

# LEE KONG CHIAN SCHOOL OF BUSINESS

## UNGC Communication On Engagement (CoE) 2023



## RENEWAL OF COMMITMENT TO THE PRINCIPLES OF UNGC



**SINGAPORE MANAGEMENT UNIVERSITY (SMU)**  
**LEE KONG CHIAN SCHOOL OF BUSINESS (LKCSB)** is committed to the Principles of United Nations Global Compact (UNGC). We believe that business schools today have an important role to play in moulding students into socially responsible managers and in responding to the social and environmental challenges that the world is confronted with. Besides imparting these principles to our students, the University and the School also puts these principles to practice in our work environment.

Since the last Communication on Engagement (CoE), LKCSB continues to fulfil its environmental responsibilities, and raise awareness among students and industry partners. LKCSB is proud to report on these developments.

In this Communication on Engagement (CoE), **Section A** gives a brief introduction to SMU and LKCSB; **Section B** highlights LKCSB's efforts in relation to the UNGC's ten principles since the last CoE; **Section C** offers a brief assessment of LKCSB's recent and continuing commitments in relation to these principles.

We are proud to be a UNGC member and hereby express our continued commitment to UNGC principles.

**Professor Bert De Reyck**  
**Dean, Professor of Operations Management**  
**Lee Kong Chian School of Business**



Lee Kong Chian  
School of  
**Business**

## A. CONTEXT: LKCSB AND SMU

### About Lee Kong Chian of Business (LKCSB) at Singapore Management University (SMU)

Singapore Management University (SMU) was incorporated in the year 2000 and in 2004, received a S\$50-million gift (≈ US\$ 38-million) from the Lee Foundation that was matched by the Singapore Government for the School of Business. In honour of this generosity, SMU renamed its business school to Lee Kong Chian School of Business (LKCSB) in perpetuity. LKCSB was modelled after the Wharton School of Business at the University of Pennsylvania, U.S.A., setting a different path from other pre-existing universities through an interactive, seminar style pedagogy to shape generations of mindful, well-versed entrepreneurs and pillars of society.

### LKCSB's Mission

**WE CREATE BUSINESS KNOWLEDGE, AND NURTURE KEEN MINDS TO LEAD ORGANISATIONS AND SERVE SOCIETY.**

LKCSB's mission statement underscores two important aspects of the school's reason for being: creating and disseminating knowledge.

First, LKCSB aspires to be recognised as a place where high quality, scholarly research is undertaken. Secondly, LKCSB strive not simply to impart business skills to its graduates, but to also provide an environment that pushes them to excel and that cultivates their leadership potential. In addition, LKCSB wants to imbue in its graduates the sense of being part of a larger community and the need to act in service of society.

LKCSB's mission and aspiration is in-line with Singapore Management University's Vision 2025: To be a world-renowned global city university, tackling the world's complexities, impacting humanity positively.

SMU's Vision 2025<sup>1</sup> prioritises three key areas: 1) Digital Transformation, 2) Sustainable Living, and 3) Growth in Asia.

Since our last UNGC Report 2021, SMU has also made further progress on Sustainable Living, which are mapped to 13 out of 17 United Nations Sustainable Development Goals (UNSDGs)<sup>2</sup>. It is in LKCSB's interest to work towards the three key areas, and in this context, especially on Sustainable Living.

LKCSB adopts SMU's 'CIRCLE' values – Commitment, Integrity, Responsibility, Collegiality, Leadership, and Excellence, which guide LKCSB's approach towards ethics and social responsibility. Students at LKCSB can be nominated and win the SMU CIRCLE Award<sup>3</sup> at recognising efforts to espouse its values.

**Commitment:** To adhere to an agreement and see through to completion.

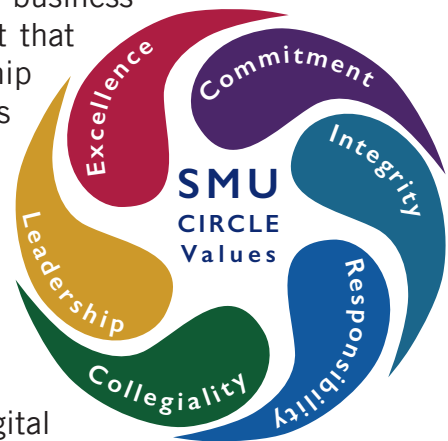
**Integrity:** To uphold honesty and truthfulness in oneself, and to others.

**Responsibility:** To take ownership and accountability for one's actions.

**Collegiality:** To value people and build positive and lasting relationships.

**Leadership:** To lead and motivate one's peers to achieve long-term goals

**Excellence:** To strive to exceed personal and external benchmarks



<sup>1</sup> Visit the Vision 2025 website [here](#).

<sup>2</sup> Visit the SMU Sustainability Wheel mapped to UN SDGs here. See also [SMU's sustainability blueprint](#).

<sup>3</sup> Read more about the SMU CIRCLE Award [here](#).

SMU's vision, LKCSB's mission, aspirations and values therefore overlap with the principles of United Nations Global Compact (UNGC), and it is in this spirit that LKCSB wishes to renew its commitment to be a UNGC partner. This report outlines a number of initiatives taken at LKCSB over the past two years, through the difficult pandemic period, in line with UNGC's principles.

## B. LKCSB'S SUPPORT FOR UNGC PRINCIPLES

### HUMAN RIGHTS

#### Principle 1: Businesses and organisations should support and respect the protection of internationally proclaimed human rights

As a school with a mission to nurture keen minds who lead society, LKCSB supports and respects internationally proclaimed human rights. SMU's Human Resource and Faculty Administration (HRFA), of which LKCSB is an integral part of, hires beyond educational qualifications and fosters a healthy work environment with deep respect for human rights. Further elaboration on HRFA is explained in Principle 6 and its awards won in recent years as described in Section C: Assessment of Outcomes.

SMU has detailed policies on sexual harassment and other workplace harassment, discrimination, and bullying. All LKCSB staff and faculty are required to undergo mandatory training conducted by SMU's Office of Human Resources and Faculty Administration (OHRFA) to act with impartiality and discretion in the event when potential conflicts of interest may occur. An informational session on workplace and sexual harassment, which discusses what is appropriate or not when interacting with colleagues and students, are required for LKCSB faculty and staff members. LKCSB students must now take a quiz on sexual harassment and mutual consent between genders to eliminate human right abuses. As part of the SMU community, LKCSB supports university-wide policies on workforce diversity, and all the rights and privileges associated with individual human beings associated with it.

LKCSB supports SMU's Office of Safety and Security's Campaign on Workplace Safety and Health, which itself is in support of the Take time to Care Campaign<sup>4</sup> by Singapore's National Workplaces and Health Council. This Campaign prioritises individual safety and well-being above efficiency and profits.

#### Principle 2: Businesses and organisations are not complicit in human right abuses

At LKCSB, all research-driven interviews and experiments involving humans, including those jointly conducted with another organisation, must be reviewed and approved by SMU's Institutional Review Board to eliminate any potential human right abuses.

