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The New Zealand Productivity Commission  
Te Kōmihana Whai Hua o Aotearoa  
PO Box 8036  
WELLINGTON 6143

Attention: Jo Smith, Inquiry Director (Acting)

Dear Jo

**A fair chance for all: Breaking the disadvantage cycle. Scoping the Terms of Reference for an inquiry**

Environmental Communications Ltd is a registered New Zealand company that has been operating for 25 years. As the sole director of the company and the Founder of the Environment and Sustainability Strategic Training Institute, I appreciate the opportunity to provide a submission on the above paper.

I am an environmental professional with over 40 years of experience with environmental management, training and evaluation. I'm a strategic trainer, professional speaker, consultant and published author. The second edition of my book *How to Change the World – a practical guide to successful environmental training* was published by Gosbrook Professional Publishing, UK, in late 2019.

I am the grateful recipient of awards for my environmental work and professional speaking from three of the professional associations to which I belong:

- 2020 winner of Water New Zealand's prestigious 'Stormwater Professional of the Year' Award
- 'Bright Star' of the Year, from the Professional Speakers Association of New Zealand
- joint winner of the occasionally (and seldom) awarded 'Outstanding Contribution Award' from NZARM, the New Zealand Association of Resource Management.

I founded my Institute and its Environmental Training Hub to disseminate my unique strategic model of environmental training. This exponential model helps environmental experts to deliver training that has measurable – and monetised – outcomes that create jobs, lift productivity and improve the environment.

As a strategic trainer my aim is to elevate workforce training to its highest possible status: a powerful way of helping people solve the serious environmental issues facing humanity which also solves their associated social, cultural and economic problems.

I believe environmental training lights the touchpaper of individual and organizational learning, generating the transformational change we need to make a 'just' transition to a happier and more sustainable world.

Overleaf are my thoughts on some of the things your Fair Chance enquiry could consider. I hope you find them helpful and would be happy to respond to any queries you may have.

Yours faithfully



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## 1. What is productivity?

'Despite New Zealand's relatively good GDP growth over time, our productivity growth has lagged: since 1996, when labour productivity first began to be measured, our productivity growth has averaged about 1.4 per cent. Between 2008 and 2018, that drops to just one per cent. ... Our output per hour worked is about 40 per cent below the average of the top half of OECD countries.'<sup>1</sup>

The article from which this quote is drawn goes on to describe productivity as 'the elephant in the room – if elephants were a mysterious, multifaceted combination of complicated economic and social metrics few people could elegantly describe.'

That description was presaged in Dr Ganesh Nana's March 2021 introductory notes<sup>2</sup> where he stated that 'Productivity and wellbeing must be viewed *together*, not separately.' His comments aim to reinforce the Commission's efforts to embrace broader wellbeing as part of its legislated purpose to advise Government on 'improving productivity in a way that is directed to supporting the overall wellbeing of New Zealanders.'

Past measures of 'what productivity really is' have failed to include many of the numbers that count – but definitions of productivity have moved on since the days when it meant browbeaten and underpaid workers constantly driven to do more for less:

- outdated but persistent measure of productivity: **widgets per worker**;
- 1990s cleaner production and waste minimisation measure: **waste per widget**; and
- 2020s wellbeing measures: **wellbeing per worker** (human capital) and **wellbeing per widget** (wellbeing and added value measured up and down the capitals in the entire supply chain, morphing it into what I term the 'value web').

Dr Nana deserves the highest commendation for aligning this significant reframing of productivity with the wellbeing outcomes the Government aims to deliver in its annual wellbeing budgets and from its raft of environmental, infrastructure and social wellbeing reforms.

## 2. Strategic environmental training as a pathway to productivity and wellbeing

An early slide in a Productivity Commission webinar of 22 July 2020 on 'Why productivity matters' cited three main benefits of higher productivity, the first of which was 'pressure on the natural environment', the other two being 'wage rates' and 'resources for health and education'.

My contention with respect to the rest of that webinar is that every firm in Aotearoa New Zealand can be an environmental frontier firm that enhances all three of those benefits of higher productivity – and delivers the Government's desired outcomes across the four future capitals and 12 wellbeing domains in Treasury's Living Standards Framework (LSF).

