREWELL Project: Promoting health and self-care among family carers in the workplace

In late 2018, a team of researchers from the UCD School of Nursing, Midwifery and Health Systems and UCD College of Business, in partnership with Family Carers Ireland, began a four year research project, funded by the Health Research Board, to examine how family carers can be best supported to balance work with care. In particular, the CAREWELL project aims to promote health and self-care behaviours among working family carers through the development of an evidence-informed workplace programme for carers working in public and private work settings. Family carers are the main source of care provision for those in need of care due to a long-term illness, disability or frailty living in the community. With an ageing population, the demand for care is predicted to soon exceed supply. Consequently, balancing work with care obligations will become an increasingly important health, social and economic issue. A supportive work environment may help to reduce some of the negative impacts often associated with caregiving, such as poor physical and psychological health. UCD College of Business researchers on the projects are Dr Majella Fahy and Dr Linda Dowling-Hetherington. Project collaborators include LEO Pharma, Fusion HR, CIRCLE, University of Sheffield, Robert Walters, CIPD Ireland, UCD HR, UCD Geary Institute, Care Alliance Ireland, University of Limerick and UCD School of Social Policy, Social Work and Social Justice.

Financing the Sustainable Development Goals: The role for law in the governance of Blended Finance

A shortfall of \$2-3 trillion per year is needed to finance the UN's Sustainable Development Goals (SDGs) until 2030. To address this gap, a central role for an international public-private finance instrument called Blended Finance (BF) is proposed by international organisations such as the OECD and World Bank. But this venture carries within it a recalibration of who takes risks and gains reward, and a re-balancing of public and private interests. These issues raise questions about how BF should be governed to ensure effectiveness, transparency and accountability. They also go to the heart of debates about the role of law in transnational governance and the legal nature of governance instruments that operate transnationally.

This research project maps the current international governance framework for BF and analyses the effects of its legal nature on (i) the legal subjectivities of states, international organisations and private actors involved, and (ii) the kinds of development and allocation of risk and reward that are privileged by this framework. It aims to produce new knowledge on how complex areas of transnational activity, such as new forms of international development finance, can be better governed in order to achieve more equitable outcomes. The research has direct policy implementation relevance to international organisations such as the OECD and the World Bank, and to international donors such as Ireland and the EU on how they can better use BF to achieve the SDGs. The Primary Investigator in the Project is Caroline Fellow, Siobhan Airey, mentored by Associate Professor Maeve Houlihan and Dr Julie Byrne, and co-funded by the Irish Research Council and the EU Marie Skłodowska-Curie scheme.

Whose responsibility is it, anyway? From organized irresponsibility to shared responsibility in global supply chains (SHA-RE)

The globalization of supply chains has intensified the scale of challenges, such as decent work and eradicating poverty, which are enshrined in the Sustainable Development Goals (SDGs). While there is an inter-disciplinary consensus that shared problem-solving within multi-stakeholder initiatives (MSI) is required to address these challenges, how to share and manage responsibilities among MSI partners is theoretically and empirically under-explored. Notably lacking is an empirically grounded framework of shared responsibility (SR) for more innovative MSI due to the limited synergies between the Supply Chain Management (SCM) and the Corporate Social Responsibility literatures. This leads to a context of organized irresponsibility where responsibilities are either miss-allocated or not allocated at all, thus limiting the ability of MSI partners to eradicate harm. This research project is set up as a research collaboration with the University College Dublin and the Better Work Program (BW) of the International Labour Organization (ILO) and the International Finance Corporation. The project SHA-RE aims to advance state-of-the-art research in the fields of SCM and CSR, and to benefit European society by providing concrete recommendations and management information about innovation for multi-stakeholder partnerships in times of persistent sustainability issues. The Primary Investigator in the Project is Caroline Fellow, Dr Esther Hennchen, mentored by Professor Mark Pagell and co-funded by the Irish Research Council and the EU Marie Skłodowska-Curie scheme.

Selected Publications

Our research is published in a wide range of top ranked journals, and in many cases engages with practitioners and policy makers and influences public policy debate. A sample of recent publications by core faculty researching in this area since our last SIP (UCD College of Business staff in bold font):

Ascuí, F., and **Cojoianu, T. F.** (2019) Implementing natural capital credit risk assessment in agricultural lending. Forthcoming in *Business Strategy and the Environment*.

Baker, D.T. and Kelan, E.K. (2019) 'Splitting and blaming: The psychic life of neoliberal executive women', *Human Relations*, 72(1): 69-97.

Belizón, M. (2019) 'Employee voice in Spanish subsidiaries of multinational firms', *European Journal of Industrial Relations*, 25(1):75-90.

