



THE UNIVERSITY OF
AUCKLAND
Te Whare Wānanga o Tamaki Makaurau
NEW ZEALAND

Business School

Sharing information on progress 2019

PRIME Principles for Responsible
Management Education



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Our commitment to the Principles of Responsible Management Education

It is with pride that I report on the recent progress that the University of Auckland Business School has made towards the Principles of Responsible Management Education (PRME).

The University of Auckland is New Zealand's leading University and has been ranked No.1 globally in the Times Higher Education (THE) University Impact Rankings in both 2019 and 2020.

The University has recently been appointed one of only 17 universities worldwide to be a Hub for the Sustainability Development Goals (SDGs) within the United Nations Academic Impact (UNAI) group. This achievement reaffirms our strong commitment to sustainability and making a positive social impact through our partnerships within the communities we serve.

The University of Auckland Business School takes our contribution to these rankings very seriously. The University ranked 7th in SDG 8: Decent work and economic growth in 2020, with a number of our researchers appearing on the list of top ten Scopus publications by citation for each of the United Nations's Sustainable Development Goals.

Since 2017, we have refreshed our Business School's purpose, vision and mission statements to reflect our intention to strategically focus business-related research, education and engagement in ways that will improve individual lives, business, economies and society. We are progressing a number of initiatives that promote and support the SDGs and the implementation of PRME.

In an era of unprecedented technological advancement and disruption, faced with global economic uncertainties, climate pressures and security threats, there is an increasing call for business schools to demonstrate the relevance and impact of our research and teaching on our communities and society. This includes concerns about increasing reliance on fragile global supply chains, dependence on single countries for essential manufacturing, precarious health systems, and placing too much emphasis on economic growth that puts unsustainable pressure on the environment.

Our commitment to sustainability and making a positive social impact has become even more urgent as we consider what a post-COVID world might look like, and how we might reshape economies and societies in more sustainable ways. The Business School hopes to play a leading role in this debate, and through collaboration with our many stakeholders and communities, to meaningfully increase the impact and relevance of the Business School and University.

Professor Susan Watson
Interim Dean
The University of Auckland
Business School



Summary of progress during the 2018-19 period

The Business School has remained committed to progressing the implementation of the six principles for the United Nations-backed global initiative developed to promote corporate responsibility and sustainability in management education, and ensuring the alignment of its research, teaching, learning and service to the United Nations Sustainability Development Goals (SDGs). These frameworks continued to provide a useful guide for our planning, progress reporting and reflection in the 2018-2019 period.

Achievements over the 2018-19 period include:

Developing and embedding specific capability statements to address the social and environmental responsibilities theme in our graduate profile

Establishing a Community of Practice for Sustainability Education with a series of learning and teaching workshops to assist faculty in the design and delivery of curriculum

Creating experiential learning opportunities focused on deepening the student learning experience in sustainability and CSR

Embedding sustainability themes into a range of short course programmes for executives

Hosting New Zealand's second Sustainable Development Goals Summit, *Accelerated Action, Together*, attended by business, community and government sector representatives

Delivery of a number of events to engage business, government and local communities in dialogue around sustainability and CSR issues

Targeting allocated strategic research funding at research projects focused on Productivity and Sustainability

Recognising and incentivising activities related to sustainability and CSR through the Business School's teaching and research excellence awards

Appointing a Kaiārahi to lead the development of strategies for effective and enduring engagement with Māori and Pacific communities

Developing and implementing a Sustainable Business Initiative and recruiting an Academic Director of Sustainable Business who will provide leadership to our Productivity and sustainable business research and education theme.



Principle 1: Purpose

We will develop the capability 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.

The University of Auckland recognises and embraces its responsibility in the transition to a sustainable future. It is committed to ensuring that its research, teaching, community service, and operational activities are aligned with this goal.

The University of Auckland is dedicated to critical inquiry and intellectual discourse, to scientific discovery and a sustainable future, to social and cultural development, to social justice and equity, and to innovation and wealth creation. The University seeks to contribute new ideas to building social and infrastructural resilience, preventing and mitigating environmental impacts, and ensuring sustainability, while enhancing the quality of life. It looks to the unique challenges of sustainability within the South Pacific, including climate change displacement and how cultural and creative strategies, including Mātauranga Māori and Pacific strategies enable us to understand, shape, interpret, and respond to changing environments. It also aims to find ways to most effectively translate knowledge into public policy for long-term beneficial physical, social, cultural, economic, and environmental impacts - *The University of Auckland Strategic Plan 2013-2020*.

The University of Auckland was ranked No. 1 globally in the 2019 and 2020 inaugural University Impact Rankings by Times Higher Education, which measures how universities worldwide are performing against the United Nations' Sustainable Development Goals (SDGs). Amongst 850 institutions across 89 countries, the University ranked 7th in SDG 8: Decent work and economic growth in the

2020 results. This outcome recognises the University of Auckland's, and the Business School's commitment to sustainability and demonstrates the critical role the School can play in thought leadership, relevant research, and sustainable operations. The University is a signatory to the Universitas 21 Statement on Sustainability and, as such, recognises the critical role it plays in researching solutions to problems surrounding sustainability and the environment.

