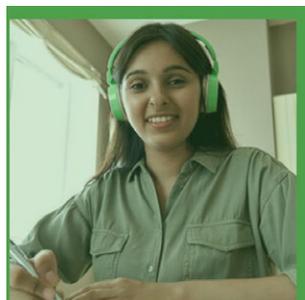
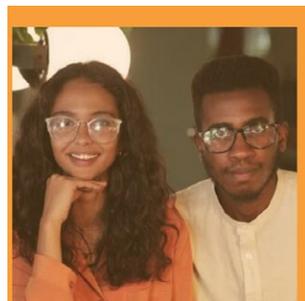
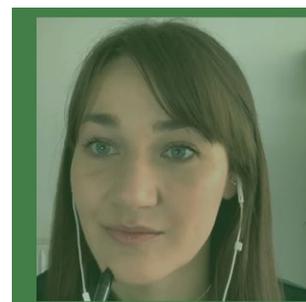
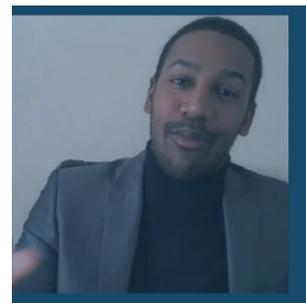


Kemmy Business School Sharing Information on Progress 2020



UNIVERSITY OF
LIMERICK
OLLSCOIL LUIMNIGH

Kemmy
Business
School

PRIME
CHAMPIONS
2020-2021



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Participants at the virtual 7th International Biennial of Cross-sector Social Interactions (CSSI 2020) hosted at KBS, June 2020

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Part I: Context

Letter of Commitment

As Executive Dean of the Kemmy Business School at the University of Limerick, I am pleased to reaffirm our long-standing commitment to the six Principles for Responsible Management Education. Building on the legacy of the school's namesake, Jim Kemmy, we work every day to realise the vision of advancing business knowledge, graduating high achieving socially responsible students and positively impacting on our local community. For over 20 years this ethos has been mainstreamed within the school and has become core to our institutional identity. PRME, for us is a key mechanism for advancing this mission, internally amongst our staff and students, with our stakeholders, and as part of a network of likeminded business schools.

We are proud that the KBS was the first business school in Ireland to receive the Athena Swan award in 2019 and one of only six schools across the UK and Ireland. This award demonstrated our commitment to gender equality in higher education and research. Our active engagement in the PRME champions group supports and is supported by this accreditation, along with our other activities in GRLI, EQUIS and AACSB.

More recently the University of Limerick has begun reporting on our collective impact on the UN Sustainable Goals. Given our experience with PRME, we are very pleased to be able to offer leadership in this area and join with our colleagues on identifying our core strengths and those SDGs where we can be most impactful. Core to these efforts is the development of appropriate metrics; to measure what matters to us and to our partners, now and for the future.

UL/KBS has also recently been ranked 17th globally on the UI Green Metrics World University Rankings. This is testament to our commitment to climate action (SDG 13) through improving our infrastructure, energy usage, waste, water, transportation and education and research on green initiatives.

Despite these achievements, we also recognise where we need further efforts. To integrate sustainability and PRME further into our institutional structures, to map our activities more systemically, and move from case-based reporting to a more evidenced based approach. It is in these areas where we will focus our attention in the months and years ahead.

With this in mind, we look forward to continuing our engagement with PRME, and reaffirming and deepening our commitment in the future.



Prof Damian Hine,
Executive Dean,
KBS



Editorial

Working to advance the mission of PRME and support the SDGs

The KBS PRME committee are delighted to present our 2019 SIP. It has been a very busy two years, and since the Covid 19 crisis has hit, we are coming from a very different place than our last SIP report. The education system is in a time of great change. In a response to the Covid 19 pandemic universities around the world have moved to a hybrid online/on-campus model, with many more choosing to go completely online. As a school, KBS has played an active leadership role in the transition to online learning, translating expertise residing in a small number of our online programmes into a fully online offering for all our programmes. Our approach has meant that many of the activities and initiatives were successfully transitioned to the online format, including teaching, student volunteering as well as academic conferences and webinars (e.g., CSSI 2020 which we hosted in June 2020). While the current crisis has posed many challenges, it has also focused our attention on the complexity of the issues we face, in terms of health, climate and the economy, and brought to bear how vital it is to come together to design the solutions required. As a school we are leading on the Covid response through innovation in our teaching, research and external engagements. In doing so we are drawing on our expertise from our PRME engagements and at the same time we have seen an expansion of interest in PRME from across the faculty.

This is an exciting time for PRME at the KBS. Now more than ever there is a clear understanding from across the faculty of the need for the business school to provide leadership in the areas of responsible management education and sustainability. We are emboldened by the top-level research that our colleagues are engaged in, in the high-quality teaching and learning experience that we pride ourselves on, and by the open and transformative relationships we continue to develop with our external partners. You will see examples of these throughout this report. We are more than happy to discuss any of these initiatives with our sister schools within PRME or any of the related networks in which we engage, including the Globally Responsible Leadership Initiative (GRLI), the Global Business School Network (GBSN), the Academy of Business in Society (ABIS) or indeed with any School interested in developing similar approaches.

Kemmy Business School PRME Committee:

- Sheila Killian (Director, PRME)
- Annmarie Ryan
- Briga Hynes
- Michelle O'Sullivan
- Myles Kingston
- Stephen Kinsella
- Philip O'Regan
- Rebecca Gachet

Contact: Sheila.Killian@ul.ie

History & Context



KBS, established in 1972, is a full-service business school of international standing, and is one of UL's four faculties. It is the academic home to over 3,000 students and over 100 full-time staff and 47 adjunct faculty in four constituent departments: Accounting and Finance; Economics; Management and Marketing; and Work and Employment Studies. KBS offers programmes from undergraduate through to doctoral (PhD) levels and is one of Ireland's most prestigious and largest schools of business.

The current Dean of the School, Executive Dean, Prof Damian Hine, reports directly to the UL President and sits on the University Executive Committee, which advises the President and Chancellor in the overall management of the University's affairs.

Values & Mission

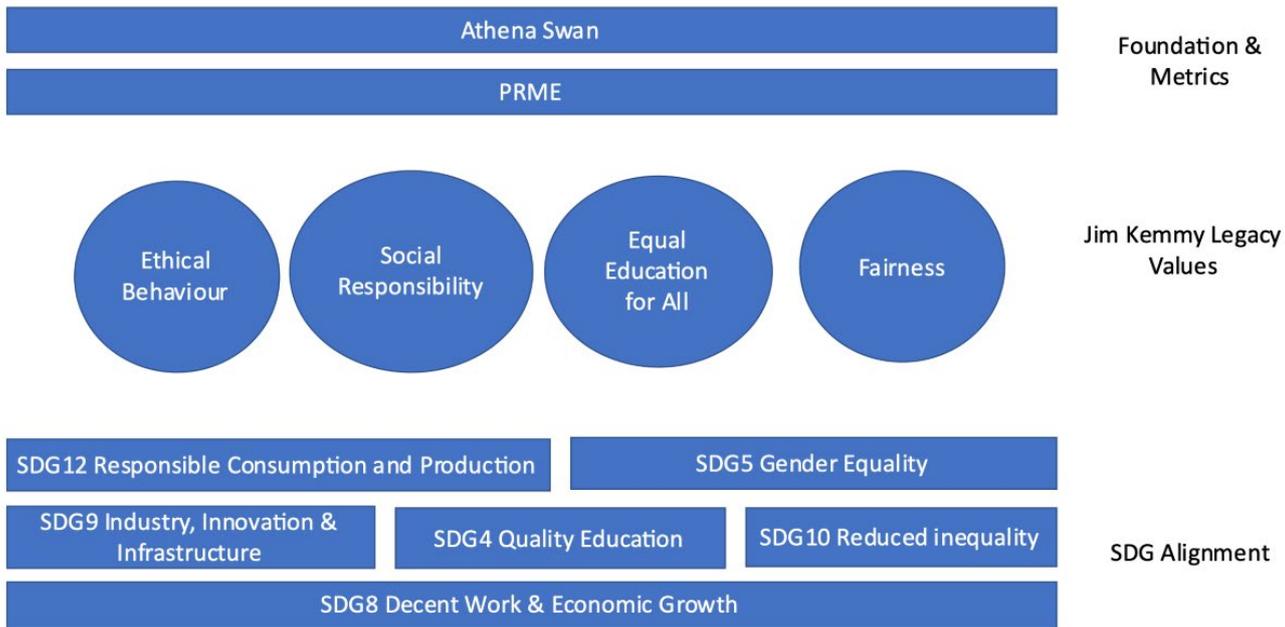
The KBS is deeply committed to promoting the adoption and implementation of responsible management education. Indeed, these aspirations are embodied in our mission statement, which commits us to *"excellence in teaching, and to fostering knowledge and understanding of business and society within a diverse, research active and socially engaged environment."*

The emphasis in the mission statement on academic excellence and social commitment is no accident. It arises directly from the legacy of the late Jim Kemmy, after whom the School is named. A very prominent left-wing politician with deep commitment to issues of social justice, Europeanisation, and educational inclusion, Jim spent his life working for the betterment of all in society. The School's mission statement is a fitting reminder of the need to view education and research as a contributor to the social good as well as to economic prosperity.

Jim Kemmy's personal priorities are reflected in the long-established core values of KBS, which find expression in a commitment to, inter alia, fostering social responsibility and ethical behaviour, promoting access and diversity, while simultaneously enhancing learning and discovery.

These values both inform and stimulate our commitment to PRME and its fundamental principles in a manner that is both vital and long-term. They also infuse our engagement with stakeholders, from students to employers and international partners. These, in turn, impact our research, teaching and societal commitment in a manner that is at once coherent and sustained.

Strategic Alignment



Aligning KBS's mission and vision with PRME and UN Global Goals

Students

Our students receive an exceptional education and student experience; our alumni are spread across the world and many are leading their fields. We focus on providing education in across a range of formats and levels to promote inclusion and opportunity, and we have, and are continually developing, strategic partnerships for delivering education in bespoke areas of opportunities (e.g. taxation studies, digitalisation and data analytics, the future of work). We excel at offering our students graduate and postgraduate education with professional accreditation and recognition (e.g. in accounting, human resource management, project management and work and organisational psychology).





Part II: Principles

This section describes our progress since June 2016 towards the advancement of each of the six Principles for Responsible Management Education



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Principle One 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.

The Teaching and learning environment is designed to support our KBS mission of being engaged and inclusive in all its teaching and learning practices.

The KBS provides a learning environment that promotes an understanding of the complex challenges faced by businesses and the interlinkages between the social, economic, commercial and environmental dimensions of sustainable development. Students are challenged to actively participate in the societal dialogue taking place on issues addressed by the SDGs.

Learning fosters intercultural understanding and empathy, and equips students with skills to be more engaged, reflective,

respectful and critically analytical in identifying solutions that will enrich the society in which they live and work. At KBS this is promoted through in-curricula and extra-curricular activities and in facilitating students to give back to and share their learning with those who may not have the same opportunities. This immersion in communities or causes and the resultant collaboration and networking with people who are dedicated to improving sustainability, provides a rich source of personal development and a sense of purpose.





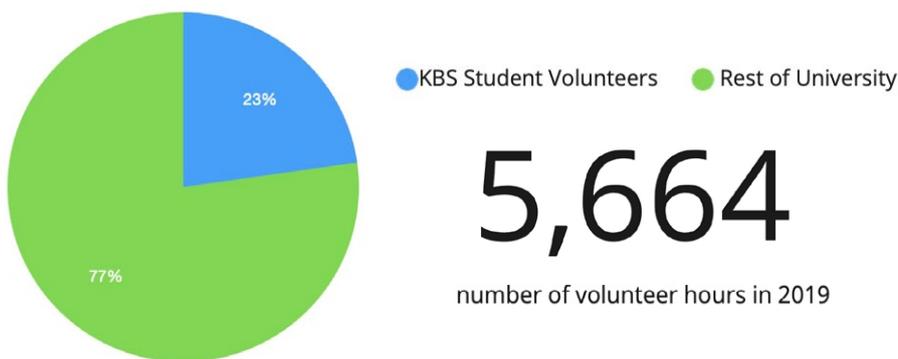
UL President's Volunteer Award (PVA)

This culture is evident in KBS students who are active volunteers contributing to the civil, social and cultural life of the Shannon Region and beyond as part of the University's volunteering programme with internal and external clubs, societies, organizations and communities on and off campus.

