



Social Innovation &  
Inclusion of Sustainable  
Development Goals

## WEBINAR

**SDG8:** Decent work and economic growth

6th June 2019 | 15:00 EET | 14:00 CET

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EMINENS

# Agenda (UK time):

13:00 – 13:10 (CET): Introduction on SDG8

Donato Calace, Datamaran, UK

13:10 – 13:25 Modern slavery and supply chains. 15min

Victor Riega Garcia, AVIVA, UK

13:25 – 13:40 Research on SDG 8

Kevin Chuah, London Business School, UK

13:40 – 14:00: Q & A, Discussion

# Housekeeping:

- This webinar is being recorded and it will be published on our YouTube channel afterwards
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- If you have any comments, please write us at [sociSDGs@gmail.com](mailto:sociSDGs@gmail.com)

Introduction to the topic:



**Datamaran®**

**Donato Calace**, Director of Accounts and Innovation, Datamaran, UK



# SUSTAINABLE DEVELOPMENT GOALS



# Introduction to the topic

## PROMOTE SUSTAINED, INCLUSIVE & SUSTAINABLE ECONOMIC GROWTH, FULL & PRODUCTIVE EMPLOYMENT & DECENT WORK FOR ALL

8 DECENT WORK AND  
ECONOMIC GROWTH



- In 2016, real gross domestic product (GDP) per capita grew at 1.3 per cent globally, less than the 1.7 per cent average growth rate recorded in 2010–2016. For LDCs, the rate fell sharply from 5.7 per cent in 2005–2009 to 2.3 per cent in 2010–2016.
- **Labour productivity at the global level**, measured as output produced per employed person in constant 2005 US dollars, grew by 2.1 per cent in 2017. This is the **fastest growth registered since 2010**.
- Globally, **61 per cent of all workers were engaged in informal employment in 2016**. Excluding the agricultural sector, 51 per cent of all workers fell into this employment category.
- Data from 45 countries suggest that **gender inequality in earnings is still pervasive**: in 89 per cent of these countries, the hourly wages of men are, on average, higher than those of women, with a median pay gap of 12.5 per cent.
- The global unemployment rate in 2017 was 5.6 per cent, down from 6.4 per cent in 2000. The decline has slowed since 2009, when it hit 5.9 per cent. **Youth are three times more likely to be unemployed than adults**, with the global youth unemployment rate at 13 per cent in 2017.
- In high-income countries, almost every adult has an account at a bank or other financial institution, compared to only 35 per cent of adults in low-income countries. **Across all regions, women lag behind men in this regard**.
- **Forced labor? Target 8.7**

# Decent Work: From Academia to Shareholder Activism

Kevin Chuah

6<sup>th</sup> June 2019

## Agenda

1. Academic perspectives on decent work
2. Activism on the Living Wage
3. Investor engagement on worker rights



# Management Scholars and the SDGs



## UNDERSTANDING AND TACKLING SOCIETAL GRAND CHALLENGES THROUGH MANAGEMENT RESEARCH

GERARD GEORGE  
Singapore Management University

JENNIFER HOWARD-GRENVILLE  
University of Cambridge

APARNA JOSHI  
Pennsylvania State University

LASZLO TIHANYI  
Texas A&M University

“Grand challenges” are formulations of global problems that can be plausibly addressed through coordinated and collaborative effort. In this Special Research Forum, we showcase management research that examines societal problems that individuals, organizations, communities, and nations face around the world. We develop a framework to guide future research to provide systematic empirical evidence on the formulation, articulation, and implementation of grand challenges. We highlight several factors that likely enhance or suppress the attainment of collective goals, and identify representative research questions for future empirical work. In so doing, we aspire to encourage management scholars to engage in tackling broader societal challenges through their collaborative research and collective insight.