The Business School is fully committed to the University's Sustainability Policy. It embeds the key principles, summarised below, in its core activities. It is committed to ensuring that students receive a comprehensive portfolio of academic programmes that include opportunities for understanding the role that their chosen fields must play in the pursuit of sustainability and develop the knowledge, skills and mindset necessary to contribute towards sustainable societies. The Business School is an active participant in University-wide programmes focused on reducing environmental impacts and enhancing the contribution of the University to Auckland's social, cultural and natural environment.

The University of Auckland is an institutional member of the UN Sustainable Development Solutions Network (SDSN), which brings organisations together to develop and promote solutions, policies, and public education for sustainable development. In October 2019, over 400 people from the business, community and government sectors attended New Zealand's second Sustainable Development Goals Summit hosted by the Business School.

Summary of the Key Principles addressed in the University of Auckland's Sustainability Policy

- Research towards a sustainable future
- Teaching and learning for sustainability
- Sustainable operating practices
- Partnerships for sustainability
- Capacity building and networking to advance sustainability



Principle 2: Values

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

The University of Auckland's mission and values are consistent with its profile as a research-led, international university that plays a strategic role in shaping the future of New Zealand through discovery, innovation, creativity, and engagement in local, national and international communities. The Business School's values and aspirations align with the University's, particularly those underpinning the University's practices in ethics, responsibility and sustainability.

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In 2018 the Business School refreshed its Purpose, Vision and Mission statements to better meet the needs and challenges of today's rapidly changing world. The new statements reflect the School's intent to focus its research, education and engagement in ways that will improve individual lives, business, economies and society. These statements informed the development of the Business School's Strategic Plan 2020 – 2025.

The Business School's vision is to shape the futures of people and organisations for the benefit of Aotearoa New Zealand and the world. Through education, the School aims to shape the futures of its graduates and organisations by enabling students to become ethical, resilient, adaptable and collaborative contributors and leaders. Through its research, it aims to shape the future of business and organisations by

developing new ideas, knowledge and insights that influence practice and lead to high impact leadership, sustainable business practice, and improved productivity that leads to greater wealth and prosperity. Through building enduring, beneficial relationships with its stakeholders, the School aims to improve its relevance, impact and value to its communities and society.

The Business School is ranked internationally as New Zealand's leading business school and is located in the heart of the multi-cultural, commercial capital of New Zealand. The Business School provides a stimulating environment conducive to quality teaching and research, enabling faculty to act as critic and conscience of society through its promotion of the values of collegiality and academic freedom. Ethics, responsibility and sustainability are regarded as fundamental values that underlie all interactions and relationships in the Business School. They are essential elements that are emphasised in research and across curricula, experiential learning activities, and the wide range of co-curricular opportunities.

The Business School is committed to producing high quality research across all disciplines and ensuring that it is socially, culturally, economically and environmentally beneficial.

The Business School has four Strategic Research and Education Themes:

- Innovation and value creation
- Succeeding in international markets
- Productivity and sustainable business
- Leadership and governance

The School recognises that developing solutions that address the challenges faced in the pursuit of sustainability requires a focus on promoting and encouraging researchers

to collaborate across disciplinary boundaries, to generate and disseminate knowledge and ideas. Similarly, the School recognises that in order to enhance the capabilities of graduates it needs to deliver learning opportunities that enable students to develop an understanding of the role their chosen fields have to play in the pursuit of sustainability, so that they are prepared and able to contribute towards sustainable societies. Interdisciplinary opportunities enrich and enhance students' learning experiences ensuring they are better equipped for their future roles as graduates.

The University of Auckland Business School – Purpose, Vision and Mission

Purpose

Shaping futures

Vision

To shape the futures of people and organisations for the benefit of Aotearoa New Zealand and the world.

Mission

We inspire and enable people to develop ideas, knowledge and skills that shape their development, advance Aotearoa New Zealand business, influence the global economy, and enhance society.

The Business School recently broadened its Strategic Research themes to become Strategic Research and Education themes and is now focused on embedding these across all Business School activities.



Principle 3: Method

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

The Business School's mission statement, to "inspire and enable people to develop ideas, knowledge and skills that shape their development, advance Aotearoa New Zealand business, influence the global economy, and enhance society", sets a tone that aligns with policy developments that steer New Zealand towards tackling the environmental crisis.

At a national level, New Zealand is a signatory to the Paris Agreement which commits to keeping the global average temperature below 2°C above pre-industrial levels, while pursuing efforts to limit the temperature increase to 1.5°C. New Zealand has committed to reduce its net carbon emissions down to zero by 2050. The New Zealand parliament passed the Zero Carbon Act which sets a legally binding pathway to this target, requiring the Government to make a plan which includes an independent Climate Commission, five year carbon budgets and binding long-term targets. National challenges still remain however, including New Zealand's geographical distance from major global markets, an ageing population and changing ethnic profile, as well as the environmental impacts of its two biggest industries, agriculture and tourism. This re-orientation of the New Zealand economy towards zero carbon is timely and provides numerous opportunities for the Business School to carry out impactful research, and continue evolving its curriculum and pedagogies.