The University runs a UL President's Presidents Volunteer Award (PVA), a higher education student volunteer award recognizing the contribution that students make to communities both on and off-campus through their volunteering. The PVA is included on the UL student

transcript and provides an important personal recognition of the constructive role and positive social impact they have on the quality of life and wellbeing of individuals and communities, charitable and social enterprises.

This programme has three award levels, Gold which requires students to have completed 60 hours volunteering, Silver which is for forty hours volunteering, and the Bronze award is allocated for twenty hours of volunteering. A special Covid award was introduced for the year 2019/20 to acknowledge the Covid related volunteering work undertaken by students.



5,664

number of volunteer hours in 2019

Gold Medals	61
Silver Medals	25
Bronze Medals	26

KBS students have performed successfully in this competition. In the 2019/2020 academic year, for example, the 122 KBS students registered for the awards accounted for 22.75% of total UL award recipients. These students undertook a total of 5,664 volunteering hours.

The majority (61) secured Gold Gold Medals, 25 received Silver awards and 26 obtained Bronze medals. KBS Students engaged a diverse range of volunteering roles with organisations such as Pieta House;

Le Cheile; North Louth Hospice; Breast Cancer Ireland; Limerick's Gateway to Education; UL Campus Connect; Clare's Wish Castletroy; Order of Malta; regional cultural organisers and Enable Ireland to mention a few.

Ten KBS students were awarded the Covid medal for volunteering in projects such as Front Garden Fitness for Cocooners, charity runs to fundraise, Pen Pal to older people, making face shields, buddy for students who feel isolated.





UL Enactus

Enactus is a global initiative that focuses on addressing the SDGs through student enterprise. Each year the UL Enactus students work on businesses and projects that tackle different areas of the SDGs and then compete at National Competition to win the chance to represent Ireland at the World Cup. Enactus UL has transformed into one of the strongest Enactus teams in the country and place 2nd at last year's National Competition.

UL Enactus (www.enactus.org) is led by students from the KBS Bachelor of Business Studies (BBS) programme. The initiative saw an increased membership to 160 students in 2019 (from 95 in 2018) where involving students 1) dedicating 6,000 hours to volunteering (from 3,000 in 2018), 2) working with social enterprises and 3) establishing 12 new social enterprise and corporate partnerships. UL Enactus established a strong media presence achieving 362,000+ Social Media impressions, were interviewed on RTÉ 2fm, and featured articles in the Irish Examiner, Farmers Journal, Agriland, Limerick Leader and the Limerick Post. The UL Enactus were runners up in the Enactus Ireland National Competition in May 2019 receiving positive endorsement for their three social enterprise projects.

Enactus UL students and faculty have been part of the Team Ireland delegation at the last two World Cups in Silicon Valley, California. Mr Brian Shee and Dr Briga Hynes act as faculty Advisers for Enactus UL. He also acts as campus adviser for UL teams involved in the Hult Prize, a prestigious international student entrepreneurship competition and faculty adviser and project supervisor for the NextContinent Student Challenge. This international competition is open to Masters' students on Entrepreneurship focused programs and the aim is to develop a product or service that addresses the SDGs. There are four teams from UL currently participating in this challenge.



Case Study 1: Moya Nua - bridging social and commercial for sustainable impact

Moyo Nua is an SDG-oriented social enterprise project founded by 3rd year International Business student Jack O'Connor with co-leads Elaine Gleeson and Jessica Habenicht, 4th year business students. Moyo Nua's innovation is a handheld seed planter which eliminates the need for people, mainly women, bending over during the seed planting process reducing labour intensity and improving their physical health. It is targeted to small farm holders in Malawi and other regions in Sub Saharan Africa. The handheld seeders are easy to use due to their lighter weight and result in greater efficiencies and cost savings than current seeders. The bamboo is sourced locally, and the metal heads are made by local blacksmiths. The manufacturing process will be undertaken locally in Malawi which will generate employment for local people.

Moyo Nua has partnered with GOAL Global to operate a pilot programme in 5 districts across Malawi over a nine-month period. The purpose of this pilot is to trial the



manufacturing, distribution, and testing of their product with smallholder farmers. The pilot is running until summer 2021 and is expected to impact 600 beneficiaries. Jack O'Connor states that *"Working with GOAL Global allows Moyo Nua to harness the subject-matter expertise of a renowned INGO, in order to trial the project before wider rollout across smallholder farming communities."*

Moya Nua were crowned the inaugural winners of the [World Trade Centre's Association 'Peace through Trade Competition 2019](#) and the first Irish project to achieve this award. Two members of Moyo Nua project, Jack O'Connor and Catherine Hallinan, travelled to the World Trade Centre's 50th Annual General Assembly in Querétarom Mexico where they presented their project to an international delegate of 500 business professionals from 91 countries.





Principle Two 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.

UL Strategy and the KBS mission

The activities of the KBS are guided by the University’s strategic plan which underpins the values of global responsibility. In the 2019-2024 Strategic Plan, the stated mission of the University is *‘to build on the expertise of our scholars in creating, harnessing and imparting knowledge for the benefit of our students and the enrichment of our community.’*

The UL Strategic Plan is currently undergoing a recalibration. This is partly in response to COVID and the need to capitalise on our response through digital transformation. Just as importantly, the recalibration moves the UN SDGs and in particular SDG 13 Climate Action to the core of the university’s strategy. This is a major step forward for UL, and follows the mainstreaming of the SDG goals and targets in KBS and other areas of UL in recent years.

As part of the five core values, the plan commits to being Inclusive and Diverse

with a ‘welcoming all’ central message and to being Ethical and Sustainable which is succinctly encapsulated by the phrase *‘doing the right things, in the right way, for the right reasons.’* The plan emulates a vision where staff and students tackle national and global issues and seeks to empower students to think critically and solve problems. An example of this in the KBS is the involvement of Brian Shee, Lecturer in Entrepreneurship, who acted as Campus Advisor to the University’s submission to the Hult Prize. This is a prestigious international student competition with the latest entry focused on addressing the SDGs. Of the 300,000 entrants, the University’s team placed top 1% in the world in reaching the regional finals. Brian and a group of students also placed 2nd in the 2019 National Enactus Competition achieved from the impact of the students’ three social enterprises.



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Values that guide action

The KBS and University recognise that the values associated with global responsibility should not be confined to teaching and research activities but should permeate the internal structures and operations of the School and the wider university.

Internal policies and procedures reflect the KBS's commitment that staff and students are in an environment characterised by dignity, respect, inclusion, equality and sustainability.

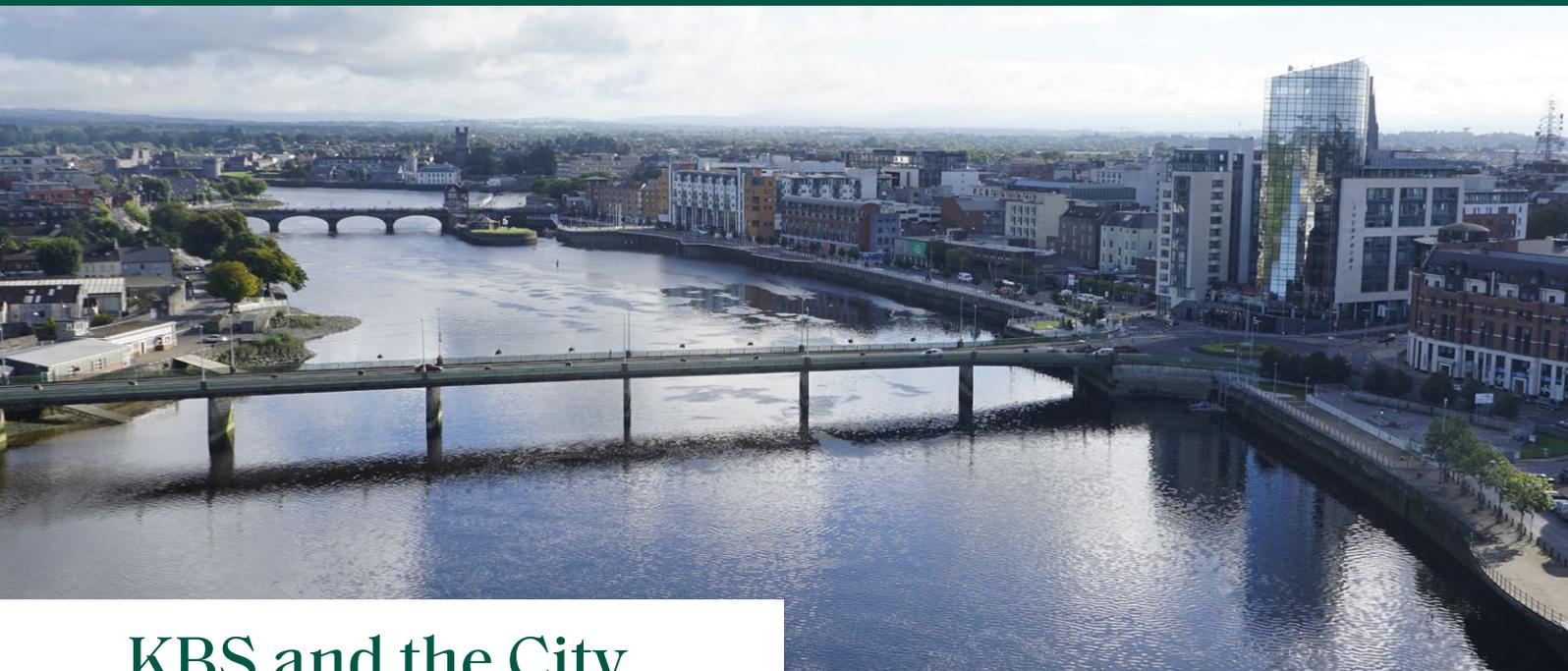
These values are operationalised through a range of policies including the employee code of conduct, the workplace dignity and respect policy, the equality and diversity policy, and the acceptable behaviour in the workplace policy.

In 2019, the University introduced a new student complaints policy and a research integrity policy which seeks to ensure research is undertaken with honesty, reliability, respect and accountability.

In 2020, the University introduced a protected disclosure or 'whistleblower' policy that sets out a process whereby worker concerns about wrongdoings can be reported in a clear, formal and safe manner.

Importantly this policy provides that a protected disclosure can be made not just by employees but also a wider community of stakeholders including former employees, consultants, contractors, trainees, work experience students, interns, part-time, full-time, casual workers and agency workers.





KBS and the City

As part of its inclusivity and sustainability agenda, the University has sought to support economic, cultural and social development across the Limerick region, and it has initiated plans to relocate part of the University campus to the Limerick city for the first time. The plans have been widely welcomed by the wider community and is viewed as an important part of supporting the sustainability of the city, which experienced some of the country's most adverse outcomes of the last economic recession. The KBS is expected to play a significant role in the new plans.

Dignity and respect for all

The KBS is fully committed to establishing and maintaining an ethos of dignity and respect for all within a day-to-day culture of promoting equality of opportunity across all activities and this is evident in the awarding of the Athena SWAN accreditation in 2019 (*case study 2*).



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Case Study 2: Athena Swan Award

The KBS became the first business school in Ireland to receive this award in 2019 and one of only six schools across the UK and Ireland and the KBS Athena application was led by Dr Christine Cross. The Athena SWAN charter is a framework used globally to support gender equality in higher education and research.

The KBS engaged in a self-assessment process for the Award application involving a staff attitudinal survey and focus groups of staff and students. This process was both affirming and transformative. The KBS staff survey findings and our analysis of student and staff statistics affirmed many positive perceptions we held about gender equity in the School.

Overall, the KBS is viewed as a positive place to work and an encouraging place for career development for both men and women. Several areas were identified where additional attention and interventions are required and the KBS has committed itself to take actions that will

address specific issues as well as more general cultural attitudes.

We believe that sharing the responsibility for implementing the action plan across the school serves as a demonstration of women and men working together to effect change.

Actions include a range of initiatives focused on increasing the uptake of economics at both second level and third level by female students, ensuring gender balance on selection panels and implementing initiatives that foster a supportive and inclusive environment for women.

While the exercise of identifying areas to address has been useful, as well as eye-opening, more significant is the degree to which, once uncovered, staff have coalesced around actions that will have meaningful and long-lasting effects.



Members of the Kemmy Business School being presented with their Bronze Athena SWAN Award by the Minister for State for Higher Education Mary Mitchell O'Connor. Left to right: Claire Harnett, Briga Hynes, Mary-Mitchell O'Connor (Minister of State with special responsibility for Higher Education), Michelle Carroll





Principle Three Method

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

Overview

RME is practiced throughout the KBS curriculum, across postgraduate and undergraduate courses. In order to ensure successful integration of responsible leadership education into the KBS curriculum, a range of module and programme specific education frameworks have been developed.