In line with the scope of Dr Nana's notes and his presentation of 25 August<sup>3</sup>, this submission:

- briefly highlights my learnings from my 30+ years of environment and sustainability training and the multiple benefits that I help my clients to identify, measure and monetise across all wellbeings; and
- aims to show how investing in the environmental capability and capacity of our human capital enhances the value of the LSF's other capital assets, and hence our collective productivity.

**Case study** During a resource efficiency/waste minimisation training programme, a manufacturing firm I worked with realised that the 'waste' which it was sending away for recycling (for a price that only covered the transport costs) was an avoidable loss of its single most expensive input. Tracing and removing the cause of the loss saved this medium-sized firm \$400,000 per year, every year. Monetising the benefits for emissions reduction and human capital would significantly increase this sum.

### 3. Why focus on environment and sustainability training?

#### Reason #1: A perfect storm of too much work to do and too few skills to do it

The coming together of an ambitious Government environmental and infrastructure program with a local and global shortage of the skills needed to deliver it creates a perfect storm. Here are some factors intensifying that storm:

- the urgent existential threat posed by climate change, the most serious threat to humanity since the last ice age. Its effects will intensify the existing wellbeing inequalities in our country;
- the identified need for professional training of sector-specific experts is not addressed either by the Government's reform of vocational education, which is focused on trades training; nor by the current pipeline of university graduates;
- there is inadequate funding of the continuing professional development which, as identified by industry experts themselves through their sector associations, is urgently needed; and
- there is a need for a coordinated strategy including an action and evaluation plan to make the best use of the scarce expertise available to grow our own skills and to measure and monetise how the outcomes of training contribute towards achieving the Government's wellbeing outcomes and environmental targets.

Investing in our human capital is thus essential for growing our other capitals, as is the need to measure this added value in terms of the Government's carbon targets and other wellbeing outcomes, including those in Rules 16, 18 and 20 of the Government's Procurement Rules<sup>4</sup>.

*Case study* One civil construction firm used my ROI spreadsheets<sup>5</sup> to estimate the immediate costs (upfront cash, incident recovery, reflection & learning and opportunity/production loss) of a large spill at over \$152,000. The firm responded so well that it avoided prosecution and the associated and more serious costs of communication, contractual, legal and PR costs; reputational harm (social license) and business impact. These latter costs have put at least one New Zealand civil construction firm out of business<sup>6</sup>.

#### Reason #2: how environmental training gives more people a fair chance

The work of environment and sustainability experts like me often involves staff training that delivers intergenerational benefits. These benefits break the cycle of disadvantage while delivering productivity and other benefits to the firms involved.

Environmental professionals have for many years worked across the four wellbeings (social, cultural, environmental and economic) embedded in the Resource Management and Local Government Acts, the two major pieces of legislation that inform our work.

In the 1990s, I was associated with a major environmental training programme which was so successful that it spread all around New Zealand and to Australia<sup>7</sup>. It created an entirely **new profession**; erosion and sediment control professionals on civil construction sites. These same people are now responsible for air, water and soil management; aquatic and terrestrial biodiversity; emissions reduction and reporting; and for training other staff on these topics.

This growth in capability (human capital) is the result of these people's **ongoing workplace-based professional development** in response to ever more demanding environmental performance requirements. Meeting and often exceeding these environmental performance requirements is also an investment in our sadly depleted natural capital.

Moreover, the work of environmental professionals involves working closely with **mana whenua**. The last 20 years have seen the development by and with iwi Māori of many tools for assessing environmental health from the point of view of te ao Māori and mātauranga Māori. He Ara Waiora is another significant development in this field, which taps into and adds value to Aotearoa's cultural capital.

The skills shortage has also triggered many **diversity** opportunities through recruitment programmes in the horizontal and vertical construction sectors, which aim to attract and develop female, Māori and Pasifika employees.

Environmental scientists and practitioners think in **long term cycles**, ecological cycles, as opposed to **short term** corporate reporting cycles and three-year electoral cycles. Our perspective aligns well with the long term planning commonly used for Māori businesses, from 100-300 years or even more. This long term view has helped grow thriving businesses in the Māori and wider economy.