## SUSTAINABLE DEVELOPMENT FOR A BETTER WORLD: CONTRIBUTIONS OF LEADERSHIP, MANAGEMENT AND ORGANIZATIONS

Submission deadline: July 1 to July 30, 2018

**Guest Editors:** Jennifer Howard-Grenville (U. of Cambridge, UK), Jerry Davis (U. of Michigan, USA), Thomas Dyllick (U. of St. Gallen, Switzerland, CH), Chet Miller (U. of Houston, USA), Stefan Thau (INSEAD, Singapore) Anne S. Tsui (U. of Notre Dame, USA)

**Advisory Board:** Jonas Haertle (Head of the U.N. Principles for Responsible Management Education, USA), Lise Kingo (Executive Director of the UN Global Compact, USA), Peter Lacy (Managing Director Growth, Strategy & Sustainability, Accenture, GBR), Dinah Sherif (CEO, Ahead of the Curve and Associate Professor of Practice, American U in Cairo and 2016 Local SDG Pioneer, EGY), Jorge Soto (Director Sustainable Development, Braskem, BRA), Susanne Stormer (Global Director Corporate Sustainability, Novo-Nordisk, DK), Andy VAN DE VEN (Editor in Chief, AMD and Professor, University of Minnesota, USA).

### OVERVIEW

On September 25th 2015, all 195 member countries of the United Nations adopted a set of 17 “Sustainable Development Goals (SDGs)” to **end poverty, protect the planet, and ensure prosperity for all** as part of their new global “Agenda 2030”. Achieving these goals will require the concerted efforts of governments, the business sector, society, and individual citizens. Innovative leadership and management will be essential for organizations in any sector to integrate these development goals into strategic plans and operational activities in service of realizing the 2030 aspirations. The integration of SDGs into business strategies challenges traditional business practices including those that already address

*of Management Discoveries (AMD), “to promote exploratory empirical research of management and organizational phenomena that our theories do not adequately explain.”*

### Business and the Sustainable Development Goals

Business managers increasingly recognize that addressing sustainability issues delivers benefits to society, the environment, and to companies themselves, through reduced costs and risks of doing business, increased brand reputation, increased attractiveness to talent or increased competitiveness (Bonini & Bové, 2014; Kiron et al., 2013; Kiron et al., 2012; Haanaes et al., 2011; UN Global Compact &

# Management Scholars and the Decent Work

## ○ Workers' rights



Article

### **After Rana Plaza: Building coalitional power for labour rights between unions and (consumption-based) social movement organisations**

**Juliane Reinecke and Jimmy Donaghey**  
The University of Warwick, UK




Organization  
2015, Vol. 22(5) 720–740  
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DOI: 10.1177/1350508415585028  
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## ○ Employee relations in global supply chains

### Global supply chains and social relations at work: Brokering across boundaries

**Juliane Reinecke**  
King's College London, UK

**Jimmy Donaghey**   
University of Warwick, UK

**Adrian Wilkinson**  
Griffith Business School, Griffith University, Australia

**Geoffrey Wood**  
University of Essex, UK

human relations  
2018, Vol. 71(4) 459–480  
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### CHALLENGES FOR GLOBAL SUPPLY CHAIN SUSTAINABILITY: EVIDENCE FROM CONFLICT MINERALS REPORTS

YONG H. KIM  
GERALD F. DAVIS  
University of Michigan

The vertically integrated corporation of the 20th century has been replaced by disaggregated global supply chains across many industries. Dis-integration can reduce costs, but also limits the ability to monitor and control critical processes, including labor



- **Firms' pay practices and income inequality**

## **HOW FIRMS SHAPE INCOME INEQUALITY: STAKEHOLDER POWER, EXECUTIVE DECISION MAKING, AND THE STRUCTURING OF EMPLOYMENT RELATIONSHIPS**