Undergraduate Programmes

RME is integrated into our UG programmes, as an element or standalone modules. For example, BR4041 Social Media for Social Good module is a module that gives UG students the opportunity to work in groups to help community/non-profit organisations identify and address some of their social media techniques.

Each group works with one organisation that is seeking assistance in the use of social media to tell the story of how they contribute to social good, to achieve a specific objective, or to engage a wider audience for their work.

Throughout the KBS programme offering RME is integrated through a series of learning methods, including live cases, debates, service teaching (e.g., with local social enterprises) or through moral reasoning and decision making.

For example, students on the module New Venture Marketing and Sales Strategy module are asked in their assignment to consider the ethical, moral and sustainability implications of marketing decisions made and implications for broader consumer groups with which they engage.



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Postgraduate Programmes

The KBS Msc Marketing Consumption and society has responsible management education at its core, with a strong focus on responsible consumption and production (SDG12) and sustainability and environmental change. It takes a critical perspective on the role and impact of marketing on society and provides students with the theoretical frameworks as well as agency to understand and design responsible market interventions.

For example, Dr Maria Lichrou leads students in debate on critical issues for contemporary society such as the social role of marketing today and consumer sovereignty.

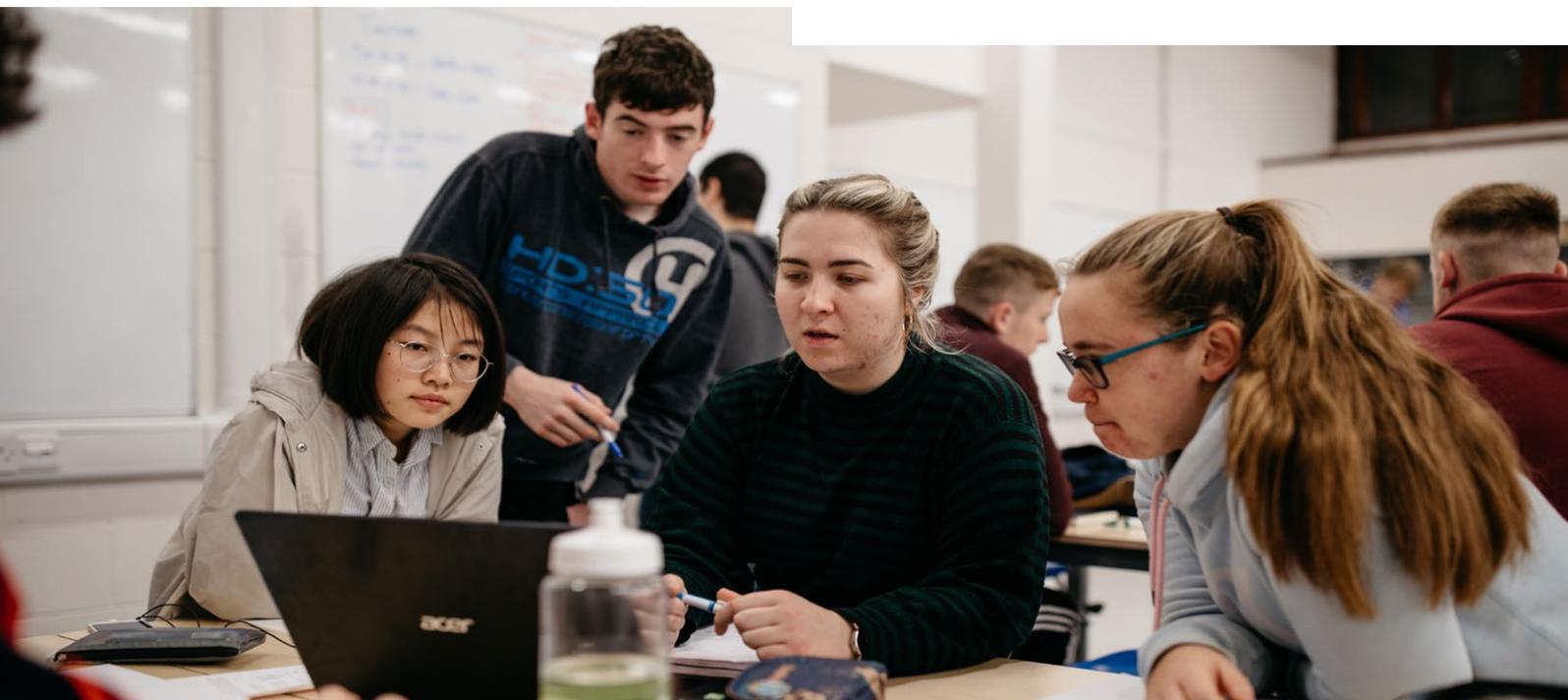
Dr Deirdre O'Loughlin has led students in a live project with GOAL who provided seed funding for students to design climate change communications campaigns across the campus community (Autumn 2019).

Dr Annmarie Ryan led students in a live research project that aimed to identify the role of member owned cooperative retailer in Limerick (The Urban Co-Op) in supporting sustainable production and/or consumption as part of measuring its social impact.

KBS programmes on risk and insurance are introduced to the PRME values, for example, our colleague Dr Martin Cuneen spends two weeks in a 4th year business module (In4007) engaging students with key topics and issues around climate change. In addition to climate change the module introduces core themes of emerging societal and digital risk arising from the ubiquitous nature of connected digital technologies.

In Global Business Strategy, a module on the MSc International Management and Global Business, Dr John McCarthy introduces students the nature and role of CSR in the context of market strategy, which addresses how organisations approach and manage emerging markets strategy, the importance of network-level strategy and corporate social responsibility in a global environment.

Further, Dr Jean McCarthy as developed teaching cases on sustainability-orientated decision-making among Learning and Development practitioners and a further research-led teaching case on [Proper \(B Corp\)](#).



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Our Executive MBA Programme

For the past three years Jim Donoghue has led the final year MBA programme participants in a live project with Limerick City Council as the 'Client'. Limerick, Ireland's third largest economic city hub is on a journey towards being a fully Smart City as part of a national and EU project with a budget of €200m. The partnership initially originally focused on low carbon energy sources. More recently the work has moved to microclimate initiatives in and around the City.

In 2019 the class undertook feasibility studies on topics as wide as urban food gardens, converting concrete factories to carbon neutrality, restructuring urban bus routes, and independent health supports for senior citizens. The common thread is the context of a Smart Digital City.

The research is underpinned by key academic concepts and tools to map the social reality of Urban Change, including: 1. Stakeholder Analysis, 2. Actor Network Theory, 3. Scenario Thinking specifically Future Perfect Strategy.

These lenses have given a rich insight into the micro-level processes to identify and manage urban changes for good with both social and economic outcomes within a Smart City program.

Students are also encouraged to involve themselves in business-related clubs and societies (for example, the [MBA Association of Ireland](#)) and engage in volunteering work to assist local communities and marginalised groups (for example, MBA Class Act) and understand the importance of social responsibility. "Class Act" was established by the MBA class of 2015 to make a more formal contribution to the community.

The class decided to participate in the Great Limerick Run and ask for sponsorship from colleagues, friends and family. Faculty also support this heavily, and several members of faculty complete this with the students.

Keeping it simple by participating in one of Limerick's greatest events was considered important, despite the heavy workload of the MBA Program.

It is entirely up to each class who the benefactors are – sometimes students will have charities that are close to their heart and it is seen by the students as a real opportunity to give back.

In just 3 short years running, Class Act has raised in excess of €50,000 for four local and national charities (the Limerick Learning Hub, Join Our Boys, Limerick Marine Search and Rescue, and Milford Care Centre).



"A big part of my MBA journey was the charitable element of the 'Class Act' initiative. I was part of the team who championed our class's efforts and together we raised 18k in that first year for 4 local charities. I feel strongly that it is not just about taking but that as an MBA student you are privileged & should strive to give something back to your community. In this spirit, I continue to champion a 'pay it forward' attitude.

I have been an active member of the MBAAI committee for the past two years, have been a guest lecturer as Industry professional for the UL Digital Marketing undergraduate course, am participating in current Digital Marketing research in conjunction with the University of Limerick and have been instrumental in setting up the Limerick Marketing Collective in a bid to provide an open and collaborative space, where marketers can create, share, learn and support"

- Michelle Gallagher MBA



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Faculty Development & thought leadership

With a strong tradition in educational research, KBS faculty engage in thought leadership in the field of RME scholarship. For example, Dr Jean McCarthy is principal investigator on “Acta non Verba [Deeds, not words]: A phronetic approach to understanding and educating sustainability-orientated organisational decision-makers”; ERC Consolidator Grant submission (awarded February 2020).

More recently, Dr Annmarie Ryan presented a paper at the Responsible Management Education Conference on the topic of digital technologies and responsible market behaviour and its implications for responsible management education.

An exemplar of this approach is Dr John Lannon’s recent IRC New Foundations award for a research project on ‘Establishing Ways of Working to Advance Collaboration in Education and Research’ - working with partners in Ghana, including University of Cape Coast & Padre Pio Rehabilitation Centre. Primary focus is on health and pertaining to Sustainable Development Goal 3 (Good Health and Well-Being) and Goal 4 (Quality Education).



Padre Pio Rehabilitation Centre which collaborated with Dr John Lannon’s research ‘Establishing Ways of Working to Advance Collaboration in Education and Research’



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Case Study 3: Digital Futures Lab

The digital futures lab is a unique module developed as part of the KBS's MSc in Business Analytics. An aim of the module is to support learner's active citizenship by equipping participants with the skills, knowledge and attitudes needed to become active change agents and intervene in improving the local context. This is supported by incorporating a heutagogical or self-determined learning strategy.

Context

54 students participated in the inaugural DFL over a 3-week period in May/June 2020. The DFL, while initially designed as a face-to-face module, had to quickly pivot to an online/virtual model due to the Covid 19 restrictions. The was enabled through use of available digital tools (MS Teams/Slack and Miro) to support real-time digital collaborative engagement in a studio learning environment. These tools enable a range of work practices vital in a successful studio learning environment, including visualization, text, and video communications, and readily sharing of resources by learners themselves.

Process

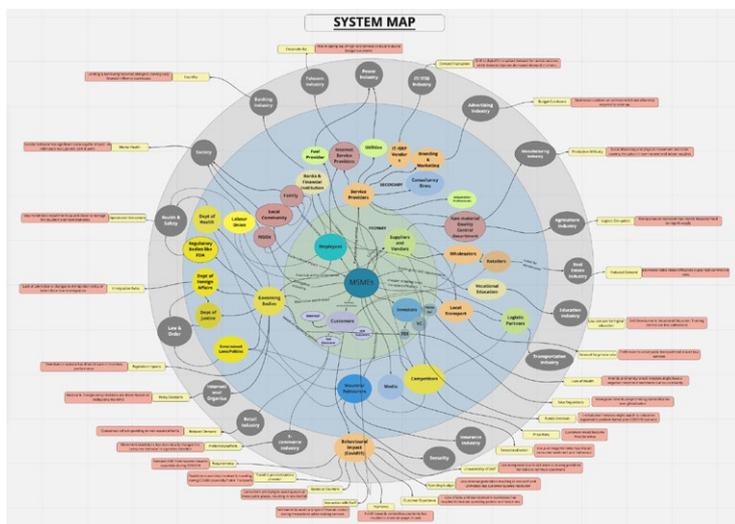
The focus of the is the development of a learning environment for the application of knowledge in response to identified complex challenges. This is underpinned by Heautology, a learner determined education model this goes beyond both learner centric and learner

led approaches. From a Heutagogical perspective learners are regarded as problem finders. They know how to find and set their destination and become increasingly independent. Learning is not sequential or linear. Learners accept full responsibility for their learning, welcoming challenges and emergent chance and change. The instructor mode is that of a coach who provides some resources, but the learner decides the path by negotiating the learning.

Students undertaking the module: Formed and worked in interdisciplinary teams, where they 1) responded to a design challenge focused on SDG8, 9 and 11, and specifically Irish SMEs response to the Covid 19 crisis, 2) brought an idea to prototype phase, and 3) reflected on and identified the contribution of their own disciplinary perspective and that of the disciplinary perspectives of other team members.

Outcomes

Specifically, teams addressed 1) digitisation in the SME sector and 2) health and wellbeing at work. The teams developed, designed and prototyped solutions including an app that would support virtual workers to manage their personal time and wellbeing and a community-based application to create a social dimension to online retailing and a platform model for home delivery services.