50% of training in the civil construction sector is done in-house<sup>8</sup>, and my clients now know that the **literacy, numeracy and English language** training necessary to support uptake and outcomes of environmental training also significantly increases productivity. Monetary measures of this increase include reduced rework, higher compliance, higher staff retention and better contract performance.

Case study

One civil construction firm delivered literacy and numeracy training to its onsite workers to help them follow detailed plans for building complex environmental controls 'right first time'. Afterwards, one man said that for the first time he was able to sit down after dinner and help his children with their homework. This is an intergenerational benefit.

The Government's many environmental and infrastructure initiatives together with the global and local skills shortage and our low-wage/low skill/low productivity economy offer a **once-in-a-generation** opportunity to tackle all these issues at once.

### Reason #3: Becoming a Learning Society

Nobel Prize-winning economist Joseph Stiglitz found that industry training has a vital role to play in strengthening national economies. Here's what he says in his book *Creating a Learning Society*<sup>9</sup>:

- 'The transformation to "learning societies" ... appears to have had a greater impact on human well-being than improvements in allocative efficiency or resource accumulation.' (p18); and
- 'Creating a learning society should be one of the major objectives of economic policy.' (p6).

However, Stiglitz doesn't say how industry training should be promoted, other than by implying that individual firms will perceive its competitive advantage as identified by Harvard guru Michael Porter.

As a result of my work as a strategic trainer, I know exactly how to create a learning society: by transforming every job into a green job<sup>10</sup>. This will effect a Just Transition that resets our extractive and consumptive economy into a wellbeing economy that regenerates people and places.

That means setting up strategic environmental training programmes in every sector of the economy so that people can change their job – every job – into a green job, and fast.

Around our Covid-beset world we're seeing massive government investment in jobs and training schemes, including for environmental jobs<sup>11</sup>. So how well does such green investment work?

After the Global Financial Crisis, Joseph Stiglitz and renowned climate economist Lord Nicholas Stern analysed the success of the recovery efforts of 50 nations using the following criteria<sup>12</sup>:

- the speed of the recovery the investment triggered;
- the return on investments – dollar return per dollar invested;
- how long the stimulus effect lasted for in the economy; and
- how much it contributed to reducing carbon emissions.

Their findings showed that 'massive investment in green technologies are the best way to both revive virus-hit economies and shift the dial on climate change'. Despite fears that green investment would make for a slower economic recovery and a more difficult path to recovery, green investments outperformed the others in every respect.

And the benefits are enormous: in my 30+ years of environmental management and training, I've seen first-hand the extraordinary business benefits of good environmental training – how it can change people's lives and turn companies around<sup>13</sup>.

This single step – rolling out much-needed environmental training – has the power to transform us into a learning society – a society that can learn itself into true sustainability, after which anything will be possible, including creating many more fair chances for all. It would be great to see how the Commission can include this in its enquiry.



#### Reason #4: Leveraging the power of sector associations

The Scoping Paper *A Fair Chance for All*<sup>14</sup> listed the following among the 'things we don't know':

'Assessing what works to reduce life-course and intergenerational disadvantage – bringing together what's known about the range of possible policies, programmes and interventions and evidence of their effectiveness in the New Zealand context (drawing on evaluations and other studies that have been done, as well as qualitative input from experts, practitioners, and communities)' (p10).

Environment and sustainability training is most definitely one thing that works. Every sector of the economy has its trade and professional associations. By working smart with formal education and training institutions and learning & development professionals, these associations offer the fastest and most cost-effective route to environmental best practice amongst their members.

Funding sector associations to engage with their members to deliver the professional training they urgently need will maximize the ROI from the Government's investment in the wellbeing outcomes of its policy and legislative reforms, especially if it provides targeted funding for training that delivers 'best environmental bang for buck' to bridge our capacity and capability gaps. Over time, it will also transform Aotearoa New Zealand into a Learning Society.

Case study

Lack of skilled staff and material shortages pose major challenges for the vertical construction sector. An August 2021 report found over 50% of survey respondents were concerned finding skilled staff, labour costs and costs and availability of materials. The report says the frequent and significant rises in costs faced by builders and the current fixed contract environment are likely to lead to more businesses failing, despite the massive housing shortage and high demand for construction<sup>15</sup>.

#### 04. More detail

Below are some links that expand upon some of the points made above.