Greater alignment of faculty research outputs with the Strategic Education and Research Themes has resulted in the recent appointment of an Academic Director in Sustainable Business at Professorial level with a specialist interest in the Circular Economy. The role will focus on providing leadership to the *Productivity and sustainable business* research and education theme. This will include fostering rigorous research underpinning

thought leadership, embedding sustainable business principles across the curriculum, and preparing graduates for the changing needs of their future employers. The Academic Director is expected to build effective connections with business, industry and government to contribute ideas, thought leadership, and solve business sustainability challenges.

Ethics, responsibility and sustainability are desirable characteristics of graduates at both the undergraduate and postgraduate programme levels. This is recognised in the new embedded graduate profiles for each of the Business School's programmes, developed in 2018 as part of a University-wide graduate profile project. Particular emphasis in this exercise was placed on developing specific capability statements to address social and environmental responsibility. A comprehensive review of the alignment of course learning outcomes to the new graduate profiles was undertaken in 2018 in order to identify gaps and opportunities to enhance the delivery of the capabilities and their assessment. As part of the 2019/2020 curriculum alignment and refresh project the Business School is now encouraging faculty to make the ethics, responsibility and sustainability themes currently embedded in courses more explicit and to enhance approaches to addressing their delivery and assessment. A community of practice, with school-wide representation, is expected to champion the School's engagement in this process. Work has also been commissioned to assist faculty in acknowledging Māori worldviews and the historic place of the Treaty of Waitangi in their curricula.

At undergraduate level, the Business School delivers large-scale core courses that raise awareness and encourage sustainable enterprise. Sustainability is a strong theme in the core course INFOSYS 110, and is used

to enhance student awareness. Students engage in a project that requires them to identify a problem related to sustainability in their communities, propose how to use technology to solve it, and create an environmentally, economically, and socially sustainable enterprise to do so. The problem they select must relate to one or more of the United Nation's 17 Sustainable Development Goals (SDGs). In recognition of their work the INFOSYS 110 teaching team was nominated for the Vice-Chancellor's Excellence in Environmental Sustainability Award.

A large number of courses at the advanced undergraduate and postgraduate levels embed issues relating to sustainability, many through the context of public policy or business policy and practice, and often with gender, ethnic, social or economic overtones. Issues of environmental sustainability are also incorporated. The restructured MBA degree (2019) places emphasis on issues important to Māori such as fair and sustainable business practices, and adheres to the protection and appreciation of New Zealand's bicultural heritage. For example, in BUSMBA 750 Navigating the Business Environment students discuss the terms of the Treaty of Waitangi and how they shape the legal and economic environment of business in New Zealand. In BUSMBA 752 Building Capabilities for Performance discussions includes a focus on how terms of the Treaty influence the capabilities of Māori business. In both BUSMBA 702 Managing Capacity and Inventory and BUSMBA 753 Designing, Managing and Improving Business Processes, students discuss sustainable business practices and their importance in the New Zealand context, particularly in relation to the Treaty. Courses such as BUSMBA 712 Demographic Shifts actively engage students in understanding how the composition of the New Zealand

population is changing on a variety of dimensions including ethnicity, age and gender. Given the vitality and prominence of the Māori economy in the New Zealand context all courses include coverage of the Treaty and its implications for business in New Zealand.

Further examples are provided from the Master of Commerce, research-track programme portfolio. In Supply Chains and Operations Management the course OPSMGT780 Sustainable Transformation explores sustainable transformation of individuals and families through to organisations, supply chains and society as a whole. Management course GLMI707 Responsible Business and Sustainability, explores the critical, social and economic challenges facing business looking towards the future, and to examine the meaning of responsible business action within these contexts.

Postgraduate research-track programmes also incorporate issues relating to the ethics of research in research methods courses. An analysis of postgraduate theses indicates that sustainability themes have become more prominent over the past five years. Efforts are being made to align doctoral research, such as the Barry Spicer and Owen G Glenn PhD Scholarship which requires that the proposed topic 'impacts one or more of the four strategic research and education themes of the University of Auckland Business School'. The current programme portfolio provides opportunities to develop students' awareness and sensitivity to sustainability related issues at a personal and global level and requires them to engage in exploring possible solutions and their potential trade-offs and consequences.

A wide range of extracurricular learning opportunities also support the development of students understanding of the relevance of sustainability, social responsibility and ethics to roles in their chosen fields. Interdisciplinary opportunities enrich and enhance students' learning experiences and equip them for their future roles as managers and leaders. Examples include: the Impact Consulting Group (ICG), a student-led pro-bono consulting service for social enterprises; SavY, which conducts workshops in high schools around Auckland to promote good financial habits in youth from all backgrounds; Social Innovation (SINZ), which provides a platform for students to discuss and proactively solve pressing issues in the community through social enterprise; UN Youth on Campus; and Beta Alpha Psi.

In addition to volunteering and internship opportunities students are also engaged in activities such as Velocity, an entrepreneurship programme that empowers students to solve social and environmental problems and start new ventures. Many student clubs initiate projects and events, including national and international case competitions, that regularly feature cases on sustainability themes, and enhance social networks. In July 2019 a Business School undergraduate and ICG

Our Kaiārahi

Anahera Morehu is responsible for leading the development and execution of strategies for effective and enduring engagement with Māori and Pacific communities, schools and enterprises. This includes: Recruitment, retention, success and completion of Māori and Pacific students; Supporting the inclusion of Vision Mātauranga into faculty's research; Executing plans to achieve Māori and Pacific staff equity goals; Ensuring the Faculty is connected to relevant Māori and Pacific stakeholder engagement activities.



club member was selected to participate in the Global Changemakers Youth Summit in Switzerland to learn and build networks with like-minded youth and to imbue changemakers with skills to take on modern challenges.