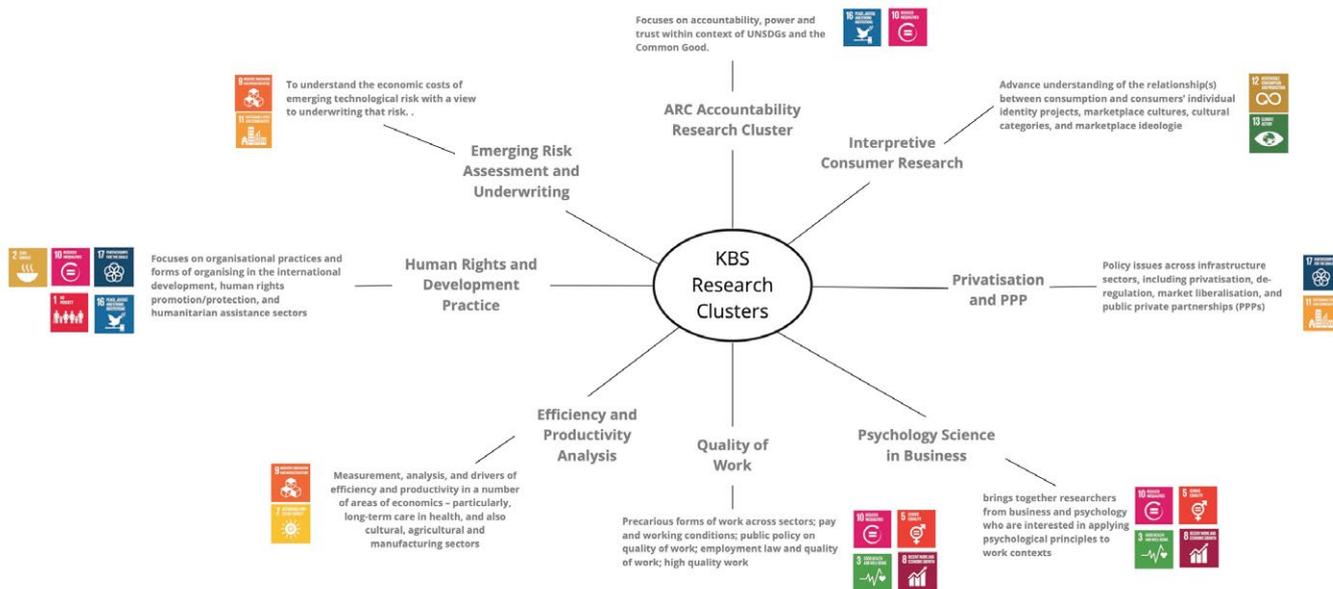


Principle Four Research

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.

Research at KBS is organised and reported in several ways. The four academic departments (Accounting & Finance, Economics, Management & Marketing, and Work & Employment Studies) all have active research strategies. There are several broad thematic groupings including Work, Knowledge and Employment, and Public policy,

Enterprise, Governance and Sustainability. There are also several active research clusters that encourage collaborative work with Ph.D. students and cross-departmental and inter-faculty research. Seminars featuring visiting guest speakers are organised by clusters, broad thematic groups, and departments, enriching the research culture of the KBS.



An overview of KBS research clusters and their relationship to the UNSDGs

A consistent feature of research in KBS is its engagement with activities across the full intellectual spectrum: from subject-specific to interdisciplinary; from critical to positivist; from experimental to pedagogical. The result is a comprehensive engagement with a full academic research agenda that characterises the activities of all four departments within the school. This has established a reputation for the school as, at once, uniquely pioneering

while simultaneously grounded in the long-standing values and principles that underpin the school's overall strategy. These include commitments to issues of diversity, inclusion, sustainability and ethical engagement, commitments, which find expression in research that deals with issues such as human rights, overseas aid, innovation, accountability, ethics and responsibility.





In a similar vein, and drawing impetus from our founding values and the provenance of many of our faculty, we place considerable emphasis on a continued and deeply embedded engagement with the needs of national industry and local practice.

This also draws impetus from university and school Strategic Plans that identify 'impact' and 'relevance' as key parameters in appraising the value of a business school for its various stakeholders and many partners.

While our outputs that focus on local economic measures of activity and national debates on employment security are clearly of importance here, so too are our interdisciplinary research activities that we carry out with other disciplines such as health and environmental science. Not only have these allowed us to address topics such as impact on local hospitals of focused initiatives and the effects on taxation of gender-related interventions, but they have also allowed us to extend our engagement to undergraduate and

post-graduate students, including our own PhD students. The effect is an inculcation of our research ethos and priorities in a new generation of scholars and a wider field of participants.

Indeed, these engagements extend beyond the University and form a not insignificant aspect of our research activities with international partners. In recent years these projects have produced innovation studies addressing humanitarian work in sub-Saharan Africa and of particular significance for KBS is a growing and eclectic body of work on social entrepreneurship that has identified the drivers, needs and potential of an evolving area of Ireland's economic engagement. This is complemented by work emanating from our Risk cluster that draws on extensive Horizon 2020 funding and partnerships to explore some of the key ethical and social aspects of new technologies in a wide range of sectors.



1 Purpose



2 Values



3 Method



4 Research



5 Partnership



6 Dialogue

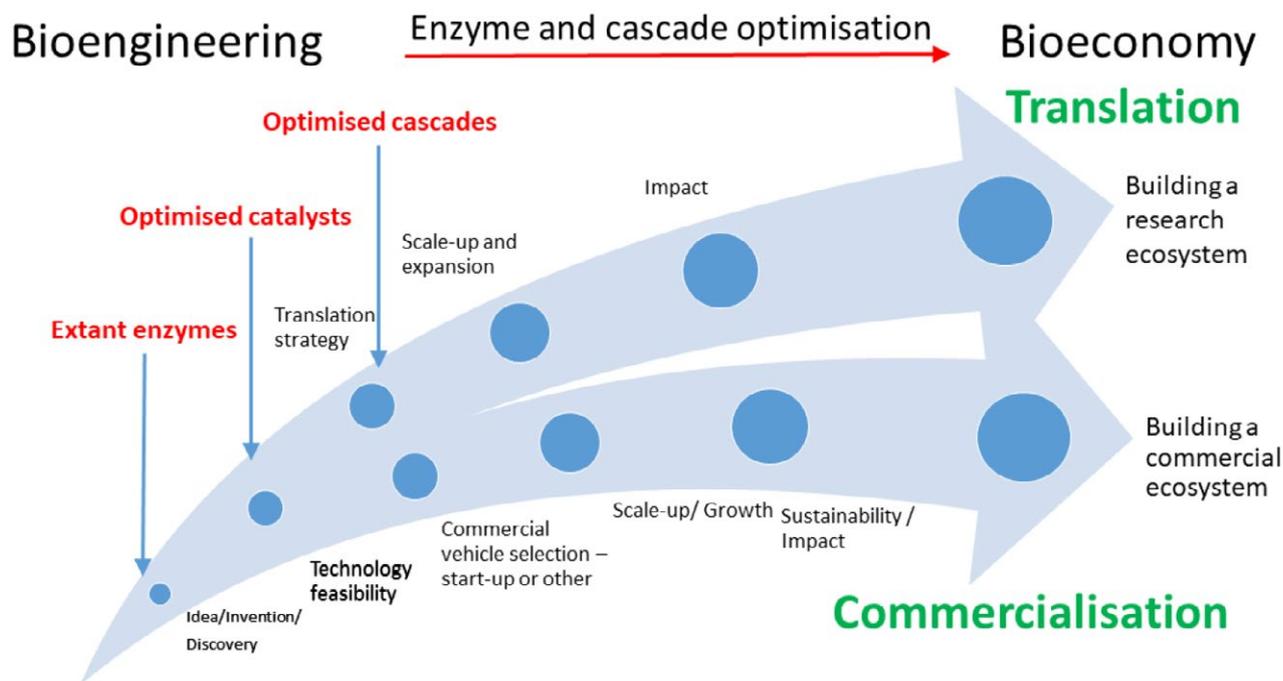


Case Study 4: The Making of Green Markets

Prof Damian Hine, Executive Dean KBS has recently been awarded funding from Australian Research Council Discovery programme, as part of an interdisciplinary research consortium. The project, entitled *“EnzOnomy - an enzyme-based production pipeline for the bioeconomy”* addresses the urgent need for green, clean and efficient technologies to support the food, energy and materials demand of a growing global population.

The research seeks to resolve major stumbling blocks in green market development by jointly resolving scientific and economic aspirations. The combined expertise in enzymology, biochemical engineering and research translation places the team at the forefront to make significant new advances in the sustainable production of high-value chemicals, giving us the opportunity to capture IP in this area.

The specific goal is to develop and use this methodology to construct a new pipeline for the production of isobutanol as a platform chemical for synthesis of a range of high-value materials. Some aspects of this pathway have been well established but bottlenecks (i.e. the stability and/or reactivity of the three BCAA enzymes) remain. The innovative aspect of this project is that functional improvements in enzymes will be directly translated into an optimised application and pave the way for commercialisation. The development of specialized biocatalysts and bioproduction cascades in our project (i.e. EnzOnomy) falls under the *“Advanced manufacturing priority area”*, where the team will develop crosscutting technologies with a vision to enhance the value of Australia’s manufactured products.



The overarching project aim is to advance a representative cell-free bioproduction cascade from TRL 2 to TRL 5, enabling the translation of the technology towards diverse products and develop a strategy for commercialisation

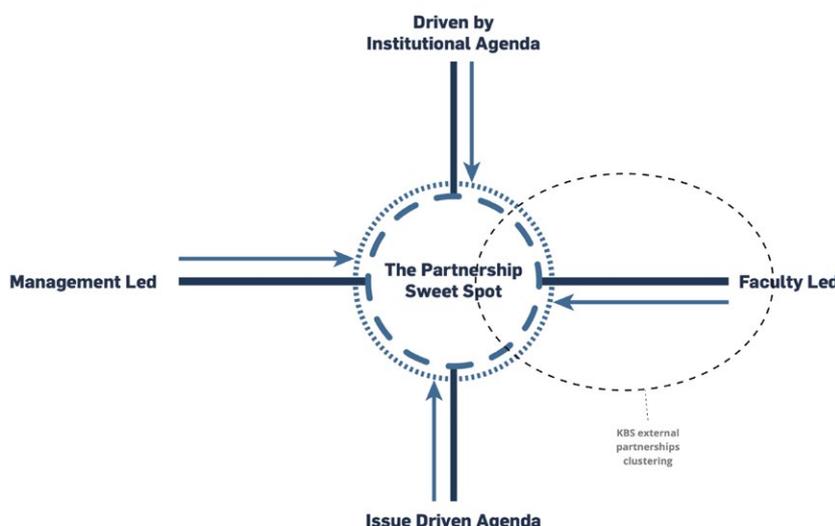




Principle Five Partnership

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.

KBS external partnerships follow the PRME blueprint identified categories, including research, teaching and community engagement or advisory partnerships. According to the Ryan and Hauser (2020) Partnership Sweetspot framework, KBS partnerships can be categorised as largely faculty driven, with a strong issue driven focus. While enjoying institutional support for these efforts, the key mechanism of which is the School's mission as espoused in the legacy of Jim Kemmy.



Source: Ryan and Hauser (2020)

Teaching Partnerships

KBS faculty regularly engage external practitioners and global researchers as guest lecturers. For example, Dr Michelle O'Sullivan in an undergraduate module on employee relations to engineers and scientists in 2018 and 2019 (PM4603) invited guest speakers to offer either a practitioner with an employer or trade union perspective to talk about key issues facing the sector.

KBS faculty play a leading role in the innovative UL-Munster Leadership Academy (see case study 5). Finally, an example of an innovative partnership in the area of teaching but also external engagement is BNest, which is the first dedicated Social Enterprise Incubator Programme in Ireland, established to support social enterprises, by addressing the interlinked areas of the Business, Social and Personal aspects of a social enterprise. The Incubator programme, called BNest Flight is a six-month peer-learning programme for emerging and early-stage social entrepreneurs. Dr Briga Hynes of KBS is involved in the delivery of a module on the programme and works with social entrepreneurs who participate in the programme.



Research Partnerships

KBS faculty have a strong record in partnering with non-profit and non-governmental organisations making use of national Irish Research Council New Foundations research funding in this regard. The primary focus is on health and pertaining to SDG 3 and 4. Dr Annmarie Ryan has developed an ongoing partnership between KBS and [Irish Aid](#), Ireland's national development agency. At [CSSI 2020](#), (the 7th biennial of cross-sector social interaction), Irish Aid sponsored the doctoral consortium, and further supported 4 researchers and research teams to embark on new research on the impact of Covid 19 on cross and multisector partnerships.