Brennan, N. (2019) 'Directors' responsibilities, accountability and business judgment: The Pierse Contracting case', Issues in *Accounting Education*, forthcoming.

Byrne, J. and Pecchenino, R. (2018) 'Heigh Ho, Heigh Ho: flexible labor contracts with real option characteristics', *Business Economics*, 54(1): 25-34.

Chen, J., **Muckley, C. B.** and **Bredin, D.** (2017) 'Is information assimilated at announcements in the European carbon market?' *Energy Economics*, 63: 234-247.

Chun, R. (2019) 'How virtuous global firms say they are: A content analysis of ethical values', *Journal of Business Ethics*, 155(1): 57-73.

Doyle, G., Gibney, S., Quan, J., Martensen U., Schillinger, D. (2017) Health literacy, health care utilization and direct cost of care amongst linguistically diverse patients with Type 2 diabetes mellitus. *Health Literacy Research and Practice*, 1 (3): e116-e126.

Erne, R. (2018) 'Labour politics and the EU's new economic governance regime (European Unions): A new European Research Council project', *Transfer*, 24(2): 237-247.

Hoepner, A. and Schopohl, L. (2019) 'State pension funds and corporate social responsibility: Do beneficiaries' political values influence funds' investment decisions?' *Journal of Business Ethics*, <https://doi.org/10.1007/s10551-018-4091-z>

Kilbourne W.E., McDonagh, P. and **Prothero, A.** (2018) Sustainability: The politics of megatrend. In O. Kravets, P. MacLaran, S. Miles, and A. Venkatesh (eds) *The Sage Handbook of Consumer Culture*, Sage: London: 478-498

Kavanagh, D. and Brigham, M. (2019) 'The Quakers and the joint stock company: Uneasy bedfellows. In N. Burton and R. Turnbull (eds) *Quakers, Business and Corporate Responsibility - Lessons and Cases for Responsible Management*, Cham, Switzerland: Springer.

La Monaca, S., **Assereto, M.,** and **Byrne, J.** (2018). Clean energy investing in public capital markets: Portfolio benefits of yieldcos. *Energy Policy*, 121: 383-393.

Lafferty, A., Phillips, D., Paul, G., Fealy, G., **Fahy, M., Dowling-Hetherington, L.**, Duffy, C., Moloney, B. and Kroll, T. (2019): 'Stage 1 Registered Report: A scoping review protocol to map the evidence on family carers who combine work with care', *HRB Open Res* 2019, 2:7.

Landert, D. and **Miscione, G.** (2017) 'Narrating the stories of leaked data: The changing role of journalists after Wikileaks and Snowden', *Discourse, Context and Media*, 19: 13-21.

Marshall, D., McCarthy, L., **Claudy, M.** and **McGrath P.** (2019) 'Piggy in the middle: How direct customer power affects first-tier suppliers' adoption of socially responsible procurement practices and performance', *Journal of Business Ethics*, 154(4):1081-1102.

McLaughlin, C. (2018). 'Corporate social responsibility and human resource management'. In R. Carbery, & C. Cross (Eds.), *Human Resource Management*. Basingstoke: Palgrave.

McCall, K. and **Houlihan, M.** (2017) 'The artist as cultural entrepreneur', in E. Raviola and P. Zackariasson (eds) *Arts and Business: Building a Common Ground for Understanding Society*, London: Routledge, 148-162.

Meijerink, J. and **Keegan, A.** (2019) 'Conceptualizing human resource management in the gig economy: Toward a platform ecosystem perspective', *Journal of Managerial Psychology*, 34(4): 79-95.

Motherway, D., **Pazzaglia, F.** and **Sonpar, K.** (2018) 'Failures in regulator-led deinstitutionalization of questionable business practice', *Journal of Business Ethics*, 149(3): 627-641.

O'Dochartaigh, A. (2017) 'Stakeholder relationships, engagement, and sustainability reporting', *Social and Environmental Accountability Journal*, 37(3): 225-226.

Muzanenhamo, P. (2016) 'What does Africapitalism have to do with brand Africa?', in U. Idemudia and K. Amaeshi (eds) *Africapitalism: Sustainable Business and Development in Africa*, London: Routledge, pp. 126-143.

Pagell, M., Wiengarten, F., Fan, D., Lo, C.K.Y., Humphreys, P. (2019) 'Managerial time horizons and the decision to put operational workers at risk: the role of debt'. *Decision Sciences*, 50(3): 582-611.