Diversity and Treaty of Waitangi obligations also come into play in relation to strategies employed to stimulate Māori and Pacific student engagement. The Business School places high priority on contributing to strategic planning for Māori not only at the national scale but also within Māori society, for communities and whanau (family). This is an important national and educational responsibility and the School is implementing measures to achieve this objective. The faculty recently appointed a Kaiārahi to lead the development of strategies for effective and enduring engagement with Māori and Pacific communities, schools and enterprises, and to take a leading role in the development and implementation of strategies to support the inclusion of Vision Mātauranga into the faculty's research.

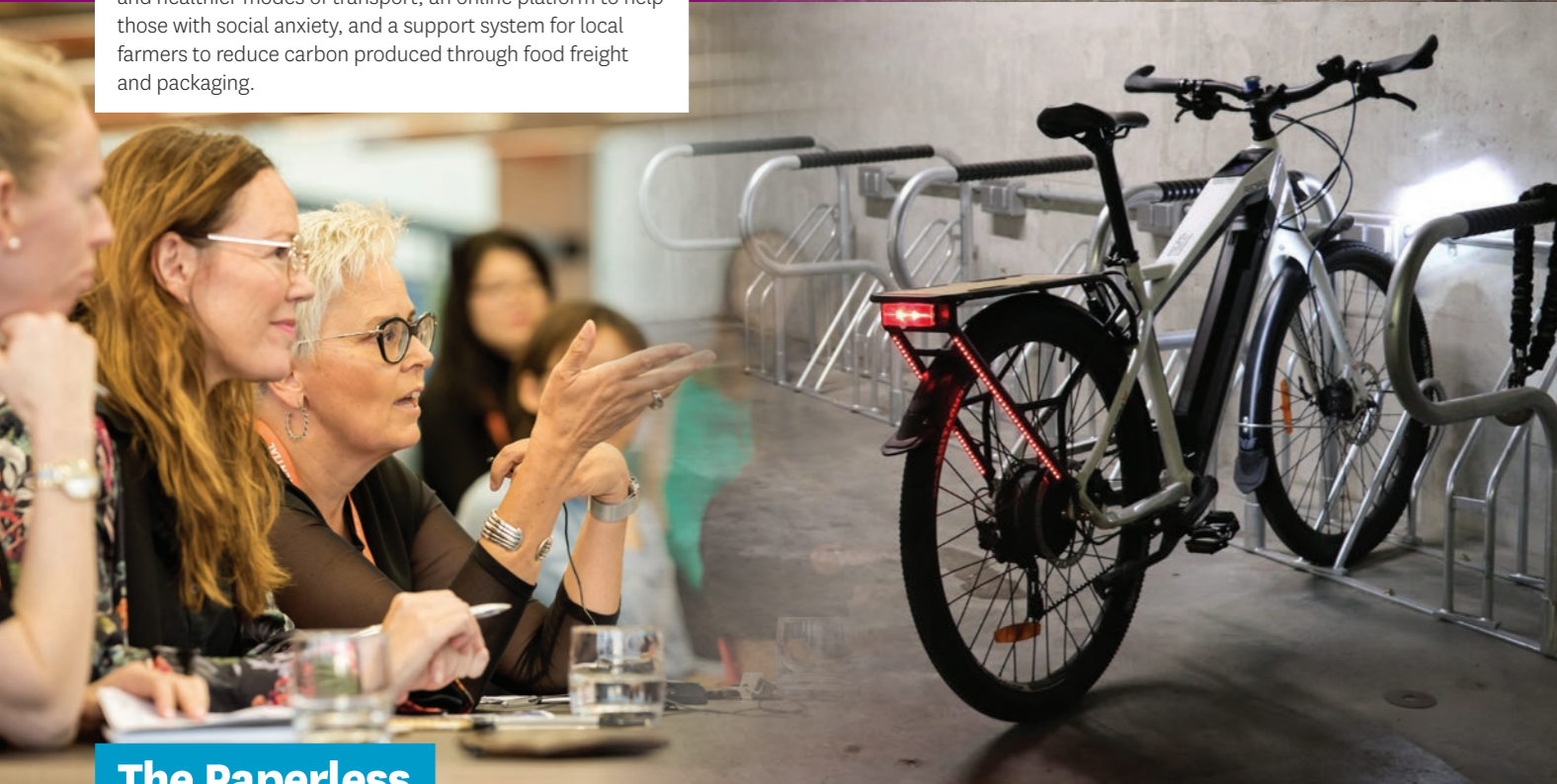
The Business School has also strategically reoriented the focus of the Dame Mira Szászny Research Centre to Māori student research development. The aim is to address the low number of Māori students completing postgraduate research degrees at the Business School, and to encourage Māori students, with potential, to consider academic career paths. By growing the pipeline, the Business School also aims to build research capacity that relates to Māori business research and economic development, and to provide Māori role models for current and future students.