A further example of a partnership with a national agency is Dr Maria Lichrou and Prof Lisa O'Malley working on a two-year funded project by the EPA: An Investigation into WEEE (Waste Electrical and Electronic Equipment) Arising & Not Arising in Ireland (EEE2WEEE). This is an example of a further interfaculty partnership between a KBS and UL's Science and Engineering Faculty. The project focuses on electronic waste flows in Ireland. Finally, at a local level, KBS faculty have a strong record of working closely with regional local authorities.

[Limerick as a 'lighthouse city'](#) is a recent H2020 funded research project co-led by Prof Stephen Kinsella working with the +CityxChange team in Limerick Council are looking at an area in the city's beautiful and historic Georgian core, which includes getting thirty smart energy champions to install new clean generation technology on their properties. This initiative also involves other faculty, for example, Dr Elaine Doyle engaged with Dr Mihai Bilauca in Limerick City Council in relation to the potential for tax incentives to facilitate creation of positive energy housing in Limerick.



Limerick as a 'lighthouse city': Stephen Kinsella, Rosie Webb, Richard Bruton TD and Dr Pat Daly



Community engagement/advisory Partnerships

KBS faculty have developed a range of external engagement partnerships. Indeed, this spirit of connection with the local community and giving back is core to who we are as a business school. For example, in October 2019 Dr Briga Hynes hosted the inaugural *'Business and Social Impact Exploration Forum'* which brought together public, private sector organizations, government support agencies and social enterprises to explore opportunities for mutually beneficial collaborations to generate social impact and promote and inspire social change.

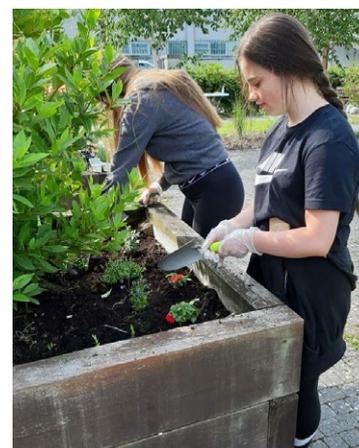
KBS faculty are members of the National CSR Forum. Example of work undertaken in this area is a recent sub-working group, established to undertake a review of the use of commonly applied CSR metrics by SMEs and social enterprises and to evaluate them for their advantages and disadvantages and provide suggestions on what metrics would be more relevant for SMEs. The initial phase of this study is completed and detailed research on the identification of more relevant CSR metrics is ongoing.

This research is undertaken via consultation with a sample of SMEs, Irish Business and Employers Confederation (IBEC), Irish Small and Medium Enterprises (ISME), Dawn Meats and Business in the Community.

Further examples of this outward engagement include Dr John Lannon acting as chairperson of local charity, Doras. Dr Caroline Murphy engaging with industry partners in the financial services sector on initiatives to address gender bias or inequalities that may result from the introduction of new technology in particular artificial intelligence and automated decision making.

Dr John Heneghan has led in the creation of the Business Transformation Programme, which engages with local agencies, NGOs, Limerick County and City, Enterprise boards, the Western Development Commission and banks in addition to the Department of Social Protection and the Office of the Revenue Commissioners to act as a bridge between UL's ACCESS mechanisms and the local educational system. He is Chairman of Limerick City Build which oversees the Business Transformation Programme. The Programme here in the KBS has been delivered to SME owners from the disadvantaged areas in Limerick City: in the period 2018 to 2020, it generated 200 new jobs approximately to date.

His work with the Traveller Community centres around moderating relationships between Traveller Community and Limerick City and County Council, Garda Siochana, Department of Social Protection (Limerick Office) and local communities including local schools.



The Youth Centre of our Lady of Lourdes Community Services Group



Case Study 5: The High-Performance Leadership Programme

The Kemmy Business School has partnered with Munster Rugby to create and deliver a high-performance leadership programme for C-suite executives. Munster Rugby was founded in 1879 and is one of Europe's top rugby organisations having won the European Cup on two occasions and reached the knockout stages of this flagship tournament 18 times in the past 22 years. The aim of the programme is to provide executives with insights and learnings from a high-performance organisation. The Kemmy Business School along with colleagues from Physical Education and Sport Sciences (PESS) and the Dept. of Psychology deliver modules on leadership, mental health, fitness and nutrition. Programmes are delivered at Munster's high-performance centre which is located on the UL campus.

The collaboration has resulted in the creation of a dynamic and evolving curriculum. Top coaches and former players have addressed the participating delegates on the requirements for success in a professional sports environment while the course participants are able to share their experiences of leading complex organisations with other participants and the facilitators. The latter has been particularly valuable for former players who are now working in a business environment. Several key themes have emerged as critical for the modern high-performance organisation. These include for example, the importance of gender, ethnic and sexual diversity in management teams and the growing need for a focus on sustainability in commercial organisations not just from the point of view of motivating and retaining employees but also for the dual benefit of the organisation and the ecosystem in which it operates. Finally, the key focus of the programme is on wellness at an individual level and how this enables executives to perform at their best in all aspects of their lives.



Jerry Flannery, coach and former Munster & Ireland player, during a HPL session



1 Purpose



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4 Research



5 Partnership



6 Dialogue



Principle Six 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.



KBS recognises the importance of translational impact of its activities and there are deep connections between staff and students and community groups, business, civil society organisations and the media on issues related to global social responsibility and sustainability. For example, our Master students have presented at Development Studies Ireland conference examined the role of communities in enhancing organisational learning for adaptive programming in international development projects (MSc in Project Management: Julius Kampamba).

In 2020, the KBS established an internship opportunity for graduating students in human resource management in the national employment rights body, the Workplace Relations Commission. The first student participating in the internship will analyse trends in equality issues presenting to the Commission.

The KBS engages in a wide range of activities and fora at regional, national and international levels arising from research on social responsibility and sustainability and advancing social responsibility in organisations. At a regional level, faculty such as Dr Elaine Doyle have collaborated with Limerick City Council on the potential for tax incentives to facilitate the creation of positive energy housing.

At the national level, KBS faculty have published a wide range of journalistic articles in mainstream media arising from their research on issues of gender equality, sexual harassment, employee silence, LGBTQ issues in the workplace, the quality of jobs during Covid and in a post-Covid world, and protecting an older labour force.



Dr Deirdre O’Shea who has expertise on the impact of workplace stress on individuals, has participated in a range of fora to bring research on stress to the public attention. These fora include a television documentary on the national broadcaster titled ‘Stressed’, interviews on local and regional radio, a KBS-led Tedx event and through practitioner directed journals. Dr Christine Cross and Dr Caroline Murphy have engaged with policy makers and organisations on increasing the number of women at senior decision-making levels.

At the National Symposium on the Gender Pay Gap which included politicians, policy makers, employers, unions and lobby groups, the KBS faculty advocated for the introduction of mandatory reporting of the gender pay gap at organisational level. In the current environment of the Covid-19 crisis, KBS member Prof Stephen Kinsella is a research expert advisor on the National Public Health Emergency Team, which is the government’s mechanism for coordinating the health sector response to the public health emergency.

The Future of Work Now: The Digital Transformation of Customer Service and the Emergence of Ireland’s Cx Professional’ research project was launched at the Kemmy Business School (KBS) in UL in May 2019 by Minister of State for Trade, Employment and Business, Pat Breen. The research from Sarah Kieran and colleagues the Department of Work and Employment Studies at KBS and by Skillnet Ireland’s Learning Network, ICBE Advanced Productivity Skillnet, found that the role of Customer Experience (Cx) employees in Ireland is undergoing significant transformation because of advancements in new technology. The research was conducted with business leaders and Cx employees across two large multinational organisations, in the financial services sector and the Information Communications Technology (ICT) sector.

Further, the KBS have collaborated with national and business stakeholders on issues relating to ethical practices and social responsibility. For example, the KBS Department of Accounting and Finance have engaged with the national Skillsnet programme to bring artificial intelligence ethics to industry through industry days and collaborations with companies. KBS faculty are also members of the national Corporate Social Responsibility Stakeholder Forum, a government-initiated forum which brings together representatives of the business sector, the public sector and the wider community.

At the international level include Prof Tony Dundon’s invited seminar on ‘The Future of Work and Work Equalities’, at the British Trades Union Congress (TUC) 150 Centenary Conference which was attended by trade unionists and workplace employee representatives.



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3 Method



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Case Study 6: TEDx University of Limerick

First introduced to bring the spirit of TED's mission to local communities around the globe, the TEDx programme is the ideal project for curious individuals looking to discover ideas and spark conversation in their communities. Coincidentally, the University of Limerick is full of such people.



TED is a non-profit devoted to spreading ideas, usually in the form of short, powerful talks. It began in 1984 as a conference where technology, entertainment and design converged, but today it covers almost all topics – from business to science to global issues – in more than 110 languages. By granting free licenses to those interested in running independent TEDx events, TED allows their mission to be shared in cities, communities and, of course, universities.

On 18th June 2019, 100 audience members, including UL faculty, staff and students, representatives from local businesses and members of the Limerick and Clare communities, watched nine speakers address the theme of 'Current'. For the organising team, 'Current' had three interpretations: an ocean current (a metaphor for direction and movement), an electric current (symbolising inspiration and energy) and, of course, current affairs, which covers a broad spectrum of topical issues.

[The UL TEDx event](#), which was MC'd by Stephen Kinsella, Associate Professor of Economics at Kemmy Business School included stories of social innovation and local responses to the UNSDGs. For example, Dr Patricia Scanlon, Founder and CEO at SoapBox Labs, who spoke about how technology can transform childhood literacy. Mark Davies, Founder and Chair of Hooke Bio Ltd and Professor of Engineering Science at UL, proposed that the current climate change crisis would be solved by replacing all fossil fuel burning power stations worldwide by Allam Cycles, which generate price-competitive electricity and produce near pure CO₂ in a pipeline for storage or use. Deirdre O'Shea (KBS). Deirdre, a Senior Lecturer at KBS, brought her evidence based approach to talk about finding motivation, passion and energy in our work.

A highlight of the event was the story shared by Sikhulekile Ruth Ndlovu, an inspiring young woman who gave a moving talk about her identity as an asylum seeker living in direct provision and her journey to becoming a UL student.





Part III: Goals

This section maps illustrative areas of our activities to the Sustainable Development Goals, in support of Agenda 2030 and PRME's mission:

"To transform management education, research and thought leadership globally, based on the Principles for Responsible Management Education and the United Nations' Sustainable Development Goals."



Goal 1: No Poverty

End poverty in all its forms everywhere

UNSDG 1 has several aims including to eradicate extreme poverty by 2030, build resilient communities and the equal right to access basic and economic resources. Of the marginalised communities in Ireland, asylum seekers are acknowledged as at risk in these areas. In this section we want to highlight and commend the work of one of our students, who is striving to bring her community out of poverty.

Sikhulekile Ruth Ndlovu (Ruth) is a 3rd year BBS student. Ruth arrived in Ireland in 2015 and lived in temporary accommodation in Killarney. She did not have any family with her, spoke little English and had no means of earning money. From this difficult starting point Ruth has excelled in many ways. She has mastered the English language, engaged with community groups as a means of getting to know people and settled into education successfully completing her Leaving Certificate. From there she applied and was successful in securing a place on the University of Limerick Access Programme funded by UL Sanctuary programme. She secured a place on the KBS BBS Degree through the university's Sanctuary Scholarship initiative. Whilst studying and working part-time she has never forgotten her background and continues to work with local community groups, asylum seeker groups and charities. Ruth successfully led one of the UL Enactus projects, the ReStart Project which aims to integrate asylum seekers into the Irish community through various initiatives such as cooking and selling food products and gardening.

We are proud of Ruth and her achievements. She offers us a role model, not simply of the power of one person to bring about change, but how one person can mobilise a movement, which can impact not only at the personal level, but also at the institutional and policy levels. In this case we see not only our formal academic programmes can offer a support and a pathway for learners, but where our extra-curricular activities (e.g., Enactus), create a setting where a world without poverty can be imagined, and solutions to bring this about realised.