All degree programmes in LKCSB now have a compulsory segment on ethics — training future business leaders about ethical behaviour in general – and not to be complicit in human right abuses. LKCSB Faculty are also expected to be ethical, responsible, and act in the best interests of the school's mission, vision, and values.

Vendors to SMU and LKCSB in many categories undergo a due process to be pre-selected before they are approached by faculty and staff for resource requisition.

As mentioned under Principle 1, SMU acknowledges the fundamental importance of ensuring that all members of its community, whether its employees (academic/non-academic staff) and students can work/study and live in a safe and healthy environment that is free from any form of Sexual Harassment and other Workplace Harassment, Discrimination, and Bullying.

4 Visit the Take Time to Take Care Website [here](#).



LKCSB places high importance on student wellness. Through the Mrs Wong Kwok Leong Student Wellness Centre at SMU, all students are welcome to seek help through counselling sessions should they need assistance with their mental health to cope with university life. All information are treated with the utmost confidentiality and privacy.

All LKCSB staff are encouraged to attend SMU Heartbeat, where staff from other SMU-schools/departments gather for festive activities and other bonding sessions to drive employee engagement. The SMU Heartbeat sessions serves as a platform to foster open and transparent communication between the SMU community and the senior management. They also act as a two-way interactive session to gather feedback 'from the ground', and help facilitate improvements in work processes and policies. Staff are also given the opportunity to ask questions, understand management perspectives and gain organizational insights.

## LABOUR

**Principle 3: Businesses and organisations should uphold the freedom of association and the effective recognition of the right to collective bargaining.**

LKCSB upholds the freedom of association and supports collective bargaining, as permitted under Singapore laws<sup>5</sup>. LKCSB staff members are free to form or join collective bargaining organisations. LKCSB students are free to organise and join clubs or societies with a legitimate focus.

**Principle 4: Businesses and organisations should eliminate of all forms of forced and compulsory labour.**

LKCSB ensures via full-time and part-time employment agreements that no forced or compulsory labour is used as inputs to the services it provides.

Under the laws of Singapore, all forms of slavery and forced labour are prohibited as Singapore abides by the International Labour Organisation (ILO)-MOM Partnership agreement. Singapore has been a member of the ILO since its independence in 1965. To date, Singapore has 20 ILO Conventions in force, and it covers 4 key areas of employment standards which includes the elimination of all forms of forced and compulsory labour.

LKCSB complies with the SMU's rules and guidelines when it comes to manpower hiring. Employment contracts and agreements are put in place to ensure mutual agreement: the employer agrees to employ a prospective employee, and the latter agrees to serve the employer as an employee.

SMU pays competitive salary based on work experience and qualifications. The compensation package is constantly reviewed to ensure that it is market driven, to maintain SMU's competitiveness to attract and retain talents.

**Principle 5: Businesses and organisations should abolish child labour within their sphere of influence.**

As an award-winning employer, SMU, and by extension LKCSB, does not employ any child labour. Under the labour laws of Singapore, employing young persons and children are governed by the Employment of Children and Young Persons regulations. LKCSB enforces this by way of employment agreements it concludes with every employee, full-time and part-time, and detailed vetting of job applicants. As part of University-wide policy, LKCSB maintains a list of preferred vendors that have been vetted by senior management in their legal and ethical business practices.

<sup>5</sup> [\*The Industrial Relations Act regulates a trade union's functions in the relationship between employers and employees.\*](#)

**Principle 6: Businesses and organisations should eliminate discrimination in respect of employment and occupation.**

LKCSB strives to build an inclusive learning community. The Disability Support Services (DSS)<sup>6</sup> at SMU provides advice, facilities, and support for our students with special needs – ensuring that their human rights are respected. From time to time, LKCSB allocates resources to hire Student Assistants to help some of those with special needs to move around campus.

SMU as a whole fosters a healthy work environment by practicing a ‘family-like’ atmosphere and ‘healthy informality’. SMU’s Office of Human Resources and Faculty Administration (OHRFA) ensures that faculty and staff are not discriminated against based on their prior employment and occupation. LKCSB’s hiring and recruitment processes for faculty and professional staff focus on the candidates’ actual work experience rather than solely on educational qualifications, prior occupation or employment categories. All our job postings for professional staff online across platforms include the following:

*Candidates who do not possess the stipulated qualifications but have relevant work experience may still apply.*

More generally, LKCSB requires all undergraduate students to spend at least 80 hours in volunteer activities as a graduation requirement. Many postgraduate programmes at LKCSB similarly incorporate opportunities for students to volunteer their time to help with the less fortunate. It is hoped that through such activities, students gain a deeper appreciation of members of society who are in less fortunate circumstances, and hence would be more sympathetic toward individuals’ actual competence and experience rather than forming prejudices based on employment and occupation.

## ENVIRONMENT

**Principle 7: Businesses and organisations should support a precautionary approach to environmental challenges.**

LKCSB supports a precautionary approach to environmental challenges. All LKCSB’s degree programmes now feature a segment on environmental sustainability, in support of a precautionary approach to environmental challenges faced around the world. Starting in 2024, at least a week-long session in each of LKCSB’s undergraduate core courses will be devoted to sustainability issues.

Over the past few years, new courses on sustainability have been developed. Students in LKCSB’s flagship Bachelor of Business Management (BBM) programme can now choose Sustainability Management as a second Major by completing a number of courses in this area<sup>7</sup>. For instance, the course titled Sustainable Operations focuses on reducing environmental impact through a product’s entire life-cycle analysis; the course titled Sustainable Finance identifies sustainable businesses that are financially viable in the long term.

LKCSB’s postgraduate students can now take elective courses such as one titled Sustainable Impact to learn about the precautionary approach on environmental challenges. Since our 2021 UNGC Report, sustainability-related issues have been one of the main focuses in LKCSB and the SMU community. Students in the Master of Management (MiM) programme can take certain number of courses on Sustainability and be recognised as progress in a Sustainability Track. Through the success of sustainability-related courses in LKCSB, SMU will also be launching a Master of Sustainability Management. This is explained in Principle 8.

<sup>6</sup> Visit the Disability Services Website [here](#).

<sup>7</sup> See ‘Sustainability Track’ under Module Description – Elective Modules:  
[MSc in Management \(MiM\) | SMU PG Admissions](#)





*Photo: Solar Panels on top of buildings at SMU*

**Principle 8: Businesses and organisations should undertake initiatives to promote greater environmental responsibility.**

LKCSB promotes greater environmental responsibility through i) Research, ii) Industry partnerships, iii) embedding Sustainability and Social Responsibility as part of all degree programmes, and iv) student-led activities.

**Promoting greater environmental responsibility through i) Research**

LKCSB supports scientific research for our international and diverse faculty towards environmental challenges. We understand that ‘environmental responsibility’ covers three main areas (economic, environmental, social —also widely known as Profit, Planet, People) as listed on the various Ten Principles of UNGC. This relates to the larger concepts of corporate social responsibility and shared value creation, which espouse that even purely for-profit companies have an important role to play in supporting their share of social responsibility – doing their rightful part and hopefully as part of their core strategy.