Get Good Done

Sponsored by the Ministry of Youth Development, Get Good Done is an annual three day hackathon that tasks participants to come up with solutions to some of the biggest environmental, social, and cultural issues of our time – based on the UN’s Sustainable Development Goals.

The programme attracts participants from a kaleidoscope of cultures, interests, experiences and knowledge. Participants start as individuals and form teams based around a problem they are attracted to. Over the course of the weekend they dive deep into the problem and scope a solution.

In 2019, solutions presented included air-cleaning products, gamification apps to encourage people to use sustainable and healthier modes of transport, an online platform to help those with social anxiety, and a support system for local farmers to reduce carbon produced through food freight and packaging.



The Paperless Classroom Project

In 2019, one of the Business School’s core teaching teams won the University of Auckland Environmental Sustainability Vice Chancellor’s Excellence Award for their work on the Paperless Classroom Project.

The project promotes environmental sustainability through the re-engineering of the BUSINESS 101 and 102 courses to a digital delivery format, eliminating the use of paper. The end result is a saving of approximately 140,000 A4 sheets of paper per annum, with consequent direct cost savings of \$22,000 per annum, and a reduction of 8.30 metric tons of CO2 per year. Expansion of this concept is already underway in other Business School courses and programmes, and could be adopted by other faculties should their course or programme content and delivery methods permit.

Photo: Clément M. on Unsplash



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.

The University of Auckland is a research-led institution, committed to creating and disseminating high quality research that has the greatest possible impact on and value for New Zealand and the world.

In line with its mission and vision, the Business School is committed to research that makes an important contribution to the economic and social development of New Zealand and internationally. The School continues to focus on, promote, and invest in its four strategic research and education themes. Each research theme leverages existing capability in the School, and collectively the themes provide a framework for guiding investment decisions in both teaching and research. Their adoption provides a dynamic for the growth of relevant and impactful research outputs by focusing the School’s research centres and other clusters of researchers on the identification of projects that will enhance the School’s ability to attract external funding.

Strategic Research and Education Themes adopted by the Business School

Innovation and value creation: How New Zealand enterprises can create superior value through innovation. Projects under this theme address questions about innovation that are of strategic relevance to New Zealand firms and industries, including the business, managerial and infrastructure dimensions of innovation, and the financial, ethical, legal, regulatory and policy framework that relates to them. Social responsibility and sustainability are increasingly a driver of innovation and is reflected in thematic research.

Succeeding in international markets: How New Zealand and its enterprises can succeed internationally. Research projects under this theme address New Zealand’s international trade, marketing and management, and attempt to answer questions of strategic relevance to the export (or foreign-exchange

earning) performance of New Zealand companies and organisations, and the policy framework.

Productivity and sustainable business: How New Zealand industries, enterprises and organisations can enhance their performance against world-class benchmarks and grow in sustainable ways. Research projects funded under this theme address important questions relating to the productivity and sustainability of New Zealand’s industries, enterprises and organisations, and the financial, ethical, legal, regulatory and policy framework that relates to them.

Leadership and governance: This theme underpins and infuses the other three. It is concerned with how leadership and governance can assist enterprises and organisations to innovate, create value, succeed in international markets, and enhance productivity and sustainability. Research projects under this theme address issues beyond the enterprise, to include the role of leadership in enhancing the contribution of business to societal aims.

The University of Auckland Business School is committed to producing relevant research with impact. Faculty research publications are extensive and appear as articles in both local and international journals, books, book chapters, conference papers, and research reports. See the appendices for a list of recent publications relevant to sustainability and the SDGs.

In order to increase the relevance and impact of its research, the Business School provides strong support for researchers to develop high-quality outputs and outcomes, and encourages and supports collaboration with New Zealand business, governmental institutions and other important external stakeholders.

The Business School’s research strategy is based on three linked imperatives:

- building and supporting strong disciplines and disciplinary-based research and teaching in business and economics
- developing multidisciplinary and interdisciplinary programmes of research, development and innovation relevant to the

needs of New Zealand in its international context

- meeting the learning and research needs of individuals, industries, enterprises and public sector organisations, especially through contract research

To encourage faculty to focus on producing research that addresses a question of relevance and importance to the economy and society, targeted funding has been allocated through the Strategic Research Themes Fund. In 2019 two projects were specifically aligned with the *Productivity and sustainable business* theme: ‘Exploring the Dimensions and Consequences of Integrated Reporting’, a business sustainability accounting project was awarded \$68,000 NZD. ‘Understanding and Facilitating Regional Town Centre Regeneration and Wellbeing in Aotearoa New Zealand Kia tipu ngā tāone’ was awarded \$100,000.

Selection criteria for the fund include: potential for winning external research income from aligned domestic and international funders; the extent to which the project facilitates cross-departmental or cross-Faculty collaboration; the potential for high-quality academic and ‘translational’ publications, and/or capability-building programmes; the degree of support from industry partners and/or University of Auckland research groups; and the extent to which the project builds research capacity through Principal Investigators working in collaboration with less senior colleagues and/or graduate students. The criteria reflect the intent of the Business School, University and Government to encourage research that focuses on issues of national significance.