Sikhulekile Ruth Ndlovu presenting at TEDxUniversityofLimerick 2019

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
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- 15 LIFE ON LAND
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- 17 PARTNERSHIPS FOR THE GOALS



Goal 2: Zero Hunger

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

ReStart is a student-led social enterprise project aiming to integrate asylum seekers into the Irish community through various initiatives such as cooking and selling food products and gardening. Asylum seekers in conjunction with students developed a range of traditional dishes from countries spanning Zimbabwe to India and sold those at a weekly food stall at the UL Market and they secured one commercial contract with a local catering company. To equip asylum seekers to sell the food, students and faculty ran a series of workshops in marketing, customer service, and cash management, idea generation, CV building and business planning. The design and delivery of the relevant content was undertaken in conjunction with members of the asylum-seeking community to co-produce and co-deliver modules and participants attended the classes in the university campus which greatly bridged the wide gap between academic institutions and asylum seekers and their children. Building on the theme of integration and inclusivity, students with the asylum seekers secured and transformed a neglected plot of land at Knockalisheen direct provision centre and created it into a workable garden. ReStart Gardening provides a positive outlet for those living at the DP center, improving mental health and wellbeing, while also enabling them to enhance their agricultural skills and integrate with the local community in the process. Growing crops on the land also allows us to have a sustainable, environmentally friendly supply chain for ReStart Cooking.



Enactus UL's ReStart team at the Knockalisheen Direct Provision Centre gardening plot.



Goal 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Student Wellbeing

The education system is in a time of great change. In a response to the Covid 19 pandemic universities around the world have moved to a hybrid online/on-campus model, with many more choosing to go completely online. In response to this unprecedented change, Dr Annmarie Ryan is collaborating with HealthyUL is undertaking research to examine how this change is affecting student's everyday lives and their university experience. The research considers students' lived experience of engaging in college work and life from their own homes, the struggles, the challenges, but also the new opportunities and coping strategies that students develop in adapting to their new situation. The research is being conducted by students as part of their research methods module on the MSc Marketing Consumption and Society and will inform HealthyUL future policies and interventions to support students working virtually.

Work Wellbeing

Work-related stress is estimated to cost the economy of the European Union more than €20 billion per year (EU-OSHA, 2014) and the health and well-being of workers is an issue of major concern for most organisations and governments. Despite this, traditional workplace wellness initiatives have been found to have little effect (e.g., Song & Baicker, 2019). Researchers at the KBS are spearheading research to establish evidence-based solutions to address this. For example, Dr Deirdre O'Shea advances our understanding of how to tackle worker well-being. Her research examines individual-level interventions and investigates the extent to which many popularised psychological constructs are effective or not in workplace settings. Prof Donald Truxillo, Kemmy Chair of Work and Employment Studies, also examines evidence-based solutions to tackle worker well-being. His research examines issues related to workplace safety and health and age-related issues in perceived ability to work. Dr Sarah MacCurtain, Dr Juliet McMahon and Dr Caroline Murphy examine issues of bullying, harassment, and injustice in organisations, as well as to health-related issues specific to caring roles. Further, in the Department of Management and Marketing, Deirdre O'Loughlin is undergoing research exploring the work of family carers who care for elderly relatives and more recently children with conditions such as autism and Downs. In terms of student wellbeing, in November 2020, Dr Annmarie Ryan collaborated with HealthyUL to undertake research examining students' lived experience of virtual education, the struggles, the challenges, but also the new opportunities and coping strategies that students have developed in adapting to their new situation.

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Goal 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

KBS actively supports the University’s strategic objective of encouraging, promoting and enabling access to third-level education for disadvantage groups as it is viewed as a fundamental right of citizens. Students and faculty support students who enter the Business Studies programmes through The Disability Access Route to Education (DARE), Access Office, UL Sanctuary programme. KBS students are advocates for education access for all regionally and internationally.

As a University of Sanctuary, we focus on enabling access to third level through several financial support plans and programmes to aid with the transition to University. We also recognise that as an academic institution we provide a safe space in which issues which are directly impacting on the lives of refugees and asylum seekers can be discussed. The designation commits the University to a three year action plan with a focus on encouraging, promoting and enabling refugees and asylum seekers to access third-level education through various activities and Scholarship programmes.

The University of Limerick will also become a key driver in raising awareness of issues impacting on the lives of refugees and asylum seekers as well as promoting a spirit of inclusion and welcome in the University, the city of Limerick and beyond. Up until May 2020 the UL University of Sanctuary committee was jointly chaired by up until May it was co-chaired by Dr John Lannon (KBS) and Prof Mairead Moriarty (AHSS). There are currently 8 Sanctuary students on KBS programmes.

KBS has strong emphasis on creating an entrepreneurial mindset in third level students to address the SDG and recognize the need for these same skills in pupils attending secondary school (13 -18 years). To this end the Kemmy Business School and Nexus Innovation co-host an Entrepreneurship, Creativity and Innovation Bootcamp for Transition Year students. An average of 55 students from across Munster region of Ireland have completed the programme.

Each year at least 10 places on the programme are reserved for pupils from Delivering Equality of Opportunity in Schools (DEIS) secondary schools. Places for these students are free of charge. Delivering DEIS is an initiative of the Department of Education and Skills aimed at lessening educational disadvantage and bringing about social inclusion in primary and second-level education.

This programme ensures KBS delivers on increasing inclusivity as it enables students from socio-economic disadvantaged regions are not further marginalized or disadvantaged due to financial constraints. Furthermore, participation in this programme motivates students from disadvantaged areas to consider third level education.





Goal 5: Gender Equality

Achieve gender equality and empower all women and girls

The KBS has fostered a strong research agenda focusing on gender equality. Three PhD research projects are examples of this research focus. Lauren Bari investigated gender differences in working trends and earnings outcomes among freelance workers in Ireland. It examined how gendered divisions of household and caring work are facilitated by the inherent flexibility and autonomy of freelance work.

The research uncovered significant differences in the take up of flexible working between self-employed men and women and a gender earnings gap, with gaps wider than in wage-and-salaried work. It also found that education and professional status exacerbated gendered trends, supporting a theory that high human capital women in Ireland are seeking flexibility through self-employment to manage work-family conflict. Evidence of a 'motherhood pay penalty' among the self-employed is a key finding, which were found to be starker than among waged employees.

Claire Harnett is examining female entrepreneurship and job quality. European policy has prioritised increasing the number of female entrepreneurs, while concurrently there has been concern regarding declining job quality, particularly in feminised sectors.

The findings to date suggest that public policies promoting job quality, female entrepreneurship and entrepreneurship as a means of job creation, are separate policy agendas and that female entrepreneurs in small companies like retail operate with little of the state supports available to larger, exporting companies.

Mary Curtin is analysing barriers to female participation in agriculture including financial, legal, social and cultural barriers.



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Goal 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Myles Kingston recently undertook research focused on the ocean plastics crisis as part of his PhD on accountability instigated by social and environmental stakeholders on social media. With 8 million tons of plastic entering the ocean annually it has long been known that plastic waste was a global problem, but it had never been prioritised on public, political or corporate agendas. News reports of studies on the impact of this issue were widely discussed by public stakeholders on social media. However, the research found low levels of engagement on the issue by the governments studied.

According to the research, governments tend to emphasise existing policies aligned with the SDGs. However, when the SDGs were adopted in January 2016 the plastics issue had yet to become widely recognised as a threat to the ecosystem and is therefore not prioritised within the SDG framework. The issue is only mentioned within 1 of the 17 goals, under Goal 14. As such, the plastics issue migrates between SDGs, original seen as an ocean litter concern it started in Goal 6 (Clean water), affecting ocean life it transferred to Goal 14 (Life below water), as the scale of the problem became apparent it moved to Goal 12 (Responsible production & consumption), then once found in human waste it came under Goal 3 (good health). The research concluded that not being packaged within a single Global Goal is fragmenting the public narrative of plastic waste and may stymie efforts to address the problem. The research was presented at the CSEAR Ireland Conference in October 2018, and at an invited workshop at the University of Sheffield Management School's CRAFTic (Centre for Research into Accounting and Finance in Context) in January 2019.





Goal 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

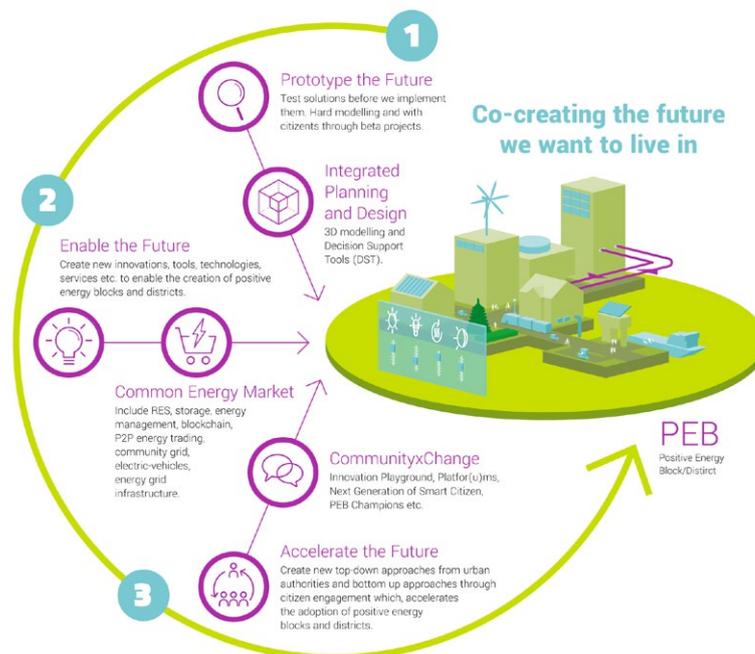
[+CityxChange](#) is a smart city project granted funding by the European Union’s Horizon 2020 research and innovation programme. Norwegian University of Science and Technology (NTNU) is the host and leads the consortium together with the Lighthouse Cities Trondheim and Limerick. Prof Stephen Kinsella of KBS is one of the lead academics on this project and collaborating with Limerick City Council.

+CityxChange brings the two aspiring Lighthouse Cities Trondheim (NO) and Limerick (IE) together with their distinguished Follower Cities Alba Iulia (RO), Pisek (CZ), Võru (EST), Smolyan (BG) and Sestao (ES), to underline their ambition to achieve sustainable urban ecosystems that have zero emissions and establish a 100% renewable energy city-region by 2050.

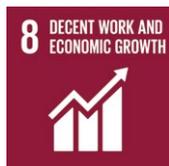
A key output of the project so far is the Bold City Vision (BCV) framework. The BCV framework helps cities identify and address key opportunities and actions on their way towards becoming smarter and more sustainable. The framework incorporates the process of creating a city vision and goals that situate the ambition of creating Energy Positive Cities within the cities overarching planning and management process.

The focus on smart energy need to be aligned with a broader focus on sustainable development, covering social, financial, technical, and urban aspects, and linking to the overall European Strategies as well as the United Nations Sustainable Development Goals (SDGs).

This first version of the Bold City Vision framework has been developed by drawing on the combined insights of work done in Limerick and Trondheim, as well as input from the follower cities. The continued development of the framework will happen as the Lighthouse, and follower cities develop their own Bold City Visions.



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Goal 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

In the area of policy, KBS faculty were key partners in developing the Creative Work Fellowship (CWF) initiative which was designed in response to the specific career needs of creative workers, and the realities faced within this often-precarious working environment. The CWF initiative was influential in policymaking, with the Government recently announcing an initiative to ease access to social welfare for artists. The CWF was developed by Dr Annmarie Ryan and Prof Stephen Kinsella along with Niamh NicGhabhann (FAHSS).

In international research, Prof Tony Dundon has engaged in research on the challenges to fair employee voice and working conditions in international supply chains with special focus supply companies in Vietnam. Dr Lorraine Ryan has partnered with researchers in Denmark and Norway to examine the impact of 'marginal' or 'short' hours work in the hotel and restaurant sector, which has been identified internationally as one with a high prevalence of precarious work. This is related to groundbreaking research on Zero Hours Contracts undertaken by a team from KBS led by Dr Michelle O'Sullivan.

Dr Juliet MacMahon and Dr Sarah Mac Curtain were commissioned by Shannon Group to conduct a critical evaluation of the quality of work and working life for employees. The study formed part of the overall strategy of Shannon group to remain innovative and adaptable as an organisation whilst providing decent work for all employees.

Ireland's west is dominated by agriculture. However, farm incomes have been in terminal decline and many farmers must seek alternative livelihoods to maintain their farms. A flagship initiative is led by John Garvey from the Accounting and Finance Department. Founded by John Garvey and Bernardino Frola, FarmHedge works with agriculture and food companies to help them use technology to communicate and trade with their customers. Connecting with customers and markets assists farmers to respond rapidly to changes in demand and to seize opportunities that would otherwise have passed them by. FarmHedge is now operating across Europe.



AGRI-WHOLESALE ORDER AND OFFER MANAGEMENT



MOBILE AGRIBUSINESS FOR FARMER COOPERATIVES



Our client is one of Europe's largest wholesaling and grain trading companies. They were looking for a better way to manage seasonal communications and trade with farmer cooperatives. We worked with them to create an online dashboard for their sales and grain trading teams to better manage order and offer management with more than thirty cooperatives.