LKCSB has seven main subject areas: Communication Management, Strategy and Entrepreneurship, Finance, Marketing, Operations Management, Organisational Behaviour and Human Resources, and Quantitative Finance. Through these subject areas, our full-time faculty publishes on sustainability-related issues from time to time. The following features some work which involves LKCSB faculty from 2022-2023.

The following pages shows selected research projects on Sustainability-related issues by LKCSB Faculty from 2022-2023 by UN SDGs:



## UN SUSTAINABLE DEVELOPMENT GOAL 1: NO POVERTY



**Bhavani S UPPARI**

Assistant Professor  
of Operations  
Management

Singapore Management University  
Institutional Knowledge at Singapore Management University

Research Collection Lee Kong Chian School Of Business Lee Kong Chian School of Business

1-2023

Design of off-grid lighting business models to serve the poor: Field experiments and structural analysis

Bhavani Shanker UPPARI  
Serguei NETESSINE  
Ioana POPESCU  
Rowan P. CLARKE

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**Bhavani Shanker UPPARI**, Assistant Professor of Operations Management co-authored a journal article on [Design of off-grid lighting business models to serve the poor: Field experiments and structural analysis](https://doi.org/10.1287/mnsc.2023.4844). The work is based on field experiments in Rwanda in partnership with a local rechargeable lamp operator. It identifies that by removing inefficiencies, access to electricity highly improves while a significant percentage of revenue increases.

Uppari, B. S., Netessine, S., Popescu, I., & Clarke, R. P. (2023). Design of Off-Grid Lighting Business Models to Serve the Poor: Field Experiments and Structural Analysis. *Management Science*. <https://doi.org/10.1287/mnsc.2023.4844>



## UN SUSTAINABLE DEVELOPMENT GOAL 3: GOOD HEALTH AND WELL-BEING

**Jochen REB**, Professor of Organisational Behaviour and Human Resources is a leading researcher in mindfulness. Featured are two of his co-authored works published in 2022. [Mindfulness attenuates both emotional and behavioral reactions following psychological contract breach](https://doi.org/10.1037/apl0000878) aims to bring both theoretical and practical implications for both employees and employers with the implementation of mindfulness.

Shaffakat, S., Otaye-Ebede, L., Reb, J., Chandwani, R., & Vongswasdi, P. (2022). Mindfulness attenuates both emotional and behavioral reactions following psychological contract breach: A two-stage moderated mediation model. *Journal of Applied Psychology*, 107(3), 425–443. <https://doi.org/10.1037/apl0000878>

[It's so boring - or is it? Examining the role of mindfulness for work performance and attitudes in monotonous jobs](https://doi.org/10.1111/joop.12370) examines the role of employee mindfulness in the context of highly monotonous work conditions. The research finds that employees who are more mindful produce higher quality work, although less in quantity. The study also finds that mindful employees are less likely to quit.

Singapore Management University  
Institutional Knowledge at Singapore Management University

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3-2022

Mindfulness attenuates both emotional and behavioral reactions following psychological contract breach: A two-stage moderated mediation model

Samah Shaffakat  
Lillian Otaye-Ebede  
Jochen REB  
Singapore Management University, jochenreb@smu.edu.sg  
Rajesh Chandwani  
Pisitta Vongswasdi

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Citation  
Shaffakat, Samah; Otaye-Ebede, Lillian; REB, Jochen; Chandwani, Rajesh; and Vongswasdi, Pisitta. Mindfulness attenuates both emotional and behavioral reactions following psychological contract breach: A two-stage moderated mediation model. (2022). *Journal of Applied Psychology*. 107, (3), 425-443. Research Collection Lee Kong Chian School Of Business. Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7034](https://ink.library.smu.edu.sg/lkcsb_research/7034)



**Jochen REB**

Professor of  
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3-2022

It's so boring - or is it? Examining the role of mindfulness for work performance and attitudes in monotonous jobs

Andreas WIHLE  
Ute R. HÜLSHEGER  
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Jochen I. MENGES

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Wihler, A., Hülsheger, U. ., Reb, J., & Menges, J. . (2022). It's so boring - or is it?: Examining the role of mindfulness for work performance and attitudes in monotonous jobs. *Journal of Occupational and Organizational Psychology*, 95(1), 131–154. <https://doi.org/10.1111/joop.12370>





Photo: A Student reads a book in the library



## UN SUSTAINABLE DEVELOPMENT GOAL 4: QUALITY EDUCATION



**Howard THOMAS**

Professor Emeritus of  
Strategic Management  
and Management  
Education

Singapore Management University  
Institutional Knowledge at Singapore Management University

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1-2023

**Business school sustainability revisited: Sustainable no more?**

Kai PETERS  
Howard THOMAS  
Singapore Management University, howardthomas@smu.edu.sg

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**Citation**  
PETERS, Kai and THOMAS, Howard. Business school sustainability revisited: Sustainable no more? (2023). *Global Focus (EFMD)*. 17, (1), 3-10. Research Collection Lee Kong Chian School Of Business. Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7226](https://ink.library.smu.edu.sg/lkcsb_research/7226)

**Howard THOMAS**, Professor Emeritus of Strategic Management & Management Education; Director, Academic Strategy and Consulting Unit at LKCSB, revisited and reflected on his 2011 co-authored work and 2018 book, *Rethinking the Business Models of Business Schools* in the article [Business school sustainability revisited: Sustainable no more?](#). The article gave updates on how changes in the world have affected the business school landscape and the choices business schools may consider.

Peters, K., & Thomas, H. (2023). Business School Sustainability Revisited: Sustainable No More? In *Global Focus (Belgium)* (Vol. 17, Issue 1, pp. 3–10). European Foundation for Management Development.



## UN SUSTAINABLE DEVELOPMENT GOAL 7: AFFORDABLE AND CLEAN ENERGY

**Onur BOYABATLI**, Professor of Operations Management and **Buket AVCI**, Assistant Professor of Operations Management, co-authored a journal article on [Economic and environmental implications of biomass commercialization in agricultural processing](#). The paper examines the environmental implications of converting agricultural processing waste (e.g., palm kernel shell) to a feedstock for energy generation. The paper puts forward the importance of considering processor's main line of business (e.g., producing crude palm oil) in assessing the environmental impact and highlights that, contrary to common understanding in practice, waste-to-energy generation may become environmentally harmful under some practical scenarios.

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Institutional Knowledge at Singapore Management University

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7-2022

**Economic and environmental implications of biomass commercialization in agricultural processing**

Bin Li  
Onur BOYABATLI  
Buket AVCI

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Li, B., Boyabatli, O., & Avci, B. (2023). Economic and Environmental Implications of Biomass Commercialization in Agricultural Processing. *Management Science*, 69(6), 3561–3577. <https://doi.org/10.1287/mnsc.2022.4518>



**Onur BOYABATLI**



**Buket AVCI**



## UN SUSTAINABLE DEVELOPMENT GOAL 8: DECENT WORK AND ECONOMIC GROWTH

**Augustine PANG**, Professor of Communication Management, co-authored [\*Capturing the dynamic tension in CSR discourses: Toward an integrative circuit of culture model\*](#), a paper on how a multinational corporation based in Singapore can better approach Corporate Social Responsibility (CSR) through communication dynamics, negotiation, and building relationships in an international public relations context.