The Business School’s Research Centres undertake a wide range of sustainability research activities, extending from retirement policy, to Māori business research and economic development, to energy efficiency. Current Retirement Policy and Research Centre projects include child poverty in New Zealand and family income assistance, income and asset testing for long-term care, and the welfare state and targeting.

Through the Dame Mira Szácsy Research Centre the School has developed strong relationships with Māori organisations on indigenous forms of stewardship and sustainability around conservation and use of forests, fisheries and other natural resources. The Dame Mira Szácsy Centre has more recently broadened its scope to include diversity management, identity economics and implicit bias.

The Centre for Supply Chain Management (CSCM) works closely with industry partners recognising that in order to achieve sustainable supply chains, greater integration and partnerships between academia and industry are pivotal. The working theme *Sustainable, Collaborative, Transparent Supply Chains* was adopted by the Centre in 2019 and events, including an industry-academia symposium are planned around this theme in 2020. The CSCM has also been conducting research on how value and sustainability interact in the supply chain focusing on social, environmental and economic performance measures as the main pillars of sustainability pertaining to the growth in air freight for New Zealand food exports and their resulting CO2 emissions.

The Energy Centre contributes as a multi-disciplinary research and education centre with significant strategic impact. Current research focuses on renewable energy, contract design under uncertainty, rights-based systems of governance and spatial modelling. Other projects focus on the assessment of solar energy potential in Auckland, optimal contract design involving a wind farm and land owner, energy efficiency and spatial modelling of hazards.

The New Zealand Asia Institute (NZAI) undertakes research focusing on engagement with Asia, provides a forum for informed debates, and offers a bridge to Asia-related expertise and research within the University of Auckland. It works collaboratively with leading institutes and researchers throughout Asia on research projects, programmes and conferences that enhance our understanding of Asia’s transformations. NZAI engages widely with corporate, government and related sectors, leveraging its position within the University for the benefit of New Zealand and conducts research in areas including organic food in South Korea, Indonesia’s palm oil industry and Māori business engagement with Asia.

Other research projects also include but are not limited to: sustainability accounting reporting particularly in relation to carbon emissions and climate change; the problem of abuse of human rights and employment conditions on foreign charter vessels in fisheries; how to sustainably transform individuals, organisations, supply-chains, and society through systems-thinking and exponential technologies; the search for socially and environmentally sustainable business practices in the global fashion industry; innovation, entrepreneurialism and advancement of Māori in land trusts leading to

a guide for development that cover six kinds of relationship that Māori have with whenua (land) – Belonging, Emotions, Influence, Nourishment, Genealogy, and Spirituality.

The Business School has continued to organise further symposia with business and policy-maker audiences to communicate the areas of Business School strength, review business needs for research and learning around sustainability, and develop partnerships. An informal network, the Resilience and Sustainability group and the Agencies of Kindness group, support research in social and environmental fields. Following the appointment of a Principal Adviser for Business Productivity and Sustainability in 2018, a Sustainability Sprint, involving faculty, professional staff and PhD students was held in April 2019 to discuss sustainability research, strategy and initiatives. Activities held in the Business School in the recent period include the 2nd New Zealand Sustainable Development Goals Summit in early September 2019.

The Business School recognises that in order to build a more cohesive research programme around sustainability it needs to increase capacity and attract external funding. In order to achieve this the Business School has initiated a Sustainable Business Initiative which will enable the Business School to proactively and strategically address the key issue of sustainable business currently facing New Zealand organisations. The Initiative will be supported by the recently appointed Academic Director of Sustainability and a Business Manager. The Academic Director’s leadership will ensure evidence-based and rigorous research occurs and is incorporated into undergraduate and postgraduate programmes. The Business Manager will match the needs

of government and business to academic capability, generate and manage external grants and other research income to support high quality research and policy development, and support the Academic Director to engage Business School staff and students in this endeavour. In combination, the Academic Director and the Business Manager will ensure that rigorous research will provide thought leadership to the business community.

Research Centres in the Business School

New Zealand Asia Institute (NZAI)

Centre for Applied Research in Economics (CARE)

Centre for Supply Chain Management (CSCM)

Centre of Digital Enterprise (CODE)

Energy Centre

Dame Mira Szácsy Research Centre for Māori & Pacific Economic Development (MSRC)

New Zealand APEC Study Centre

Retirement Policy and Research Centre (RPC)

Business School Research Excellence Award

In 2018, the Business School introduced the Research Relevance and Impact Award, recognising outstanding impact in relation to one of the School’s strategic research and education themes. The award was designed to encourage relevant and impactful research that addresses a question of importance to the economy and society.

In 2018, Professor Paul Rouse from the Department of Accounting and Finance won the award for his multi-disciplinary research focusing on performance and productivity measurement. Professor Rouse is a top scholar in the Business School in the area of productivity and sustainable business, applying his research in industries such as transport, education and health. In 2018, Professor Rouse was the co-principal investigator on a Treasury-funded programme to develop evidence to support the Social Investment model 2015-2018. This project is a collaboration between the Ministry of Social Development, four District Health Boards, and researchers at The University of Auckland, across Health, Business, Science, and Engineering.