We created a mobile app that allowed efficient two-way communication between farmers and sales personnel in the cooperative. Our clients required an effective digital tool that allowed them to create and track seasonal campaigns, promote personal contact and securely complete transactions on mobile.



Goal 9: Industry, Innovation & Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Realising Sustainable Markets

Prof Damian Hine is collaborating on an interdisciplinary project, entitled “EnzOnomy - an enzyme-based production pipeline for the bioeconomy”. This project addresses the urgent need for green, clean and efficient technologies to support the food, energy and materials demand of a growing global population. Further, the KBE Emerging Risk Group also involved in realising sustainable markets through development of proactive risk assessment methods to enable the sustainable development of new technologies.

Responsible Market Action

Martin Laheen’s research looks at professional identity in tax experts, and the influence of that identity on their day-to-day decision making in tax related matters. This is part of a broader research initiative that seeks to address “deficiencies in fiscal systems”, namely, tax minimisation strategies that favour MNCs and high net worth individuals. It has been shown that these deficiencies contribute to increased gender inequality, lack of access to education, and decreased life opportunities.

Incubating Social Enterprises

BNest is the first dedicated Social Enterprise Incubator Programme in Ireland, established to support social enterprises, by addressing the interlinked areas of the Business, Social and Personal aspects of a social enterprise. In addition, to a six-month peer-learning incubator programme for emerging and early-stage social entrepreneurs BNest offers once-off formal and informal mentoring sessions to social entrepreneurs and the provision of a BNest Diagnostic session to diagnose the personal and enterprise readiness for funding and commercialisation.

Developing the Innovation Pipeline

Enactus is a global initiative that focuses on addressing the SDGs through student enterprise. [Enactus UL](#) has transformed into one of the strongest Enactus teams in the country and place 2nd at last year’s National Competition and have been part of the Team Ireland delegation at the last two World Cups in Silicon Valley, California. KBS students under the direction of Mr Brian Shee, also engage with the Hult, a prestigious international student entrepreneurship competition.

This year the focus is on addressing the SDGs. The UL team has proceeded to the Regional Finals and will compete in London for the chance to progress to the final stages. There were 300,000 entrants and the UL team placed in the top 1% in the world to gain a place at the Regional Finals. In doing so they became the first Irish University team to proceed to that stage in the history of the competition.

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Goal 10: Reduced Inequalities

Reduce inequality within and among countries

Prof Sheila Killian and Prof Philip O'Regan have been investigating issues related to tax and evasion in the European Union as part of an international consortium under the [EU Horizon 2020 COFFERS project](#) (Combating Fiscal Fraud and Empowering Regulators). The KBS faculty worked on tax practice and the role of tax experts, with a focus on how ethics interact with tax expertise, and how tax practice varies in conditions of high secrecy or lax regulation. Professors Killian and O'Regan explored the situations in which tax experts are most likely to take an innovative or aggressive tax position, focusing on the self-perception of the experts themselves of the factors that may trigger such a tendency. The results are important because they highlight the micro-influences on tax experts which may move them along the spectrum of tax avoidance, which has been acknowledged as posing a significant risk to public welfare, equality of opportunity and the common good. The results aim to empower both regulators and professional bodies concerned with the governance of tax experts in addressing the problem of tax avoidance.





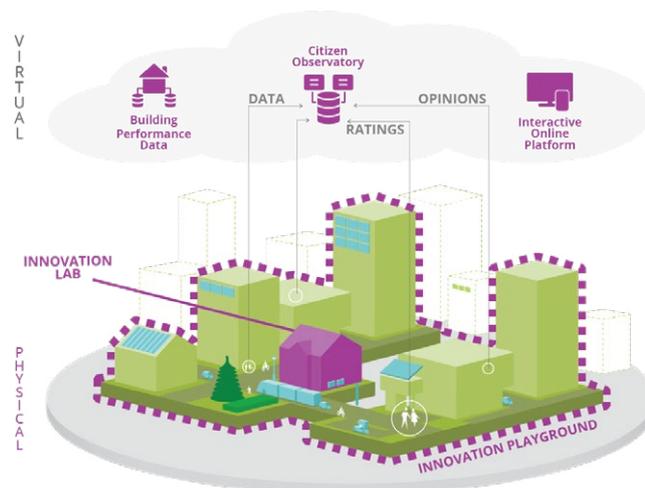
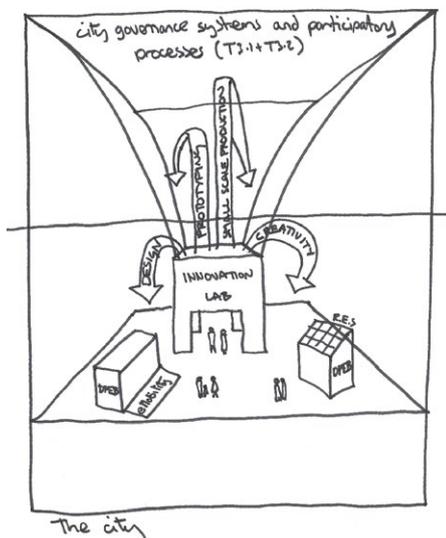
Goal 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

In December 2020, KBS hosted an online series of seminars to examine a post-COVID Ireland, asking how we can use this moment of crisis to shape a more sustainable future. The series, which was run in conjunction with European Expo 2020, discussed the economic, policy, and industry challenges resulting from COVID-19 and new opportunities we can explore, particularly in relation to leadership, sustainability and smart cities design. The speakers included both faculty at KBS and external experts including Jackie King, Executive Director for International Business at IBEC, Dr Meredith Storey, United Nations (UN) Sustainable Solutions Network (SDSN), and John Moran, Interim chair of the (Irish) Land Development Agency.

KBS faculty have a strong record of working collaboratively with Limerick Council on a range of project, including live teaching projects, to interdisciplinary innovative labs. The +CityxChange project, highlighted in Goal 7, could also be considered here, in working towards realising sustainable markets for locally developed sustainable energy the research aims to realise the vision of sustainable cities and communities.

Alongside this vital work are several further collaborations with city or regional partners. For example, in Autumn 2019 students of the MSc Marketing Consumption and Society - MK4161 Research Philosophy and Methods Module undertook a research project, under the guidance of Dr Annmarie Ryan, that aimed to identify the role the Urban Co-Op, a member owned cooperative retailer in Limerick, is playing in supporting sustainable production and/or consumption as part of measuring its social impact.





Goal 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

[ColectWEEE](#), funded by the Environmental Protection Agency, is a collaboration between faculty from the Kemmy Business School the Department of Electrical and Electronic Engineering in UL, with Maria Lichrou leading the project as PI.

The research addresses consumers' perspective on the recycling and disposition of electronic and electrical devices. The research found that, in general, consumers do not conform to policy when it comes to small WEEE, but even more so in the case of peripheral devices.

To encourage increased recycling, researchers and policymakers need to better understand the dynamics of small WEEE within the home. Interventions can be introduced to make small WEEE more visible at home and to encourage consumers to dispose of small WEEE responsibly.

The report generated interest among several stakeholders, with findings presented at a key EPA and compliance schemes workshop in May 2018 as well as the Vienna Care Innovation Conference in November 2018 and Logitech, Cork, in 2019.

This research is being further developed on a two-year funded project by the EPA: An Investigation into WEEE (Waste Electrical and Electronic Equipment) Arising & Not Arising in Ireland (EEE2WEEE).





Goal 13: Climate Action

Take urgent action to combat climate change and its impacts

In 2019, the students from the MSc in Marketing Consumption and Society were tasked with instigating a live marketing campaign sponsored by GOAL to raise awareness of climate change among the UL community. This was part of the module Marketing and Society, led by Dr Deirdre O'Loughlin which focuses on a range of contemporary ethical and responsible marketing and consumption issues including CSR, sustainability and ethics. The campaign's focus "local actions have global impact" highlighted how individual actions on a local or national level can have direct impact globally on already vulnerable communities in terms of adverse effects on their environment and climate.

The MSc students used a suite of online /social and traditional media to design and develop a range of marketing materials and strategies including branded promotional literature, merchandise and videos, they also launched the campaign by organising a series of events including an on-campus UL [GOAL Mile run](#).

The live marketing initiative generated high levels of awareness and engagement on campus and beyond and underlined the importance for all the direct link between individual and local actions and global impact, specifically in the context of climate action.



Goal 14: Life below Water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

At this time, there are no active initiatives, research or teaching in KBS which promote Sustainable Development Goal 14: Life below Water.



Goal 15: Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

At this time, there are no active initiatives, research or teaching in KBS which promote Sustainable Development Goal 15: Life on Land.

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Goal 16: Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

RTÉ Brainstorm is an unique partnership between the National broadcaster and Irish third-level institutions, namely our Founding Partners University College Cork, NUI Galway, University of Limerick, DCU, Technological University Dublin and Maynooth University. A number of KBS faculty have featured on RTÉ Brainstorm and specifically on Goal 16 Dr John Lannon has also offered a commentary on Irish government policy relating to its support for US military operations. See the published article at <https://www.rte.ie/brainstorm/2019/0115/1023314-a-question-of-neutrality-and-shannon-airport/>

Professor Stephen Kinsella has been one of several UL academics who have advised the Irish national government on their Covid 19 response. Stephen, as associate professor in economics has argued strongly that there is no trade-off between the health of the people and the health of the economy. Prof Kinsella has been contributed to the work of the National Public Health Emergency (NPHE) and in a recent Oireachtas Special Committee on Covid-19 Response debate, argued for policy to focus on resilience and readiness for future crises or future waves of the current crisis. He has called for greater research and data to support decision making and for inter-government department coordination. He remarked that research is key in helping to offset the impact of the virus on our economy and society. For example, firm-level balance sheet analysis becomes very important in this context.

“Without this knowledge and a policy of supports to offset large-scale liquidations, policymakers are, in effect, working blind when trying to support businesses. Research will inform new models of service delivery for all, including in health, education and business, and will ensure there is a focus to address the specific needs of the most vulnerable in society”.

- Professor Stephen Kinsella





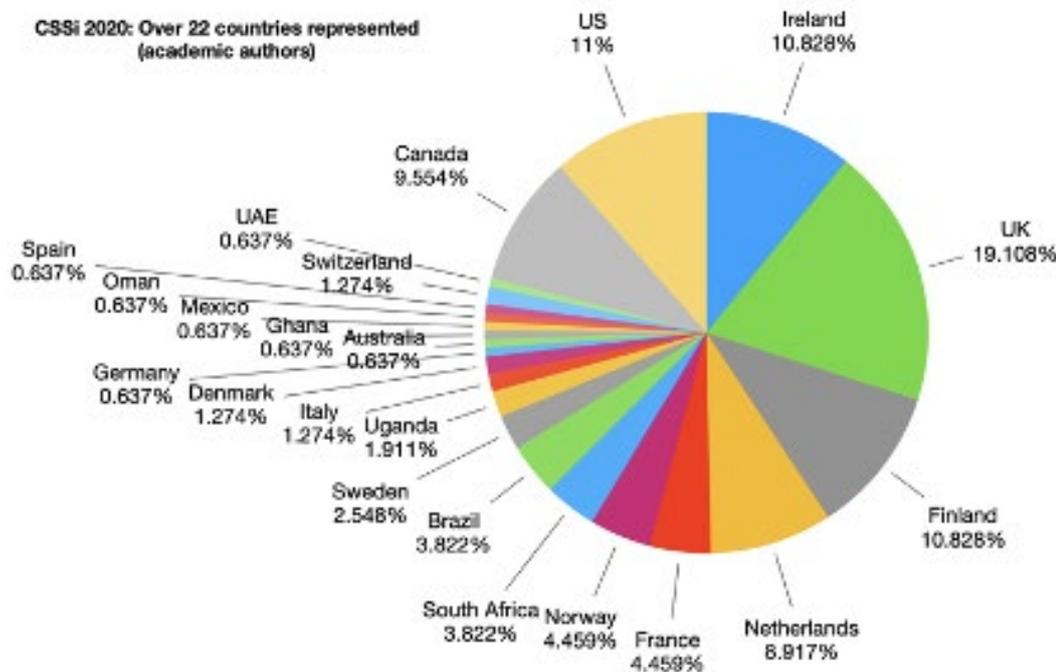
Goal 17: Partnerships for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

A partnership approach is core to our community engagements at KBS. As described in PRME Principle 5, KBS partnerships are categorised as research, teaching or community engagement/advisory partnerships.