Mak, A. K. Y., Chaidaroon, S. (Sean), Poroli, A., & Pang, A. (2023). Capturing the dynamic tension in CSR discourses: Toward an integrative circuit of culture model. *Public Relations Review*, 49(2), 102308-. <https://doi.org/10.1016/j.pubrev.2023.102308>

Capturing the dynamic tension in CSR discourses: Toward an integrative circuit of culture model

Angela K. Y. MAK, Hong Kong Baptist University

Suwichit (Sean) CHAIDAROON, National University of Singapore

Alessandro POROLI, Hong Kong Baptist University

Augustine PANG, Singapore Management University

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Publication Type  
Journal Article

Publication Date  
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### Abstract

This paper adopts the Circuit of Culture (COC) – an interpretive approach to international public relations practice based on its five moments (i.e., regulations, production, representations, consumption and identity) – as a guiding framework to analyze corporate social responsibility discourses of Wilmar, a multinational corporation based in Singapore. Sustainability reports from 2009 to 2019 were first accessed to examine the negotiation dynamics that occur in textual discourse when the company dealt with the talk-action relationship through the Communication as Constitutive of Organization (CCO) approach. These were integrated with the contextual propositions nurtured in the five moments of COC to identify the negotiating mechanisms that Wilmar constructed to make sense of, explain, and justify tensional situations between set commitments and actual performance. This study aims to demonstrate how COC can complement COC to offer a holistic interpretive approach to understand the situated communication dynamics and



Augustine PANG

Professor of  
Communication  
Management



## UN SUSTAINABLE DEVELOPMENT GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE



Bert De REYCK

Dean, Lee Kong Chian School of Business, Singapore Management University

Singapore Management University  
Institutional Knowledge at Singapore Management University

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3-2023

Forecasting airport transfer passenger flow using realtime data and machine learning

Xiaoqia GUO  
University College London

Yael GRUSHKA-COCKAYNE  
Harvard University

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### Citation

GUO, Xiaoqia; GRUSHKA-COCKAYNE, Yael; and DE REYCK, Bert. Forecasting airport transfer passenger flow using realtime data and machine learning. (2023). *Manufacturing and Service Operations Management*. 25, (2), 391-408. Research Collection Lee Kong Chian School Of Business. Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/6768](https://ink.library.smu.edu.sg/lkcsb_research/6768)

**Bert De REYCK**, Dean at LKCSB, co-authored a Journal Article at Manufacturing & Service Operations Management on [\*Forecasting airport transfer passenger flow using real-time data and machine learning\*](#). The researchers collaborated with Heathrow Airport and developed a predictive system to improve passengers' transfer times accurately. This work is the first to apply machine learning for predicting real-time forecasts in the airport.

Guo, X., Grushka-Cockayne, Y., & De Reyck, B. (2022). Forecasting Airport Transfer Passenger Flow Using Real-Time Data and Machine Learning. *Manufacturing & Service Operations Management*, 24(6), 3193–3214. <https://doi.org/10.1287/msom.2021.0975>

**Simon SCHILLEBEECKX**, Assistant Professor of Strategy and Entrepreneurship co-authored [\*Sustainability impact assessment of new ventures: An emerging field of research\*](#). This special issue editorial seeks to bridge the gap in research literature by assessing the sustainability effects of new ventures such as start-ups. The article aims to provide and overview, new concepts that can guide and inspire future research.

Fichter, K., Lüdeke-Freund, F., Schaltegger, S., & Schillebeeckx, S. J. D. (2023). Sustainability impact assessment of new ventures: An emerging field of research. *Journal of Cleaner Production*, 384, 135452-. <https://doi.org/10.1016/j.jclepro.2022.135452>

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1-2023

Sustainability impact assessment of new ventures: An emerging field of research

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Carl von Ossietzky Universität Oldenburg

Florian LÜDEKE-FREUND  
ESCP Business School

Stefan SCHALTEGGER  
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### Citation

FICHTER, Klaus; LÜDEKE-FREUND, Florian; SCHALTEGGER, Stefan; and Simon J.D. SCHILLEBEECKX. Sustainability impact assessment of new ventures: An emerging field of research. (2023). *Journal of Cleaner Production*. 384, 1-12. Research Collection Lee Kong Chian School Of Business. Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7146](https://ink.library.smu.edu.sg/lkcsb_research/7146)



Simon  
SCHILLEBEECKX

Assistant Professor  
of Strategy &  
Entrepreneurship



## 11 SUSTAINABLE CITIES AND COMMUNITIES



# UN SUSTAINABLE DEVELOPMENT GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES



**Thomas MENKHOFF**

Professor of Organisational Behaviour and Human Resources



**Thomas MENKHOFF**, Professor of Organisational Behaviour & Human Resources authored a chapter in a book on *Smart cities: a review of managerial challenges and a framework for future research*. The chapter examines what it takes to create sustainable, liveable 'smart' cities and outlines opportunities for more theory-based, empirical research on related managerial challenges.

Menkhoff, T. (2022). "Chapter 20 Smart cities: a review of managerial challenges and a framework for future research". In Handbook on the Business of Sustainability. Cheltenham, UK: Edward Elgar Publishing. <https://doi.org/10.4337/9781839105340.00029>

**Yangfang Helen ZHOU**, Associate Professor of Operations at LKCSB co-authored a Journal Article at Manufacturing and Service Operations Management on *Smart charging of electric vehicle: An innovative business model for utility firms*. The study proposes a business model for a utility firm to manage the charging of electric vehicles, lowering electricity generation cost and reducing carbon emissions.

Wu, O. Q., Yucel, S., & Zhou, Y. (Helen). (2022). Smart Charging of Electric Vehicles: An Innovative Business Model for Utility Firms. *Manufacturing & Service Operations Management*, 24(5), 2481–2499. <https://doi.org/10.1287/msom.2021.1019>

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9-2022

**Smart charging of electric vehicle: An innovative business model for utility firms**

Owen WU  
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WU, Owen; YUCEL, Safak; and ZHOU, Yangfang (Helen). Smart charging of electric vehicle: An innovative business model for utility firms. (2022). *Manufacturing and Service Operations Management*. 24, (5), 2481–2499. Research Collection Lee Kong Chian School Of Business.  
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**Yangfang Helen ZHOU**

Associate Professor of Operations Management



**WANG Heli**



**GENG Xuesong**

Singapore Management University  
Institutional Knowledge at Singapore Management University

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Lee Kong Chian School of Business

2-2023

**Natural disasters and corporate philanthropy: A double movement perspective**

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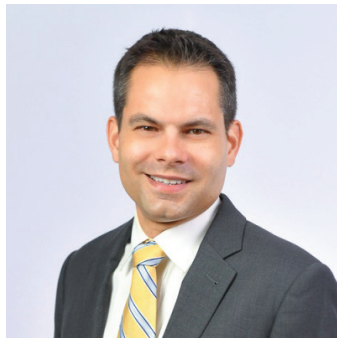
WAN, Guoquan; WANG, Heli; GENG, Xuesong; and HUANG, Kenneth G. Natural disasters and corporate philanthropy: A double movement perspective. (2023). *Management and Organization Review*. 19, (1), 98–137. Research Collection Lee Kong Chian School Of Business.  
Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7182](https://ink.library.smu.edu.sg/lkcsb_research/7182)

**WANG Heli**, Janice Bellace Professor of Strategy & Entrepreneurship and **GENG Xuesong**, Associate Professor of Strategy & Entrepreneurship co-authored a journal article on *Natural disasters and corporate philanthropy: A double movement perspective*. The paper examines the behaviour of philanthropic donations to a sudden natural disaster based on Chinese Corporations.