**J. ADAM COBB**  
University of Pennsylvania

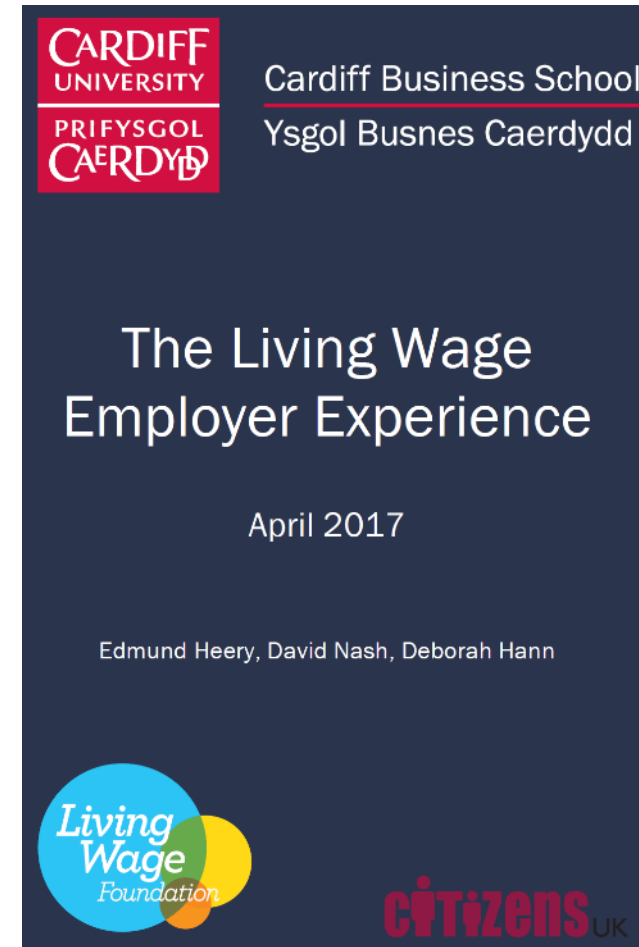
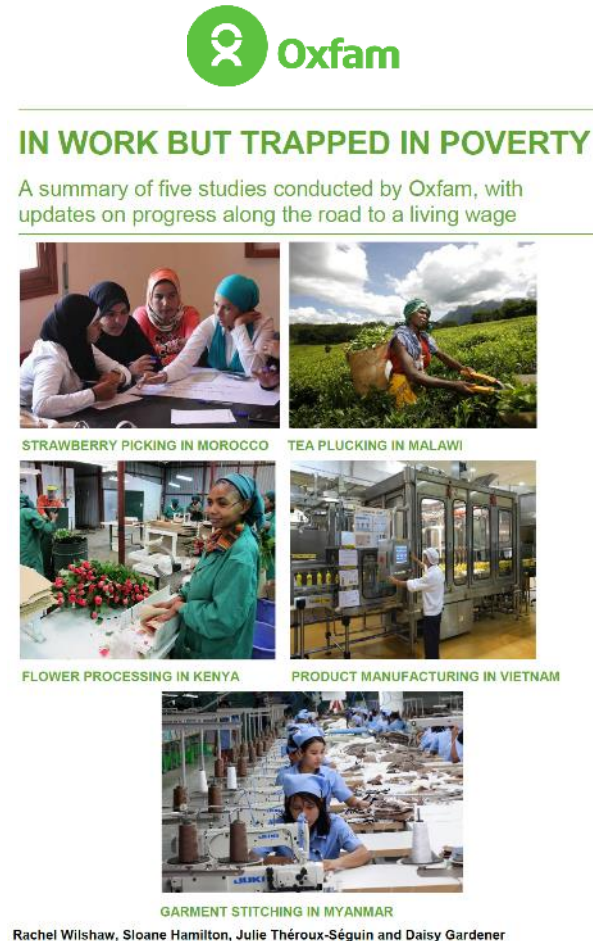
Focusing on developed countries, I present a model explaining how firms help determine rates of income inequality at the societal level. I propose that the manner in which firms reward individuals for their labor, how they match individuals to jobs, and where they place their boundaries contribute to levels of income inequality in a society. I argue that the determinant of these three processes is due, in part, to the effect of systems of corporate governance on the power and influence of different organizational stakeholders, resulting in variance in the types of employment relationships that preclude with a discussion of the research implications of employment practices as key determinants of societal-level income inequality.





# Activists Focused on the Living Wage

- NGOs / CSOs are focused on Living Wage campaigns



## Activists Focused on the Living Wage

- **NGOs / CSOs are turning to shareholder activism to raise concerns about the Living Wage**

# ShareAction»



## The Guardian

### City investors call on listed companies to pay living wage

Share Action campaign group has written to firms including Balfour Beatty and Vodafone