Dr Carla Houkamau

Dr Carla Houkamau is an Associate Professor in the Department of Management and International Business.

Dr Houkamau leads the study Te Rangahau o Te Tuakiri Māori me Ngā Waiaro ā-Pūtea | The Māori Identity and Financial Attitudes Study (MIFAS), which aims to address the question, “How does cultural identity matter for Māori economic decision-making?”. The MIFAS was launched in September 2017. The survey is funded by a Marsden grant for “How Great Can We Be: Identity Leaders of the Māori Economic Renaissance.” It is the largest survey of Māori financial attitudes that has ever been conducted.



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.

The Business School recognises that closer collaboration with business, government and civil society is essential and building enduring, beneficial, high-impact relationships is a key strategic priority for the School.

The Business School is located in the commercial capital of New Zealand and maintains very strong relationships with the business community through its research, education and engagement activities. These include, but are not limited to: association with industry bodies and professionals organisations; research translation activities; co-creation of research projects; co-hosting of events, conferences and symposia; student projects; student development, internships, and graduate recruitment activities; awards and prizes; and sponsorship and funding.

The Business School continues to maintain working relationships with major networks that have an economic and environmental focus as well as establishing new relationships with emerging ones. We draw on our continued membership of the Sustainable Business Network and collaborate with them in areas such as the Circular Economy and support their activities through their Million Metre Streams Project. The Business School also has a robust relationship with the Aotearoa Circle that is focused on examining the role of finance and sustainable prosperity in New Zealand as the country moves towards de-carbonisation. The School also continues to engage with Pure Advantage, the Sustainable Business Council and the Environmental Defense Society.

In October 2019 the Business School hosted New Zealand's second national Sustainable Development Goals Summit, with 440 participants. The Summit, under the theme of *Accelerated Action, Together* brought together people from civil society, education, government, business and many youth leaders. The Summit's purpose was to develop and commit to positive action and accountability on the critical SDGs. It provided a platform for recognising, sharing and combining knowledge and skills through keynote addresses, panel discussions and action planning.

The Business School continues to host the annual Māori Business Leaders Awards to honour and celebrate the success and achievements of Māori business leaders. The event, jointly organised with the Dame Mira Százy Research Centre, is recognised as New Zealand's premier Māori business awards ceremony. It focuses on recognising young Māori business leaders, entrepreneurs and women amongst many others.

The Supply Chain Forum, convened in mid 2019, brought together academic researchers and executives working in supply chain, in order to identify real life issues and opportunities for applied research and collaborations. It focused on a range of issues including how best to handle the last mile of transported goods, how to apply circular economy concepts to business in order to reduce waste and create efficiencies, and how best to decarbonise operations in line with the new government regulations. As a result

of the Forum, businesses are partnering with lead academic researchers to create research projects addressing these issues. Forum partners meet on a regular basis to provide updates on progress.

The Business School maintains strong connections with the business community through its various advisory boards and through a wider range of executive education learning opportunities. The Executive Education unit delivers high quality professional development training to over 800 businesses and offers executives the opportunity to update knowledge in fields such as management, supply chain, finance, information management and leadership. The School's contact points with high and mid level executives provide avenues for further connection and collaboration as relationships develop.

The Business School is also increasing student opportunities for external engagement through its academic programmes. A new portfolio of capstone courses are being introduced as part of a refresh of the undergraduate programme. These are expected to leverage experiences gained by the Department of Information Systems and Operations Management, which has been operating a successful third year industry project course that places undergraduates into businesses to gain real life industry experience solving a live business problem. The initiative is also being extended to provide Masters students with the opportunity to base their thesis on a real world issue and address this in collaboration with a partnering business. Improved business engagement in the doctoral programme is already evident through a range of externally sponsored research projects and placements.

Professor Basil Sharp (centre back), Chair in Energy Economics and Director, with members of the Energy Centre, Dinah Towle, Dr Selena Sheng, Dr Erwann Sbai, and Milad Maralani.



Integrating renewable electricity and sustainable transport into the New Zealand economy

New Zealand has a wonderful opportunity to lead the world in developing sustainable energy. The Energy Centre aims to underpin this with research, teaching and community outreach.

The Centre is a vital bridge between industry, government and the community. Our researchers independently analyse New Zealand's key energy challenges, drawing on expertise in economics, engineering and physical, biological and social sciences. The Centre collaborates with business in its annual Summer School in Economics and cross-faculty teams are tackling energy challenges based on real world issues.

The Energy Centre's research on the integration of wind, geothermal and solar power into the market appears in leading academic journals, and shows that wholesale prices fall as more wind enters the mix. The Centre is particularly proud of its innovative research into Auckland's solar opportunities and have developed an online tool to estimate individual home's solar generation potential. Increasingly researchers will focus on energy-efficient transport, including public transport and electric vehicles.





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.

The Business School continues to recognise the importance of maintaining regular dialogue with business networks, government departments and local government, social enterprise and civil society, researchers and the media community through forums, seminars and symposiums on sustainability. The Business School maintains an active series of events around issues such as energy, supply chains, regulation and international relations, many of which have a strong sustainability theme.