Wan, G., Wang, H., Geng, X., & Huang, K. G. (2023). Natural Disasters and Corporate Philanthropy: A Double Movement Perspective. *Management and Organization Review*, 19(1), 98–137. <https://doi.org/10.1017/mor.2022.40>



# UN SUSTAINABLE DEVELOPMENT GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION



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Research Collection Lee Kong Chian School Of Business Lee Kong Chian School of Business

10-2022

Ethical branding in a divided world: How political orientation  
motivates reactions to marketplace transgressions

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Brent McFerran

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Part of the Advertising and Promotion Management Commons, Business Law, Public Responsibility, and Ethics Commons, and the Marketing Commons

#### Citation

ALLARD, Thomas and McFerran, Brent. Ethical branding in a divided world: How political orientation motivates reactions to marketplace transgressions. (2022). *Journal of Consumer Psychology*, 32, (4), 551-572. Research Collection Lee Kong Chian School of Business.

Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7209](https://ink.library.smu.edu.sg/lkcsb_research/7209)

**Thomas ALLARD**, Associate Professor of Marketing, co-authored a Journal Article on [\*Ethical branding in a divided world: How political orientation motivates reactions to marketplace transgressions\*](#). The work looks into the bias and consumer behaviour in today's marketplace of purchasers and influencers. The research concludes by suggesting how firms can approach their ethical branding to reduce politically motivated bias.

Allard, T., & McFerran, B. (2022). Ethical Branding in A Divided World: How Political Orientation Motivates Reactions to Marketplace Transgressions. *Journal of Consumer Psychology*, 32(4), 551-572. <https://doi.org/10.1002/jcpy.1270>



**Michelle LEE**

Associate Professor of  
Marketing; Associate Provost,  
LKCSB Undergraduate  
Education



**Michelle LEE**, Associate Professor of Marketing, authored a book chapter on [\*When money fails to talk: Unintended consequences of using monetary incentives to elicit sustainable behaviours\*](#). The chapter examines when monetary incentives designed to increase consumers' sustainability behaviour may lead to the opposite effect of decreasing such behaviours. These findings suggest that monetary incentives should be used with caution and have practical implications for when they should and should not be used.

P. Lee, M. (2022). "Chapter 29 When money fails to talk: unintended consequences of using monetary incentives to elicit sustainable behaviours". In *Handbook on the Business of Sustainability*. Cheltenham, UK: Edward Elgar Publishing. <https://doi.org/10.4337/9781839105340.00039>

**FANG Xin**, Associate Professor of Operations Management, co-authored a Journal Article on [\*Impacts of distributive comparison behavior on corporate social responsibility in supply chains: The role of small firms\*](#). The research examines the Corporate Social Responsibility (CSR) incentives of small and medium-size enterprises. It provides managerial implications on where the measures to monitor CSR violations should be taken in supply chains.

Wang, M., Fang, X., Wang, Z., & Chen, Y.-J. (2023). Impacts of Distributive Comparison Behavior on Corporate Social Responsibility in Supply Chains: The Role of Small Firms. *Manufacturing & Service Operations Management*, 25(2), 686-703. <https://doi.org/10.1287/msom.2022.1172>

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3-2023

Impacts of distributive comparison behavior on corporate social  
responsibility in supply chains: The role of small firms

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Hong Kong University of Science and Technology

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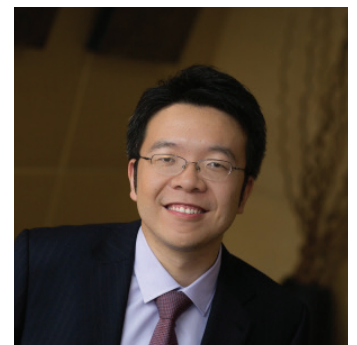
Part of the Business and Corporate Communications Commons, and the Operations and Supply Chain Management Commons

#### Citation

WANG, Mingzheng; FANG, Xin; WANG, Zizhuo; and CHEN, Ying-Ju. Impacts of distributive comparison behavior on corporate social responsibility in supply chains: The role of small firms. (2023). *Manufacturing & Service Operations Management*, 25, (2), 686-703. Research Collection Lee Kong Chian School of Business.

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**FANG Xin**

Associate Professor of  
Operations  
Management



## Continued: UN Sustainable Development Goal 12: Responsible Consumption And Production

**Mark CHONG**

Professor of  
Communication  
Management

Singapore Management University  
Institutional Knowledge at Singapore Management University

Research Collection School of Social Sciences School of Social Sciences

5-2023

Higher well-being individuals are more receptive to cultivated meat: An investigation of their reasoning for consuming cultivated meat

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Part of the Applied Behavior Analysis Commons, and the Food Science Commons

Citation  
LEUNG, Angela K. Y., CHONG, Mark, FERNANDEZ, Tricia Marjorie, & NG, Shu Tian. (2023). Higher well-being individuals are more receptive to cultivated meat: An investigation of their reasoning for consuming cultivated meat. *Appetite*, 184, 1-9.  
Available at: [https://ink.library.smu.edu.sg/soss\\_research/3746](https://ink.library.smu.edu.sg/soss_research/3746)

**Mark CHONG**, Professor of Communication Management, led a research on [\*Higher well-being individuals are more receptive to cultivated meat: An investigation of their reasoning for consuming cultivated meat\*](#). The research finds that there is a positive relationship between people's psychological well-being and willingness to consume cultivated meat. This can be explained by the perception that cultivated meat is healthy and nutritious; is as safe as real meat; has the same sensory quality as real meat; and has societal benefits.

LEUNG, Angela K. Y., CHONG, Mark, FERNANDEZ, Tricia Marjorie, & NG, Shu Tian. (2023). Higher well-being individuals are more receptive to cultivated meat: An investigation of their reasoning for consuming cultivated meat. *Appetite*, 184, 1-9. <https://doi.org/10.1016/j.appet.2023.106496>

**CHEN Liang**

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2-2023

Ecosystem social responsibility in international digital commerce

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Citation  
Yi, Jingtao; LI, Jiatao; and CHEN, Liang. Ecosystem social responsibility in international digital commerce. (2023). *International Journal of Business Studies*, 54, (1), 24-41. Research Collection Lee Kong Chian School Of Business.  
Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/7211](https://ink.library.smu.edu.sg/lkcsb_research/7211)

**CHEN Liang**, Associate Professor of Strategy & Entrepreneurship co-authored an article on [\*Ecosystem social responsibility in international digital commerce\*](#). The research looks into the social responsibility of digital platforms and how they may be different from current understandings based on other firms. It also proposes new ideas and implications for ecosystem sustainability across various platforms, both domestic and internationally.