- <https://esst.institute/fixing-our-skills-shortage-what-are-our-most-vital-missing-ingredients/>
- <https://esst.institute/10-top-training-tips-for-the-best-outcomes-from-rma-reform/>
- <https://esst.institute/400000-reasons-why-you-need-to-measure-the-roi-on-your-training/>
- <https://esst.institute/survey-results-are-you-monetizing-the-benefits-of-your-environmental-training/>
- *Aotearoa New Zealand as a Learning Society*. A presentation for Infrastructure New Zealand's *Vision Week, June 2020*. Viewable at <https://bit.ly/The-Learning-Society>.
- *Shovel-ready Projects – where is the money going and do we agree?* A webinar hosted by CIWEM (the UK-based and global Chartered Institution of Water and Environmental Management) on 25 August 2020. Co-presented with Graham Mitchell, CEO of Crown Infrastructure Partners (CIP). Viewable at <http://bit.ly/CIWEMshovelReadyProjects>.
- *Shovel-Ready Training: How – and why – to measure and monetise your training outcomes*. A Webinar presented on 20 October 2020. Viewable at <https://youtu.be/PENRWxW0IUI>.
- An example of a sector-specific strategic capability strategy is the Stormwater Education, Training and Sector Development Plan which I prepared for Water New Zealand. It is open for industry comment on the Water New Zealand website at [https://www.waternz.org.nz/Category?Action=View&Category\\_id=1055](https://www.waternz.org.nz/Category?Action=View&Category_id=1055)

There is more information about the exponential role that sector associations and leading NGOs like Forest and Bird and the NZCTU<sup>16</sup> can play in growing our environmental capability and capacity in two of their recent publications:

- New Zealand Council of Trade Unions Te Kauae Kaimahi (2018) *Just Transition: Decent Work in a Low-Carbon Economy*. A 10-point plan downloadable from <https://union.org.nz/wp-content/uploads/2018/10/NZCTU-Just-Transition-Ten-Point-Plan.pdf> [accessed 26 August 2021]
- Forest and Bird Te reo o to Taiao (2020) *Recovery for People and Planet: How New Zealand's COVID-19 pandemic recovery and nature's recovery go hand in hand*. Downloadable from <https://www.forestandbird.org.nz/resources/recovery-people-and-planet> [accessed 26 August 2021]
  - Skills initiatives such as those in and related to the [Construction Sector Accord](#)
  - The water sector's [National Performance Review](#)

#### 5. Brief notes to answer the Commission's four questions

- 1. What are the main dimensions of persistent disadvantage that should be included in the Terms of Reference as areas to be investigated? For example, because they have a stronger direct impact on wellbeing, or because they have a knock-on impact in relation to other dimensions.**

This is a huge area. My suggestions include:

- Intergenerational unemployment and the commitment, resources and skills needed to genuinely support people over the long period of time it may take them to prepare for, enter and remain in work
- Language barriers
- low literacy and numeracy: 40% of workforces around the world are functionally illiterate and this is a major cause of low productivity
- schooling that doesn't suit all learners
- inequality as set out in the case study below.

## Case study

The story of the man who raised his staff's minimum pay to \$70,000 (and slashed \$1million off his own) contains two interesting insights beyond the headlines, says Phil Preston. Dan Price of Gravity Payments hit the news in 2015 when he made radical adjustments to employee pay rates. INSIGHT 1 - Source of Productivity: the firm's productivity and problem-solving improved as a result but NOT for the obvious reason. It wasn't from increased motivation, it was because employees had greater capacity to contribute: being paid more meant they could live closer to work, be healthier and more. INSIGHT 2 - Distribution of Wealth: Dan provides some good stats on the level of wealth controlled by generations when they were in the Millennial age range. Boomers controlled 22%, Gen X 11% and current Millennials 5%. This is creating high tensions, as an equitable distribution of wealth is paramount for a healthy society. And in 2021 a report found that some New Zealand CEOs earned in just days their employees' entire annual wage<sup>17</sup>.