Paolucci, V. and Galetto, M. (2019) 'The collective bargaining of flexicurity: A case for sector-level analysis? The Italian chemical and metalworking sectors compared', *Human Resource Management Journal*, forthcoming.

Schuitema, G., Aravena, C. and Denny, E. (2019) 'The psychology of energy efficiency labels: Trust, involvement, and attitudes towards energy performance certificates in Ireland', *Energy Research and Social Science*, 59.

Tassinari, A. and **Maccarrone, V.** (2019) 'Riders on the storm: Workplace solidarity among gig economy couriers in Italy and the UK', *Work, Employment and Society*, <https://doi.org/10.1177/0950017019862954>



Partnership and Dialogue

The UCD College of Business facilitates dialogue and debate on key issues of social and environmental sustainability by hosting events and speakers, and it contributes to public debate and dialogue by contributing ideas to non-academic audiences at a range of events and through various mediums. Much of our research in responsible management and sustainability is based on primary research conducted with business corporations, NGO and other stakeholders in Ireland and abroad. As well as being published in top ranked journals, the research results are also fed back to research participants in order to disseminate knowledge, share best practice and build on-going relationships for further research. Engagement with business and other stakeholders in addressing social and environmental responsibilities is a motivating factor for many of our researchers.

UCD CeBaS Annual 'Difficult Conversation' Series

In 2017 CeBaS launched its annual 'Difficult Conversation' series, where we bring together a panel of experts to discuss controversial and challenging subjects relating to important business and society issues. The aim is to stimulate debate and discussion on controversial topics in a friendly and non-confrontational manner, allowing us to discuss the nuances of the issues and to move beyond polarised discussions which currently dominate the public discourse. Our first two conversations addressed Ireland's taxation policy and gender quotas, and were attended by a diverse audience of students, academics, business, and NGOs:

"Ireland's Corporation Tax: What does the future hold?" A panel featuring Sorley McCaughey (Head of Advocacy and Policy, Christian Aid Ireland), Cora O'Brien (Policy Director, Irish Tax Institute), Feargal O'Rourke (Managing Partner, PWC Ireland) and Grace Perez-Navarro (Deputy Director, Centre for Tax Policy and Administration, OECD), and chaired by Professor Eamonn Walsh, discussed Ireland's corporation tax from a number of different perspectives, including business, NGOs and public policy and how it might change in the future.

"Gender Quotas: The Holy Grail to Smashing the Glass Ceiling". A panel featuring Dr Scarlett Brown (Head of Research and Policy, Tomorrow's Company), Jim Clarken (CEO Oxfam Ireland), Rachel Hussey (Partner at Arthur Cox and Deputy Chair of the 30 Percent Club Ireland Steering Committee) and Joan McGrath (HR Director at McGrath HR, and graduate of the UCD MBS in Human Resources) debated this complex and controversial topic in a lively, informative and nuanced manner. The discussion was chaired by Dr Colm McLaughlin.



Photo: Colm McLaughlin (UCD), Scarlett Brown (Tomorrow's Company), Jim Clarken (Oxfam Ireland), Joan McGrath (McGrath HR) and Rachel Hussey (Arthur Cox and 30 percent Club) debate gender quotas.

Business in the Community (BITC) Ireland Partnership

Our partnership with BITC Ireland continued to develop during the past two years, with a jointly funded research coordinator based in the BITC office. The research coordinator, Dr Aideen O'Dochartaigh, supported knowledge transfer between CeBaS and BITC through mapping of CeBaS research to BITC service areas, facilitation of workshops and co-ordination of joint events. Members of UCD CeBaS participated in three BITC Leaders groups, working alongside some of the largest companies and leaders in sustainability in Ireland to tackle key social and environmental challenges. Dr Geertje Schuitema assisted the 'Transition to a Low Carbon Economy' working group, which developed a low carbon pledge. Dr Mags Crean was part of the working group on 'Social Inclusion' and Dr Colm McLaughlin on the 'Worker of the Future'.

Faculty Engagement

Our faculty actively engage with a range of external stakeholders to improve management practices, public policy and public debate, and faculty regularly contribute to public discussions in the media. Here we highlight the engagement activities of just some of our staff over the past two years.

Professor Andreas Hoepner's research focuses on the broad area of sustainability and finance. He serves on the European Union's Technical Expert Group on Sustainable Finance, specialising in developing low-carbon benchmarks. He also serves on various investment funds and government bodies advising on ESGs, SDG investing, and climate change risk, including the Irish Department of Finance 'Finance Green Ireland' Committee, the French Social Investment Forum and the Future World Fund. He was awarded the Irish Sustainable Finance Person of the Year Award 2019 as recognition of his significant impact on the field of sustainable finance in Ireland.