Yi, J., Li, J., & Chen, L. (2023). Ecosystem social responsibility in international digital commerce. *Journal of International Business Studies*, 54(1), 24-41. <https://doi.org/10.1057/s41267-022-00561-3>



## UN SUSTAINABLE DEVELOPMENT GOAL 13: CLIMATE ACTION

**David DING**, Associate Professor of Finance, co-authored [\*Climate change and sustainability in ASEAN countries\*](#). The article addresses the performance gaps between ASEAN Countries, and how ASEAN lags behind other regions when addressing Climate Change. It suggests that tighter cooperation between ASEAN countries, government's commitment and support are necessary towards addressing Climate Change.

Ding, D. K., & Beh, S. E. (2022). Climate Change and Sustainability in ASEAN Countries. *Sustainability (Basel, Switzerland)*, 14(2), 999-. <https://doi.org/10.3390/su14020999>

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1-2022

Climate change and sustainability in ASEAN countries

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Part of the Asian Studies Commons, Environmental Policy Commons, Finance Commons, and the Finance and Financial Management Commons

**David DING**

Associate Professor of  
Finance

LKCSB strongly supports research that can positively impact society through its Societal Impact Research Capacity Building Fund.

### Promoting greater environmental responsibility through ii) Industry partnerships

The Singapore Green Finance Centre<sup>8</sup> (SGFC) is a long-standing partnership between LKCSB-administered Sim Kee Boon Institute for Financial Economics (SKBI) with Imperial College, U.K., backed by the Monetary Authority of Singapore and several leading, global banks. The SGFC through its applied research recommends practical solutions for businesses to be more sustainable in their practices. Through its research, SGFC disseminates its knowledge through efforts such as its 12<sup>th</sup> Annual SKBI Conference & 1<sup>st</sup> SGFC Regional Conference on Greening Energy Infrastructure<sup>9</sup>, workshops on financing Urban Climate Change Adaptation in Singapore<sup>10</sup> and Green FinTech & Data Centres<sup>11</sup>, webinars on ASEAN Renewables Report Launch<sup>12</sup> and Nature Investment Opportunities in Southeast Asia<sup>13</sup>, compiling a report on Physical Impacts of Climate Change<sup>14</sup> and a roundtable discussion on Sustainable Housing Redevelopment in East Asian Cities<sup>15</sup>.

LKCSB Faculty, Associate Professor of Finance and co-director of SKBI, Hao Liang, recently wrote a blog post on European Corporate Governance Institute on the different types of governance across regions when it comes to managing Green Finance. The article also explains in detail how Singapore is reshaping itself from a financial hub to a leading, global green financial hub<sup>16</sup>. One of the latest research developments of SGFC is its Working Paper addressing the challenges of Data Centres as going digital does actually increase carbon emissions<sup>17</sup>, and how this can be reduced or re-purposed.

Apart from SGFC, SKBI is also home to the Citi Foundation-SMU Financial Literacy for Young Adults<sup>18</sup>. Since its inception in 2012, the foundation has trained 1,200 trainers and has reached 76,000 young adults in various tertiary schools in Singapore. Its aim is to empower young adults with financial literacy and addressing their financial concerns. This September, SKBI will host its 10<sup>th</sup> Citi Foundation-SMU Symposium with the Theme “Financial Sustainability in the Age of AI”. The event will feature senior industry practitioners and other LKCSB faculty such as Director for Citi foundation-SMU Associate Professor Aurobindo Ghosh, Associate Professor Jeremy Goh, Professor of Finance Zhang Hong.

**Financial Sustainability in the Age of AI**

**Date:** 22 September 2023  
6-9.30PM

**Location:** Mochtar Rody Auditorium  
SMU

**Distinguished Guests**

- CHAN SAN SAN  
Managing Director  
Citi Private Banking High Net Worth Head for APAC
- ZHANG HONG  
Professor of Finance  
Associate Director  
SKBI, SMU
- SHANTANU BHATTACHARYA  
Professor of Finance, Government  
Lecturer, LKCSB, SMU

**Speakers**

**Panel Discussion 1: Finance & Sustainability**

- JEREMY GOH  
Associate Professor of Finance  
LKCSB, SMU
- SUPRIYA SEN  
Board Director & Advisor  
Various Companies
- CHERYL CHEN  
Director  
S&P Global
- HAO LIANG  
Associate Professor of Finance  
LKCSB, SMU
- ALEX HONG  
Executive Director  
Digitalize Data

**Panel Discussion 2: AI & Finance**

- AUROBINDO GHOSH  
Associate Professor of Finance  
LKCSB, SMU  
Program Director & PI  
Citi Foundation-SMU FinLit Program for Young Adults
- CHEONG JING FU  
Marketing Learning Engineer  
MasterCard
- FREDDY LIM  
Co-founder  
StashAway
- KA-MING LIM  
Chief Executive Officer  
MoringPill

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**SIGN UP NOW!** <https://www.sgfc.sg/summit2023>

**INFODECK HERE!** <https://www.sgfc.sg/summit2023>

8 <https://www.singaporegreenfinance.com>

9 [5 – 6 Dec 2022 | 12th Annual SKBI Conference & 1st SGFC Regional Conference on Greening Energy Infrastructure](#)

10 [17 Jan 2023 | Financing Urban Climate Change Adaptation in Singapore](#)

11 [19 Apr 2023 | Green FinTech and Data Centres Workshop](#)

12 [27 Mar 2023 | ASEAN Renewables Report Launch Webinar](#)

13 [24 July 2023 | Nature Investment: Opportunities in Southeast Asia Webinar](#)

14 [2 Aug 2023 | Physical Impacts of Climate Change](#)

15 [4 Aug 2023 | Roundtable on Sustainable Housing Redevelopment in East Asian Cities](#)

16 [Singapore's green finance efforts: Collective actions to drive sustainable growth and resilience](#)

17 The SMU BLOG: [The Challenges of Going Green for Data Centres](#)

18 <https://skbi.smu.edu.sg/cfs>



### Promoting greater environmental responsibility through iii) embedding Sustainability throughout programmes at LKCSB

Since our previous UNGC Report 2021, the 2<sup>nd</sup> major in Sustainability Management for our Bachelor's in Business Management (BBM) has been continuously developing<sup>19</sup>, while the Sustainability Management track for our Master of Science In Management (MiM) has remained in high demand<sup>20</sup>.

Students not majoring in Sustainability Management can also take courses on Sustainability as part of their electives. Postgraduate students all across SMU can now take an elective on Sustainability and have that credit count toward their degree programme.

### Promoting greater environmental responsibility through iv) supporting student-led activities

SMU VERTS is the University's official environmental sustainability student club that promotes environmental responsibility and empowers individuals to do their part for the environment through events by encouraging the SMU population to adopt more eco-friendly habits. These include workshops, exchanging recyclables, and other hands-on activities to bond with members and learn about the environmental impacts on Mother Earth. Some events which SMU verts organise include beach clean-up, vegan picnic, recycling drive and sustainability workshops.