## 2. Where should the Commission focus its research effort?

- **What do you see as the biggest gaps in our collective knowledge?**
- **What areas would you encourage us to undertake further research into, and why?**

My suggestions:

- Causal/fishbone analysis and indicators of our collective failure, built with interactive community engagement
- Success stories, local and international
- Suitable indicators of what success would/could/does look like, drawing upon the:
  - five levels of evaluation of the effectiveness of training used by professional trainers all around the world, up to Level 5, financial ROI (see links just below)
  - four criteria used by Joseph Stiglitz and Lord Nicholas Stern to analyse 50 countries' recovery from the 1980s GFC (they found **green stimuli** outperformed all other tools for economic recovery)
  - New Zealand Government's Living Standards Framework, including its four future capitals and twelve wellbeing domains and the He Ara Waiora framework
  - GRI, or Global Reporting Index and the Natural Capital Protocol
  - OECD Wellbeing Framework and UN Sustainable development Goals
  - Stockholm Resilience Centre's planetary boundaries.

Please also note that professional trainers around the world have robust and globally accepted methods for measuring the financial return on investment in training. See:

- <https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>
- <https://roiinstitute.net/>

Together with the work of the International Integrated Reporting Council, the Natural Capital Protocol, the IPBES and various other initiatives by the World Economic Forum and other parties, there is a proliferation of credible tools for monetizing the value we can add across many forms of capital and wellbeing.

## 3. Where should government focus its effort on finding solutions?

- **What are the key barriers preventing New Zealanders from reaching their potential?**
- **What are the key triggers or circumstances that can result in people becoming stuck in persistent disadvantage?**
- **Are there key windows of opportunity in a person's life course where positive changes are easier to secure, or where they are more likely to endure?**
- **Which aspects of government policy are most important to focus on? For example, secure housing, mental health treatment and supporting new parents.**

- **Are changes needed in the ways that government services are provided? For example, devolving responsibility for services, joining up service provision and helping those most in need navigate the system.**

All of the above are important. My other suggestions are:

- My particular expertise is in environmental training that turns every job into a green job. I have a particular focus on professional training, because it's not addressed by the Government's Reform of Vocational Education, yet environmental professionals are desperate for the training they know they need if they are to deliver on the Government's many environmental reforms. Properly done, this training could not only help fill our local skills gap but we could export the model to other countries – we are in a global skills shortage that immigration alone cannot possibly address.
- I have seen the workplace-based environmental training these professionals deliver (together with literacy training where needed) lift skills and wages and give people a career path they could never previously dreamed of. One contractor said that for the first time in his life, he was able to sit down after dinner with his children and help them with their homework. This is intergenerational benefit.
- We need a more comprehensive and strategic focus on implementing a [Just Transition](#) that builds back better from Covid and creates new green jobs in every sector
- We need funding to deliver environmental training in men's and women's prisons and line up decent jobs for former prisoners to enter. The civil construction and infrastructure sector has successfully done this in the past, but we face such a big skills gap that we need more investment, This can build on the successful initiatives such as initiatives to encourage women, Māori and Pasifika into trades, as well as those of Civil Contractors New Zealand – see:
  - <https://epicwork.nz/>
  - <https://civiltrades.co.nz/>
  - <https://civilcontractors.co.nz/Civil-Workforce-Forum/21209/>

#### 4. Is there anything else that you would like to see in the Terms of Reference for this inquiry?

Learnings from key references such as:

- Dr Girol Karacaoglu (2021) *Love You: public policy for intergenerational wellbeing*. Tuwhiri, Wellington. <https://www.tuwhiri.nz/love-you>
- Phil Preston (2020) *Connecting Profit with Purpose: how to create a world-changing business*. Phil Preston, Australia. <https://philpreston.com.au/book-connecting-profit-with-purpose-shared-value/>
- Clare Feeney (2019) *How to Change the World: a practical guide to environmental training*. 2<sup>nd</sup> edition. Gosbrook Professional Publishing, UK. <https://esst.institute/clare-feeneys-books/>
- Dr Niki Harre (2018) *Psychology for a Better World: Working with People to Save the Planet*. Auckland University Press (Revised and Updated Edition). <https://aucklanduniversitypress.co.nz/psychology-for-a-better-world/>
- Dr Niki Harre (2018) *The Infinite Game: How to Live Well Together*. Auckland University Press. <https://aucklanduniversitypress.co.nz/the-infinite-game-how-to-live-well-together/>
- United Nations Environment Programme (2021) *Are We Building Back Better? Evidence from 2020 and Pathways for Inclusive Green Recovery Spending*. Other authors are from the Smith School of Enterprise and the Environment, University of Oxford and the Institute for New Economic Thinking, Oxford Martin School, University of Oxford
- Kate Pickett and Richard Wilkinson (2011) *The Spirit Level: why equality is better for everyone*. Penguin