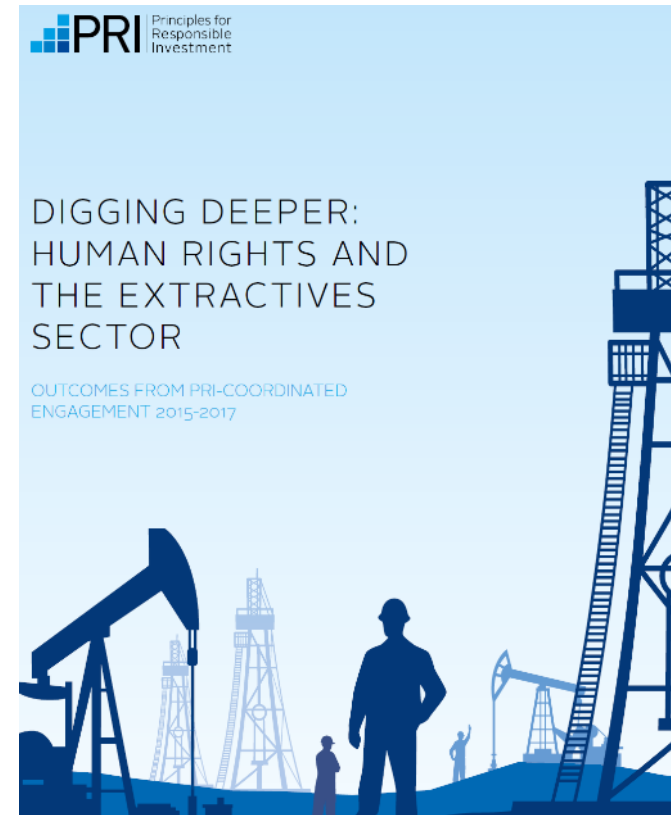


▲ A worker helps construct housing on a Bellway building site. The construction industry is particularly vulnerable to low pay, say campaigners. Photograph: Bloomberg via Getty Images

A group of City investors with assets worth more than £180bn has written to listed firms including Vodafone, Balfour Beatty and Severn Trent urging them to pay all employees a living wage.

# Investor Engagement on Worker Rights

- **Workers' rights are being viewed as a material issue for investors**



- 1. Academia is trying to engage more with the SDGs, especially on decent work**
- 2. NGOs / CSOs are continuing to encourage companies to improve their employment practices**
- 3. Investors are placing greater emphasis on workers' rights in their engagement with investee firms**

**Opportunities for collaboration between academics, civil society, investors, and business to promote the SDGs and decent work for all**



# Thank you!

With thanks to the ESRC and the  
Wheeler Institute for Business  
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**Wheeler Institute for Business and  
Development**

## Academic References

Cobb, J. A. 2016. How Firms Shape Income Inequality: Stakeholder Power, Executive Decision Making, and the Structuring of Employment Relationships. *Academy of Management Review*, 41(2): 324–348.

George, G., Howard-Grenville, J., Joshi, A., & Tihanyi, L. 2016. Understanding and Tackling Societal Grand Challenges through Management Research. *Academy of Management Journal*, 59(6): 1880–1895.

Kim, Y. H., & Davis, G. F. 2016. Challenges for global supply chain sustainability: Evidence from conflict minerals reports. *Academy of Management Journal*, 59(6): 1896–1916.

Reinecke, J., & Donaghey, J. 2015. After Rana Plaza: Building coalitional power for labour rights between unions and (consumption-based) social movement organisations. *Organization*, 22(5): 720–740.

Reinecke, J., Donaghey, J., Wilkinson, A., & Wood, G. 2018. Global supply chains and social relations at work: Brokering across boundaries. *Human Relations*, 71(4): 459–480.

## Other Publications

Living Wage Foundation: The Living Wage Employer Experience  
<https://www.livingwage.org.uk/news/employer-experience-living-wage>

Oxfam: In Work But Trapped in Poverty <https://policy-practice.oxfam.org.uk/publications/in-work-but-trapped-in-poverty-a-summary-of-five-studies-conducted-by-oxfam-wit-578815>

PRI: Digging Deeper: Human Rights and the Extractives Sector  
<https://www.unpri.org/social-issues/human-rights-and-the-extractives-sector/3426.article>

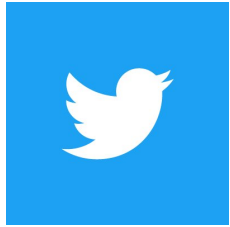
PRI: Moving the Needle on Responsible Labour Practices <https://www.unpri.org/social-issues/moving-the-needle-on-responsible-labour-practices-in-the-apparel-industry/472.article>

ShareAction: Workforce Disclosure Initiative <https://shareaction.org/wdi/2018-findings/>

# Q & A

## Discussion

# Connect & Thank you!



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