*Principle 9: Businesses and organisations should encourage the development and diffusion of environmentally friendly technologies.*



*The Photos above shows the 11<sup>th</sup> LKYGBPC Posters in the lobby and pillars of LKCSB (2023).*

LKCSB through its own decisions in infrastructure planning and management, as well as through its institutes and centres in their work, encourage the development and diffusion of environmentally friendly technologies. An example we are proud of would be the Lee Kuan Yew Global Business Plan Competition (LKYGBPC). Named after Singapore's founding Prime Minister and organised by SMU Institute of Innovation & Entrepreneurship, which LKCSB is an integral part of, LKYGBPC is a biennial university startup challenge which has had 1,000 submissions from 1,000 universities from 77 countries represented. The areas of focus for the 11th LKYGBPC are: Urban Solutions and Sustainability, Manufacturing, Trade & Connectivity, Human Health & Potential, Smart Nation & Digital Economy, and Media & Entertainment<sup>21</sup>. Through a global competition with international participants and sponsors, LKCSB is proud to be a part of LKYGBPC organised by SMU IIE. Such competitions not only encourage, but also bring environmentally friendly technologies/solutions to scale.

19 More information and updates on the sustainability as a second major for our Bachelor's in Business Management can be found [here](#).

20 The tracks for our MSc In Management can be found [here](#).

21 <https://lkygbpc.smu.edu.sg/>





Photo: 7<sup>th</sup> edition of the PAK Challenge ignites 3 winning student start-ups with \$70,000 cash

LKCSB also supports start-ups through SMU IIE, such as the annual Passion, Adventure, Kickstart (PAK) Challenge, a business-plan competition open to student entrepreneurs in Singapore. The 7<sup>th</sup> edition of the PAK Challenge concluded on 8 October 2022, organised by SMU EAGLES, an entrepreneurship-focused student club aimed at supporting next-generation student founders to form a strong start-up ecosystem. The winners of the challenge included an LKCSB student in the team Foot Hero, an analytics company that harnesses computer vision and machine learning to map out the contours of human feet to manufacture insoles for consumers. LKCSB student, Akash Mittal, CEO of Foot Hero, emerged as the champions of the PAK challenge and won the Grand Prize of S\$50,000<sup>22</sup>.

## ANTI-CORRUPTION

**Principle 10: Businesses and organisations should work against corruption in all its forms, including extortion and bribery.**

Singapore is ranked 5<sup>th</sup> out of 180 countries ranked in the Corruption Perceptions Index 2022<sup>23</sup>. This shows that Singapore remains one of the least corrupt countries in the world. Being in Singapore means that LKCSB's faculty and staff members must comply with Singapore's high standards against corruption, including extortion and bribery.

All LKCSB faculty and staff members (both full-time and contract) must acknowledge the University's Code of Conduct (COC) every year. A heavy emphasis is placed on fair and transparent procurement processes for those in the higher ranks (i.e. Heads of Department/ Assistant director and above). For instance, all purchases and subsequent claims are to be approved through multiple levels of hierarchy at LKCSB and then the University's Office of Finance. For purchases above S\$1,000, an official Purchase Order has to be issued and overseen by LKCSB's Corporate Services Unit (CSU). SMU maintains a list of pre-approved vendors which also uphold high standards of procurement processes to eliminate corruption in all its forms.

In addition, the following aspects are highlighted for all SMU staff members – and naturally those at LKCSB – to prevent corruption:

22 [7th edition of the PAK Challenge ignites 3 winning student start-ups with \\$70,000 cash](#)  
 23 <https://www.transparency.org/en/countries/singapore>



*Photo: Lee Kong Chian School of Business Building viewed from SMU School of Law.*

### **i. Conflict of Interest**

All staff members who are in the position to make decisions for a particular outcome are required to declare their non-interest to that specific event. If they should have any conflict of interest, even remotely, they should make a declaration and reclude themselves from the duty.

### **ii. No acceptance of gifts**

SMU staff members are not permitted to accept gifts valued at more than S\$150. This is to avoid the staff from being put in a vulnerable position or expected to reciprocate in any way. In the event that it is not polite to reject gifts, staff members can accept the gifts on behalf of the university and then make a declaration of the gifts subsequently.

### **iii. Whistle Blowing**

SMU has also put in place a whistle blowing practice<sup>24</sup> in the university. Any members of the public can “whistle-blow” any staff members suspected of corrupt practices. It is anonymous, therefore there is no fear and repercussions for those who wants to whistle blow. All “whistle-blow” cases will be investigated thoroughly and be accorded the appropriate level of attention.

### **iv. Segregation of duties**

SMU’s general principle on the segregation of duties is that a proposal cannot simultaneously be the approver of this proposal. Besides this generic principle that is already well practiced in the university, deliberate short staff rotation of duty and forced leave are once in a while triggered to provide disruption to routine. It is hoped that irregularity (if any) can be pricked up by a non-regular source.

### **v. Ethical practices and anti-money laundering**

LKCSB embeds materials on ethical practices, anti-corruption and anti-money laundering in its undergraduate and postgraduate courses, in finance, in addition to putting them in practice.

24 Our Whistle blowing page is [open to public](#).



## C. ASSESSMENT OF OUTCOMES AT LKCSB

### HUMAN RIGHTS

**Principle 1: Businesses and organisations should support and respect the protection of internationally proclaimed human rights**

SMU, of which LKCSB is an integral part, is proud to have won several awards on our HRFA employee management and motivation (see description in Section B under Principle 6). As a result, SMU has been ranked as one of Straits Times Singapore's Best Employers 2023. Ranked 65th in position, SMU is the highest ranked university as well as the top 5 employers in the education sector.

SMU, of which LKCSB is an integral part, is an award-winning employer for its excellence in providing for the rights and well-being of its employees. LKCSB will continue to support and respect the protection of internationally proclaimed human rights.

As a result, SMU has been ranked as one of Straits Times Singapore's Best Employers 2023. Ranked 65th in position, SMU is the highest ranked university as well as the top 5 employers in the education sector.

**Principle 2: Businesses and organisations should make sure that they are not complicit in human rights abuses.**

LKCSB continues to work toward eliminating human rights abuses, and supports numerous initiatives by SMU to improve the safety and security of the community. LKCSB continues to support SMU's Mrs Wong Kwok Leong Student Wellness Centre to ensure not just physical but also mental well-being of every individual in LKCSB's community. Continued promotion of mindfulness for faculty, staff and students are expected to make the community more mindful of the rights and respect for all individuals. All experiments involving human subjects involving LKCSB members, including those conducted jointly with external organisations, continue to receive substantial scrutiny from the university to eliminate abuses of human rights.

### LABOUR

**Principle 3: Businesses and organisations should uphold the freedom of association and the effective recognition of the right to collective bargaining.**

LKCSB remains committed to the freedom of association and rights to collective bargaining as permitted in Singapore. Upholding the freedom of association permitted students to set up and run numerous societies that in turn benefited the community.

**Principle 4: Businesses and organisations should eliminate all forms of forced and compulsory labour**

To date, there has been no known cases of forced and compulsory related to LKCSB as a result of measures taken to eliminate that. LKCSB remains committed to eliminating all forms of forced and compulsory labour.