8. The challenge<sup>18</sup>

esst.institute  
Learning for Life on Earth

## Kate Raworth, Oxford economist The Raworth Paradox

“No country has ever ended human deprivation without a growing economy.  
And no country has ever ended ecological degradation with one.”

**BUDGET 2020  
AND THE  
WELLBEING  
APPROACH**

**THIS IS OUR CHALLENGE, SHOULD WE CHOOSE TO ACCEPT IT.  
What we measure counts, across the four wellbeings ...**

complexity > urgency > money > transparency > consistency > efficiency > **Action Plan**

It's all about [Learning for Life on Earth](#).

## 8. References cited

- <sup>1</sup> Emile Donovan (2021) New Zealand is not as productive as we should be, what does that mean? An article 6 April 2021 for The Detail/RNZ from Newsroom. Viewable at <https://www.stuff.co.nz/national/the-detail/300267959/the-detail-new-zealand-is-not-as-productive-as-we-should-be-what-does-that-mean> [accessed 24 August 2021].
- <sup>2</sup> Dr Ganesh Nana (2021) Productivity = applying our taonga to deliver wellbeing. A note from the Chair of the Commission, Dr Ganesh Nana viewable at <https://www.productivity.govt.nz/news/productivity-applying-our-taonga-to-deliver-wellbeing> [accessed 24 August 2021].
- <sup>3</sup> Dr Ganesh Nana (2021) RETHINKing New Zealand's Productivity Challenge. Episode 11 of BDO's 'RETHINK' webinar series, 25 August 2021. View the series at [https://www.bdo.nz/en-nz/insights/coronavirus-\(covid-19\)/webinars-podcasts/rethink-webinar-series-2021](https://www.bdo.nz/en-nz/insights/coronavirus-(covid-19)/webinars-podcasts/rethink-webinar-series-2021) [accessed 25 August 2021].
- <sup>4</sup> Ministry of Business, Innovation and Employment (MBIE) (2019) *New Zealand Government Procurement Rules*. See especially Rules 16, 18 and 10 about broader outcomes, industry training and reduction of greenhouse gas emissions and solid waste. Downloadable from <https://www.procurement.govt.nz/procurement/principles-charter-and-rules/government-procurement-rules/>. See also the Construction Skills and Training document at <https://www.procurement.govt.nz/broader-outcomes/construction-skills-and-training/>
- <sup>5</sup> *How measuring the financial ROI of your environmental, health, safety and quality training helps you identify, deliver and measure broader outcomes and lift the business bottom line*. Find out more about my ROI workshop at <https://esst.institute/environment-training-hub/ROI-workshop/> [accessed 25 August 2021].
- <sup>6</sup> Clare Feeney (2019) *Prosecutable to Profitable – how one company turned six profit-draining environmental risks into business benefits*. Environmental Communications Ltd. An ebook downloadable from [www.ESST.institute/Success/ebooks](http://www.ESST.institute/Success/ebooks)