The recently hosted national Sustainable Development Goals Summit provided attendees with the opportunity to have robust conversations and debates on a wide range of topics such as regenerative farming, sustainable transport, addressing biodiversity loss and social equity in a decarbonising society. Participants discussed how to move from individual to collective action, how the SDG's can be translated into action plans across different levels of society, and explore the potential to draw on Mātauranga Māori principles in the School's education system to encourage holistic education rather than a binary, mono-cultural one. As the SDG Summit is an annual event hosted by different universities around Aotearoa, the Business School looks forward to continued dialogue around the key themes.

The role of business schools and business education in addressing the environmental crisis and climate change is becoming increasingly apparent. The Business School regularly invites a number of prestigious speakers from around the world to share research, ideas, insights and debate. In 2019 renowned environmentalist Sir Jonathan

Porritt spoke to staff, students and alumni as part of the Dean's Distinguished Speaker Series. He stressed that the existential risk presented by converging environmental issues will unquestionably disrupt lives but how the current situation offers tremendous opportunities to continue research and development of new methodologies and technology to lead to a greener, more sustainable future. Will Steffen from the Stockholm Resilience Centre visited the Business School to present the latest science on climate change including the challenge of meeting the Paris temperature targets and the rapidly disappearing carbon budget, and exploring potential solutions to the climate change challenge, and the nature and magnitude of the societal changes that are required.

The Dame Mira Szász Research Centre also ran an insight seminar series on The Treaty of Waitangi and Māori Business. The Māori economy is an important part of the New Zealand economy and legislation recognising the Treaty of Waitangi affects businesses (including many of the country's largest companies) and overseas investors coming to New Zealand. The Insight Seminar Series provided the Business School's staff and students with the opportunity to increase their understanding of the Māori economy and the Treaty of Waitangi and their significance to the New Zealand economy. The series included speakers in executive business positions from law, finance, accounting, as well as Ngāti Whātua Ōrākei, Auckland's local Iwi.

The Energy Centre engages with students, staff, industry and government through their Energy Matters series which brings together some of the world's most respected thinkers and commentators to inform debate and challenge current paradigms around the use and exploitation of fossil fuels. In 2019 Michael Liebreich spoke on clean energy and transportation, smart infrastructure, technology, climate finance and sustainable development. The Energy Centre Spotlight Forum was an opportunity to present the Centre's latest research findings with discussions on zero carbon in New Zealand, Auckland transport opportunities and challenges as well as advances in solar and wind research.

The Centre for Supply Chain Management also feature relevant speakers in their After Five event series. This included speakers such as Kate Nicholl Skattäng who related her research on slavery in the supply chain, and Roger Gray who highlighted the sustainability efforts being made in the aviation industry.

Moving forward, the new Academic Director of Sustainable Business will be developing business and government connections relating to sustainable business, partnering with Māori in relation to the principles of Te Tiriti o Waitangi and partnering and developing projects with business to solve pressing challenges facing the New Zealand economy.



Asia Savvy Conference: Purpose and Profit: Corporate Social Responsibility and Social Enterprise

In 2018, the New Zealand Asia Institute's annual conference Asia Savvy addressed how firms can pursue a purpose beyond simply making profit.

Panellists from some of New Zealand's largest corporates and inspiring social enterprises spoke about how businesses conceive of, pursue and realise this larger purpose. Each of the speakers gave accounts of their own career path and personal incentives leading to their current positions and provided guidance to students interested in entering corporate social responsibility or social enterprise.





Future Directions

The Business School is committed to progressing implementation of the six principles for the United Nations-backed global initiative developed to promote corporate responsibility and sustainability in management education, and ensure the alignment of its research, teaching and engagement with the Sustainable Development Goals. These frameworks will continue to provide direction in the 2020 – 21 period.

Our activities will focus on achieving the following specific goals in the 2020–21 period:

Engage the incoming Academic Director Sustainable Business in developing a programme of activities focused on the *Productivity and sustainable business* research and education theme.

Recruit a Business Manager, Sustainable Business to support the Academic Director in building connections with business, industry, and government to promote and develop sustainable business research and education.

Establish a new Research Unit on Modern Slavery Studies that focuses on the role international business plays in the perpetuation of modern slavery through a continuum of exploitative practices including labour exploitation through to forced labour and modern slavery.

Integrate sustainability, Environmental, Social and Governance (ESG), and the Treaty of Waitangi themes into the delivery of the series of new professional masters programmes launching in 2021.

Engage and support faculty in strengthening the delivery of sustainability, the SDGs and the Treaty of Waitangi across the refreshed undergraduate core.

Consider how the Business School might transform the ways in which it engages and collaborates with its stakeholders and communities in a world disrupted by the COVID-19 pandemic.

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Business Student Centre

Sir Owen G Glenn Building
12 Grafton Road
Auckland
Phone: 923 7186 (within Auckland)
Phone: 0800 61 62 63 (outside
Auckland)
Phone: +64 9 373 7513 (overseas)
Email: comenquiry@auckland.ac.nz
Web: www.business.auckland.ac.nz

International Office

The University of Auckland
Private Bag 92019
Alfred Nathan House
24 Princes Street
Auckland 1142
New Zealand
Questions: www.askauckland.ac.nz
Email: int-questions@auckland.ac.nz
Web: www.international.auckland.ac.nz



business.auckland.ac.nz