**Principle 5: Businesses and organisations should ensure the effective abolition of child labour**

To date, there has been no known cases of forced and compulsory related to LKCSB as a result of measures taken to eliminate that. LKCSB remains committed to eliminate all forms of child labour.

**Principle 6: Businesses and organisations should eliminate discrimination in respect of employment and occupation.**

LKCSB remains committed to hiring a diverse pool of talent based on merit, beyond one's education qualifications, prior employment or occupation. As evidence, LKCSB's postgraduate students come from diverse prior employment and occupations, from airline cabin attendants before covid-19 to fashion specialists.

More generally, a majority of LKCSB's students agreed that they had 'sufficient opportunities to engage with students from diverse backgrounds' during their degree programme. This helps students enhance their respect to every individual in the community, irrespective of their employment and occupation.

## ENVIRONMENT

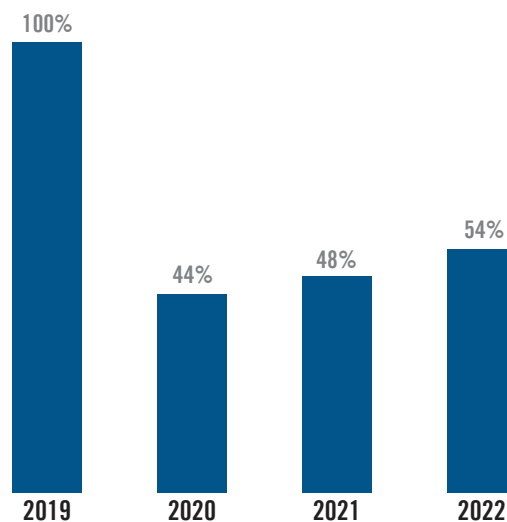
**Principle 7: Businesses should support a precautionary approach to environmental challenges**

LKCSB supports and will continue to support a precautionary approach to environmental challenges which have been enshrined in sustainability courses and majors.

**Principle 8: Businesses and organisations should undertake initiatives to promote greater environmental responsibility**

LKCSB supports research that can positively impact society. For example, the research collaboration conducted by Simon Schillebeeckx and former Dean, now Visiting Professor of Innovation & Entrepreneurship, Professor Gerard George received commendation and global recognition by the *Financial Times*' (FT) Responsible Business Education Awards 2023 for its real-world impact<sup>25</sup>.

LKCSB plays its part to encourage sustainable usage in this area. We are pleased to be able to report on our water consumption, and paper reams and printer toner ordered from 2019 to 2022.



*Bar Chart A. LKCSB Water Consumption as percentages of the 2019 amount*

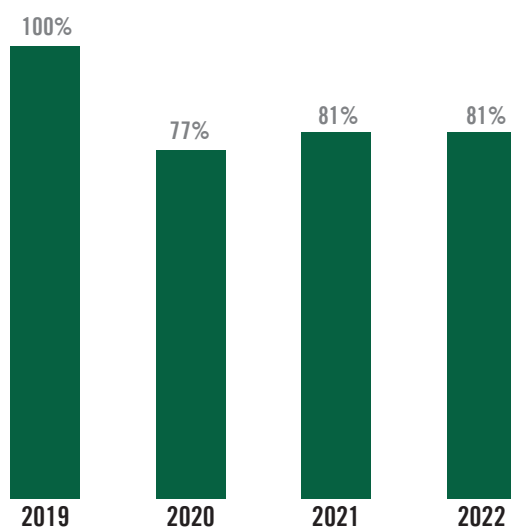
Bar Chart A shows LKCSB's water consumption expressed as percentage based on 2019 usage. From 2019–2022, LKCSB has made significant progress in reducing water usage. The significant drop in 2020 was due to the covid-19 pandemic. Water consumption started to increase from pandemic levels after August 2022, when in-person classes resumed.

<sup>25</sup> [SMU Research on Digital Sustainability Receives Recognition at the FT Responsible Business Education Awards 2023](#)



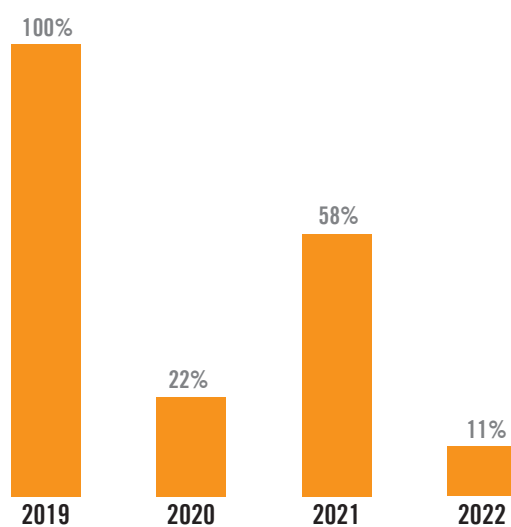


Photo: SMU Students discussing indoors



Bar Chart B. Reams of printer paper ordered as percentages of the 2019 amount

Bar Chart B shows LKCSB's order for paper reams expressed as percentages of the 2019 amount. LKCSB has been progressively reducing the use of paper over the past few years.



Bar Chart C. Printer Toners ordered as percentages of the 2019 amount

Similar to Bar Chart B, the order for printer toners has significantly reduced from the level in 2019. The quantity ordered for 2022 is significantly lower than that of 2019. LKCSB will continue these initiatives to promote greater environmental responsibility.

Through LKCSB's faculty imparting their knowledge gained from sustainability research, along with its sustainability research seminar series, student-led activities such as, and related clubs such as SMU VERTS, students are becoming more environmentally conscious, as demonstrated in an increasing number of new ventures formed around environmental sustainability, as well as an increase in enrolment in sustainability-related courses.

SMU VERTS had its own Tree Plantation day with Singapore's Minister for National Development, Mr Desmond Ng in July 2022 and Collaborated with Singapore Public Utilities Board (PUB) to host World Water Day 2023.



*Photos: SMU VERTs planting a tree with Minister Desmond Ng in July 2022 (left); SMU VERTs group photo with PUB for World Water Day 2023 in SMU Campus Green (right).*

These demonstrate an increasing awareness among the LKCSB community on environmental responsibility.

**Principle 9: Businesses and organisations should encourage the development and diffusion of environmentally friendly technologies**

LKCSB continues to support students and alumni when they wish to enter various competitions which focuses on sustainability and/or venture into sustainable businesses through IIE, which has incubated some of the region's most successful sustainable businesses as demonstrated.

LKCSB supports SMU's overall goal-setting to reduce its environmental impact through the development and diffusion of environmentally friendly technologies. SMU has in fact set environmental goals in this regard, and has made significant progress to date through the addition of solar electrical power generation panels on rooftops, promotion of digital versus physical print, use of motion-activated lighting and air conditioning, and other environmentally friendly technologies.

## **ANTI-CORRUPTION**

**Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.**

Cases related to corruption are rare in LKCSB and SMU. However, LKCSB believes in the precautionary approach to anti-corruption and sustainability. As aforementioned, SMU has placed preventive contingencies and tightened various levels of approval before subcontracting, and a compulsory annual acknowledgement of the Code of Conduct for staff and faculty for accountability.





# Lee Kong Chian School of Business

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