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- <sup>7</sup> Clare Feeney (2019) *Startled by Success – the evolution of an environmental training programme*. Environmental Communications Ltd. An ebook downloadable from [www.ESST.institute/Success/ebooks](http://www.ESST.institute/Success/ebooks)
- <sup>8</sup> Teletrac Navman and Civil Contractors New Zealand (2020) Construction Industry Survey 2020. Downloadable from <https://www.teletracnavman.co.nz/resources/resource-library/articles/new-zealand-2020-construction-industry-survey> [accessed 26 August 2021]
- <sup>9</sup> Joseph Stiglitz (2014) *Creating a Learning Society*. Columbia University Press
- <sup>10</sup> Green jobs are defined in: Green Jobs Assessment Institutions Network (GAIN) (2017) *How to measure and model social and employment outcomes of climate and sustainable development policies: training guidebook*. International Labour Organization. Available at [www.ilo.org/global/topics/green-jobs/areas-of-work/gain/training-guidebook/lang--en/index.htm](http://www.ilo.org/global/topics/green-jobs/areas-of-work/gain/training-guidebook/lang--en/index.htm) [accessed 12 April 2019]
- <sup>11</sup> See for example (1) <https://www.doc.govt.nz/news/media-releases/2020-media-releases/investment-to-create-11000-environment-jobs-in-our-regions/>; (2) O'Callaghan, B. and Murdock, E (2021) *Are We Building Back Better: Evidence from 2020 and pathways to inclusive green recovery spending*. United Nations Environment Program. Downloadable from <https://recovery.smithschool.ox.ac.uk/are-we-building-back-better-evidence-from-2020-and-pathways-for-inclusive-green-recovery-spending/> [Accessed February 2021]
- <sup>12</sup> Joseph Stiglitz, Nobel Prize-winning economist, was interviewed in May 2020 by Radio New Zealand's Kathryn Ryan. Listen at <https://www.rnz.co.nz/national/programmes/ninetoon/audio/2018748008/nobel-prize-winner-joseph-stiglitz-lessons-from-the-gfc>
- <sup>13</sup> Clare Feeney (2019) *Same, but Different – case studies of different environmental training programmes*. Environmental Communications Ltd. An ebook downloadable from [www.ESST.institute/Success/ebooks](http://www.ESST.institute/Success/ebooks). See also Clare Feeney (2019) *Ten Questions about environmental training that you've always wondered about but been too scared to ask*. Environmental Communications Ltd. Second edition. An ebook downloadable from [www.ESST.institute/Success/ebooks](http://www.ESST.institute/Success/ebooks)
- <sup>14</sup> New Zealand Productivity Commission (2021) *A fair chance for all: Breaking the disadvantage cycle. Scoping the Terms of Reference for an inquiry*. A report dated 19 July 2021 available from [www.productivity.govt.nz](http://www.productivity.govt.nz) [accessed 25 August 2021]
- <sup>15</sup> Radio New Zealand (2021) *Construction sector battling inflation, lack of staff and materials*. An interview with Kathryn Ryan on Nine to Noon on 26 August 2021. Listen and download from <https://www.rnz.co.nz/national/programmes/ninetoon/audio/2018809799/construction-sector-battling-inflation-lack-of-staff-and-materials>. Download the full BDO report from <https://www.bdo.nz/en-nz/construction-survey> [accessed 26 August 2021]
- <sup>16</sup> See (1) New Zealand Council of Trade Unions Te Kauae Kaimahi (2018) *Just Transition: Decent Work in a Low-Carbon Economy*. A 10-point plan downloadable from <https://union.org.nz/wp-content/uploads/2018/10/NZCTU-Just-Transition-Ten-Point-Plan.pdf> [accessed 26 August 2021] and (2) Forest and Bird Te reo o to Taiao (2020) *Recovery for People and Planet: How New Zealand's COVID-19 pandemic recovery and nature's recovery go hand in hand*. Downloadable from <https://www.forestandbird.org.nz/resources/recovery-people-and-planet> [accessed 26 August 2021]
- <sup>17</sup> Phil Preston's book is referenced above. The two stories are (1) Radio New Zealand (2021) *Dan Price: the CEO who slashed his salary by \$1 million*. An interview with Kim Hill on Saturday Morning on 10 July 2021. Listen and download from <https://www.rnz.co.nz/national/programmes/saturday/audio/2018803421/dan-price-the-ceo-who-slashed-his-salary-by-1-million> (2) Radio New Zealand (2021) *Some CEOs earning lower paid employees' annual wage in days – study*. An interview on Morning Report on 3 August 2021. Listen and download from <https://www.rnz.co.nz/national/programmes/morningreport/audio/2018806597/some-ceos-earning-lower-paid-employees-annual-wage-in-days-study>
- <sup>18</sup> Quote sourced from Simon Wilson (2020) *How green is our recovery? The Government wants to build an economy based on sustainability, productivity and reducing inequality. But will the recovery plan do that? Simon Wilson investigates*. An article in the *Weekend Herald* of 2 May 2020.