Dr Darren Baker has worked with the ACCA (the Association of Chartered Certified Accountants) on equality and gender inclusion in the Accounting profession. A policy report based on his research was presented at an event held at the UCD Michael Smurfit Graduate Business School in conjunction with ACCA Ireland and he also presented the findings to the UK Labour Shadow Secretary of Equality and her political aides at the UK Houses of Parliament in February 2019.

Professor Gerardine Doyle's research engages with societal challenges and influences national and international policy with special emphasis on health and related tax and education policy. Her research involves collaboration with partners from industry, healthcare and government organisations nationally and internationally, including the World Health Organisation, Irish Departments of Health and Finance, Boston Children's Hospital and the City of Philadelphia Revenue Commission. She has conducted research and influenced policy on a range of health issues including obesity, Huntingdon's disease, sugar tax and health literacy.

Professor Niamh Brennan regularly contributes to public discussion through the media on a range of corporate governance issues. As founder and Director of the UCD Centre for Corporate Governance, Ireland's leading centre in its field, she plays an important role in promoting good governance, the responsibilities of directors and ethical behaviour. She is a member of various state and industry boards, including the Children's Hospital Group, An Garda Síochána (Ireland's National Police and Security Service), Drinkaware and Chartered Accountants Ireland. In 2019 she was awarded the prestigious Distinguished Academic Award of the British Accounting and Finance Association (BAFA) presented in recognition of her substantial and direct contribution to UK academic accounting and finance life. In the 25 years of this award, this is the first time that it has been awarded to an academic from outside of the UK.

Professor Roland Erne's ERC funded 'European Unions' research project explores the role of labour movements in the politicization and democratisation of the EU's new economic governance regime. Through his research he works closely with the European Trade Union Confederation and a wide range of unions and other stakeholders across Europe. He also regularly engages with the European Foundation for the Improvement of Working and Living Conditions (Eurofound).

NGO INVOLVEMENT IN SUPPLY CHAIN SUSTAINABILITY

ANALYSIS OF TOP 50 ARTICLES



Research in Focus: Supply Chain Disclosure



Donna Marshall works with NGOs and the world's largest companies in the fashion, food, electronics, medical devices and pharmaceutical industries. She has developed tools for managers in companies to understand their supply chain disclosure strategies: are they distracting their stakeholders with inauthentic information or withholding key information that might be exposed and potentially damaging their legitimacy and brand or are they thinking strategically about the sustainability information in their supply chain and how they communicate that? She has also examined the involvement of NGOs in supply chain sustainability with the results of the top 50 papers in the field in the infographic attached showing drivers, roles, outcomes and solutions for NGO involvement in supply chain sustainability and is now examining how leading companies and NGOs are involved in supply chain disclosure. She advises NGOs and government on these issues and is part of the United Nations Economic Commission for Europe (UNECE) expert group to enhance transparency and traceability of sustainable value chains in the garment and footwear industry.

DETERMINANTS



What determined NGO involvement?

Globalisation and relaxation of trade rules resulted in shift in production to the Global South. The resulting lack of justice, emancipation and empowerment led to the need to police company behaviour. Government, regulation, union and supplier weaknesses and the need for companies to maintain their legitimacy, license to operate and the need to develop sustainability resources led to the need for NGO involvement in supply chain sustainability.

ROLES



What do NGOs provide?

NGOs roles have evolved from traditional campaigning, social and humanitarian service roles to key roles of representing the disenfranchised, governance of supply chains through as certification and monitoring, organising collaboration and multi-stakeholder initiatives and providing both markets and suppliers for products.

POSITIVE OUTCOMES



What are the positive outcomes of NGO involvement?

NGOs identify key issues in supply chains, create transformational change, improve sustainability, represent the disenfranchised, govern supply chains, improve standards, develop suppliers and improve supply chain performance.

NEGATIVE OUTCOMES



Are there negative outcomes from involvement?

NGOs have been accused of failure on the outcomes above: transformational change, representation, monitoring, collaboration, MSIs and lack of expertise. Reasons for failure include dependence on companies for funding, high cost and too high standards, only holding small suppliers to high standards, supplier fear of repercussions of getting involved and performance measurement difficulties.

SOLUTIONS



How can NGOs improve their involvement?

Solutions include complete systemic change from focus on growth to focus on environmental limits and social justice; providing economic advantage for sustainable countries and producers; truly ensuring representation and voice of the marginalised; focus on self-determination strategies; financial independence from companies; a focus on mutual respect and understanding not goal compatibility; and clear and uncompromising missions.







UCD College of Business

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