We are involved in thought leadership in this area. For example, Dr Annmarie Ryan co-authored the PRME Partnership Sweetspot model with Dr Christian Hauser (University of Applied Sciences of the Grisons, Switzerland). Dr Ryan was also chair of [CSSI 2020](#), a leading international conference on cross-sector social partnerships. 140 delegates from over 22 countries attended, including academics and NGO practitioners. This represented a total of 160 authors with a total of 90 papers on cross sector or multisector partnerships, delivered over the 4 days of the conference.

The conference played hosted to a special session on Cross-sector partnerships: Integrating & scaling RME & ERS practices. The session considered the relationships between responsible management education (RME) and ethics, responsibility and sustainability (ERS) practices and the role of business schools in this regard. The session was chaired by Prof Jennifer Leigh, Dr Jill Bogie, Prof Sheila Killian, and Prof Carole Parkes. A further example of work underway to support better partnering, is an MSc in Project Management student Julius Kampamba who undertook research on adaptive programming looking at role of donors, NGOs and communities. This research was presented at the 2019 [DSAI Conference](#).



This partnership approach extends to our active involvement in the PRME champions group, including participation in several subgroup research projects, e.g. P4SD – Partnerships for Sustainable Development. Further, we continue to play an active role in the UK & Ireland Chapter of PRME, as well as in the GRLI ([Globally Responsible Leadership Initiative](#)). KBS faculty also played an active role in the recent 2020 Responsible Management Education Conference hosted by the University of Applied Sciences of the Grisons, Switzerland.

Through our teaching and research, KBS faculty have developed long-standing and collaborative partnerships with industry, government and civil society. Some of the most noteworthy being on ongoing partnerships with industry and civil society in the establishment of the Irish Social Business Campus (ISBC). Research collaborations with leading civil society organisations (e.g., [GOAL](#), [Doras](#)) and more recently in the development of our relationship with Irish Aid who funded an early career research bursary with a focus on Partnerships in the time of Covid. This was part of IA's sponsorship of the CSSI 2020 conference and a further iteration on a long-standing relationship.

Through our active and ongoing participation as members of advisory boards or as members of national agencies is testament to KBS's commitment to our core mission of excellence in teaching, and to fostering knowledge and understanding of business and society within a diverse, research-active and socially engaged environment.

Finally, at a recent keynote at the KBS, staff and guests had the opportunity to learn from Vanessa Nakate, and youth climate activist from Uganda. With the realisation that as a university we must respond to the challenges faced by young people, Vanessa shared her knowledge and wisdom on the needs and challenges of young people on the frontline of climate change. *"We are seeing very many young people across the world demanding action. We are seeing the power that is in this global activism and the message is very clear: Young people want change, young people want a better future, young people want to be able to live. Many young people have dreams, we have hopes, we have many things we want to achieve in this world. But how can we be sure we will be able to achieve all these things, with a future that is so uncertain?"* Vanessa teaches us that collaboration is important but this collaboration must be about action and a recognition that the UN Sustainability Goals cannot be achieved without listening to the voices of those who are affected most.





Part IV: Accountability and Future Plans

Accountability

In our last Report, Sharing Information on Progress 2018, we identified several specific initiatives which we had hoped to implement over the following two-year period to our June 2020 (now December 2020) reporting deadline. We account for our progress on each of these here and set out our ambitions for the two-year period to the end of 2022.

1. We aimed to deepen the involvement of our faculty in PRME-related initiatives, with a specific focus on civic engagement under the Aim2Flourish and Enactus headings.

We are pleased to report on the ongoing success of the UL Enactus programme and the continued faculty involvement in this exciting initiative, which saw an increased membership to 160 students in 2019 (from 95 in 2018) involving students 1) dedicating 6,000 hours to volunteering (from 3,000 in 2018), 2) working with social enterprises and 3) establishing 12 new social enterprise and corporate partnerships. UL Enactus established a strong media presence achieving 362,000+ Social Media impressions, were interviewed on RTÉ 2fm, and featured articles in the Irish Examiner, Farmers Journal, Agriland, Limerick Leader and the Limerick Post. The UL Enactus were runners up in the Enactus Ireland National Competition in May 2019 receiving positive endorsement for their three social enterprise projects. We are particularly proud of the success of Moya Nua, who were crowned the inaugural winners of the **World Trade Centre's Association 'Peace through Trade' Competition 2019** and the first Irish project to achieve this award. Two members of Moya Nua project, Jack O'Connor and Catherine Hallinan, travelled to the World Trade Centre's 50th Annual General Assembly in Querétarom Mexico where they presented their project to an international delegate of 500 business professionals from 91 countries. Jack O'Connor was also selected as one of two Irish UN Youth Delegates and spoke to UN Climate Action Summit in September 2019.

2. We anticipate that some ongoing research projects in the areas of tax and inequality, precarious work, the ethics of innovation, consumption and recycling and wellness in the workplace will have produced impactful results.

Prof Sheila Killian and Prof Philip O'Regan have been investigating issues related to tax and evasion in the European Union as part of an international consortium under the EU Horizon 2020 COFFERS project ([Combating Fiscal Fraud and Empowering Regulators](#)). The results of the work include a series of policy recommendations, including the establishment of tax intelligence centres in member states and at the EU Commission, addressing data gaps, and addressing policy gaps and loopholes. Outputs further included several academic presentations and publications in high-quality journals.

The results aim to empower both regulators and professional bodies concerned with the governance of tax experts in addressing the problem of tax avoidance.

In August 2018 Maria Lichrou published a technical report: "Research 262: A Community Based Social Marketing Approach for Increased Participation in WEEE (Waste Electrical and Electronic Equipment) Recycling ([ColectWEEE](#))". The report was the outcome of an interdisciplinary research project, project ColectWEEE, funded by the Environmental Protection Agency.

In international research, Prof Tony Dundon has engaged in research on the challenges to fair employee voice and working conditions in international supply chains with special focus supply companies in Vietnam.

Dr Lorraine Ryan has partnered with researchers in Denmark and Norway to examine the impact of 'marginal' or 'short' hours work in the hotel and restaurant sector, which has been identified internationally as one with a high prevalence of precarious work.

3. In terms of our own practices as a School, we aim to devote considerable attention to gender equality within the School, pursuing an Athena Swan Award to ensure that this is implemented in a comprehensive way across all our activities. We are engaging with a Healthy Campus initiative within the University which should have outputs and impacts over the coming years.

We are proud to announce that the KBS became the first business school in Ireland to receive the Athena Swan award in 2019 and one of only six schools across the UK and Ireland. This award demonstrates our commitment to gender equality in higher education and research. The KBS engaged in a self-assessment process for the Award application involving a staff attitudinal survey and focus groups of staff and students. This process was both affirming and transformative.

We continue our participation in the Healthy UL initiative. In Autumn 2020 students of the MSc in Marketing Consumption and Society are conducting important research, under the guidance of Dr Annmarie Ryan, on the lived experience of students' virtual college experience due to Covid 19. Impacts on their health and well-being are a focus to this research. The results will be shared with the Healthy UL director and steering group and are expected to shape policy in this area in the future.



Future Plans

Mapping our SDG Impacts

The KBS will undertake a series of mapping exercises as part of the recent move by the University of Limerick to bring the UN Global Goals central to its strategic direction. In 2020 we published our first institution-wide sustainability report. https://www.ul.ie/sustainability/sites/sustainability/files/user_media/University_of_Limerick_Sustainability_Report_2020.pdf. Each faculty, department and centre will be tasked with identifying and building upon existing work to address the UNSDGs and identifying areas where we can impact most. We are very pleased to be taking an active role in this regard, leveraged through our position(s) on the UL steering group membership. This will be an important mechanism to share our PRME experience and expertise in this area.

We are keen to move to an evidence base evaluation of SDG impact and will engage in discussion and development of appropriate metrics in this regard. We view metrics as a means to reveal and support ongoing work in the area of the UNSDGs, and to ensure greater impact, and not simply as targets to be achieved.

With regard to our external partnerships we aim to explore the PRME Partnership Sweetspot model by Ryan and Hauser (2020) as a framework to map our external engagements. As Dr Ryan is a member of KBS faculty we are keen to take this opportunity to pilot this framework in the school. Finally, we would like to further conduct research on our alumni and the impacts of KBS RME curriculum has had on their careers.

Thought Leadership in Responsible Management Education & Sustainability

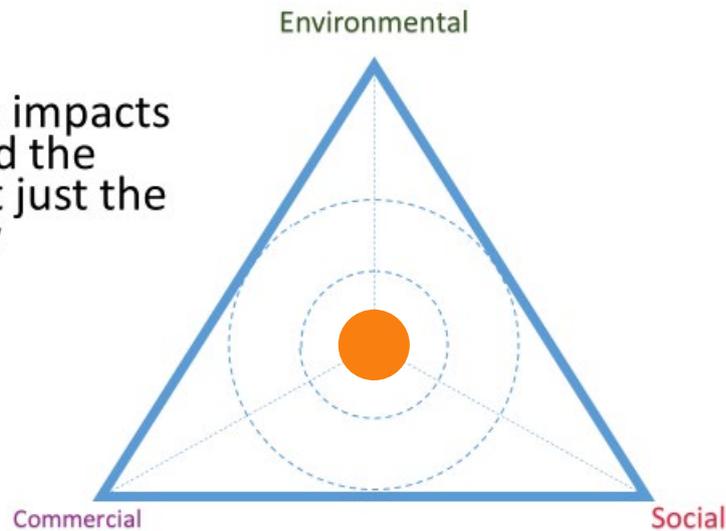
The KBS Teaching and Learning Committee, in collaboration with the National Forum for the Enhancement of Teaching and Learning (<https://www.teachingandlearning.ie/>), The Case Centre (<https://www.thecasecentre.org/main/>), and The SDG Academy (<https://sdgacademy.org/>) will run a one-day workshop for our faculty on writing research-led teaching cases, focused on multi-stakeholder and multidisciplinary business issues related to the Sustainable Development Goals (SDGs). This event is planned for Q1 2021.

Leading the Innovation and Entrepreneurship Initiative for UL

KBS has recognised strengths in foundational areas of enterprise and innovation – opportunity recognition, firm formation, technology feasibility, start-up finance, innovation ecosystem design and development enterprise creation and development, regulatory systems and network building. We are coordinating these strengths to lead a UL wide strategic initiative in SDG focussed innovation, enterprise, and entrepreneurship.

This will involve leveraging UL's internal infrastructure in enterprise support, with our key research institutes and centres and UL's increasing presence in Limerick City with the aim of designing programmes of teaching, research, commercial and social enterprise that explicitly provide positive direct benefits in economic, social and environment areas simultaneously. This strategic initiative will be a key focus of UL's strategy to integrate the SDGs with our research strengths, enhancing commercialisation and translation of our scientific and social scientific research. It will also be the basis for new teaching and learning programmes at undergraduate and postgraduate levels.

Strive for positive impacts
on Society and the
Environment, not just the
Economy



Moving Forward with PRME

Over the coming two years we look forward to deepening our involvement with PRME, and the PRME champions group specifically. This will include involving more active faculty involvement with PRME activities and initiatives. For example, we have faculty who have volunteered to join subgroup research projects and PRME taskforces. This engagement will be encouraged and recognised at the executive level of the school.

We will further work to align PRME into all areas of the school's activities, making it core to the organisation and mirrored in our structures. This is part of our ongoing work to build on our Kemmy legacy, to forge our unique identity as Business School.

Building solutions also requires KBS to leverage its knowledge and experience by creating relevant and valuable intellectual property combined into a suite of solutions that can progress social and environmental solutions using the core skill sets within the KBS. The Commercialization Tourbillon is one example of a framework that has been used in World Bank and the UN's Global Environment Facility (GEF) funded international projects to create enterprise led solutions, such as through the Capturing Coral Reef Ecosystem Services (CCRES) project. KBS will move forward with this to frame our work across disciplinary and faculty boundaries within and outside UL. For example, a new KBS initiative with Luuk van der Wielen, the Director of the Bernal Institute at UL, is designed to offer alternative sustainable incomes for beef and dairy farmers, that would allow them to remain on their land. Bioreactors that produce protein (and other high value products) from the biomass on their farms have the potential to provide sustainable income and have positive effects on their natural capital. By wrapping natural capital valuation, farm success planning and farm management, policy, health and wellbeing, regional development, and other core KBS areas, around the science, we create new solutions that are scalable. This is just one example of our ambition to build on our expertise and experience in interdisciplinary research and practice, enhancing the impact and scalability of sustainable solutions and advancing the UNSDG agenda.

Advancing the cause of responsible management education not only in our own institution, but worldwide.

